

LAFF

THE LAFF SOCIETY

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

Summer 2008 / No. 55

Mara Manus, who led New York's Public Theater on Lafayette Street in downtown Manhattan out of the red and through nearly six years of steady financial growth, will step down in August as the organization's executive director, *The New York Times* reported in April. Ms. Manus, who worked in community and economic development for the Foundation from 1997 to 2002, was praised for engineering a financial turnaround for the Public, which had fallen on hard times after losing some \$11 million on two productions it attempted to move to Broadway. Joseph Papp, theatrical entrepreneur, created the Public in 1966 as a year-round home for his Shakespeare in Central Park by converting the historic Astor Library in downtown New York which was threatened with demolition. Prior to joining the Foundation, Mara was executive director of a nonprofit job development organization in Los Angeles and before that a Hollywood studio exec. She was hostess for a New York Chapter LAFF meeting that took place at the Public in February 2007.

Judith Samuelson, executive director of the Business and Society Program of the Aspen Institute, which she started 10 years ago on leaving the Foundation, has been recognized as a leading "social engineer" for "getting decision-makers to incorporate social and environmental criteria in the strategies, practices, and purposes of the modern corporation," according to the newsletter of Aspen's Center for Business Education. Judy joined the Foundation in 1989 and served through 1996 as head of the Office of Program-Related Investments, the Foundation's social investment fund.
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LAFF TO MEET WITH UBIÑAS

Luis Ubiñas, the Foundation's new president, has invited LAFF members to meet and share thoughts with him on June 26 from 5 to 6:30 p.m. at the Foundation. Current Foundation staff are also invited. RSVP to Nellie Toma at netoma@gmail.com.



The American University of Beirut

LIVING LIFE ABUNDANTLY IN BEIRUT

Cynthia Myntti was a program officer in Cairo from 1981-1987 and then in Jakarta from 1990-1993. She now is in Beirut working on the AUB Neighborhood Initiative of the American University of Beirut—what she calls "an optimistic gesture in dark times." She wrote the following at the request of **Peter Geithner**, LAFF president, who obtained her e-mail from **Suzanne Siskel** with whom she worked in Jakarta. Her title is taken from AUB's motto carved in stone above the university's entrance: "That they may have life and have it more abundantly."

After leaving the Foundation in 1993, my work took me to Minneapolis, Geneva, and Beirut. During that time I also followed an obsession: returning to Cairo with two old Nikon cameras and hundreds of rolls of black and white film to document the city's *fin de siècle* architecture. Those photographs became "Paris along the Nile: Architecture in Cairo from the Belle Epoque," published in 1999 by the American University in Cairo Press. To my surprise, the book received an enthusiastic response in Egypt. Although colonial architecture is not a politically neutral topic, the tumble-down buildings I photographed are clearly part of the cityscape

that Cairenes themselves love. Publishing the book as I did in the year I turned 50 also made me rethink my life fundamentally; I made the decision to return to graduate school in architecture, graduating with an M. Arch from Yale in 2004.

Unlike my 20-something year-old Yale classmates, I was not destined to the CAD (computer-aided design) drawing rooms of one of the world's great architectural practices. My sights were set on Beirut, where I had been a student before the civil war. Returning to Beirut after the war, I had been shocked at the juxtaposition of the luxuriant walled campus of the American University of Beirut
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The LAFF Society

*c/o Mary Camper-Titsingh
531 Main Street, Apt #1110
New York, NY 10044*

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The LAFFing Parade

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Prior to joining the Foundation, she worked for Banker's Trust and before that as a lobbyist and legislative aide in Sacramento CA. She is a graduate of the Yale School of Management. (aspeninstitute.org)

Recently heard from was **Peter Ruof**, who worked with **Enid Schoettle, Frank Sutton**, and others in the Office of Europe and International Affairs from 1973 to 1982. He is partner and chairman of the board of the Blackwood Capital Group, a specialized mergers and acquisitions firm with offices in New York, London, and Zurich. According to its Internet blurb, Blackwood advises on all aspects of investment banking services, including divestitures and acquisitions, leveraged buyouts, financing, and private placements on behalf of U.S., European, and other international clients. Peter has also worked for the European Union Commission, the World Bank, and the International Monetary Fund. He writes that from a second-home base in Switzerland, he has become involved in the classical music scene in Europe and has been active in assisting the establishment of a U.S. foundation in support of the Musical Olympus Foundation, which helps young musical artists showcase their talents as soloists in concert halls around the world. "Although my for-profit life has taken on different forms than I had originally imagined, I am happy that the Ford Foundation has left me with a strong sense of giving to and assisting talented people." (blackwoodcapital.com)

The Times in its March 22 business section carried a photo of **Linda Strumpf**, Ford's chief investment officer who manages the Foundation's \$13.5 billion portfolio. The *continued on page 7*

Living Life Abundantly in Beirut

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Beirut (AUB) overlooking the Mediterranean, and its surrounding concrete jungle of a neighborhood. Before the war, it had been the glamorous and intellectual "Left Bank" of the city and the "breathing space" of the Arab world.

Fortunately I found an enthusiastic partner in John Waterbury, president of AUB. We articulated a plan for what we eventually called the AUB Neighborhood Initiative, presenting preliminary ideas to the AUB trustees in June 2007. The long-term vision of the initiative is two-fold: a culturally and economically vibrant neighborhood with more middle-income families in residence and more destinations for pedestrians, and a university more systematically engaged with solving the problems of its environs. We seek a win-win situation, outcomes that are good for the neighborhood while strengthening the university's core academic mission.

When I visited the University of Pennsylvania to learn about their West Philadelphia Initiatives, people there joked that what the civil war had done to Beirut urban renewal had done to Philadelphia. But the parallels ended beyond the obvious devastation. AUB students are not being murdered near the university, and certain parts of our neighborhood (those spots with campus or sea views) command the highest land values in the city. Beirut is one of the real estate bargains in the Middle East at the moment, and Gulf investors are streaming in to buy properties that AUB faculty can no longer afford to rent

or to buy. West Beirut is not West Philadelphia.

Although we will inevitably have to face big questions about local real estate, in the next two years we are beginning with modest steps to learn more from our neighbors and to mobilize AUB faculty, staff, and students. We are planning some exciting outreach projects: our landscape design faculty are developing a project called "greening the neighborhood;" our continuing education department together with faculty interested in ageing are examining the feasibility of a "university for seniors;" we are discussing a series of cultural events to be held at different places in the neighborhood with students, residents, and business people. We are also commissioning several research projects to identify stakeholders, develop strategies to reduce neighborhood congestion, and document the well-being of neighborhood residents. Research funding offers a key incentive for faculty to work on neighborhood problems. Inside and outside AUB, people seem to appreciate the Neighborhood Initiative for what it is: an optimistic gesture in dark times, nationally and regionally.

In a funny way, I don't really feel that I am living life after the Ford Foundation. I am currently a Ford Foundation grantee, my contemporaries at the Foundation number among my dearest friends, a group of us from the Cairo office still sail together regularly off the coast of Turkey, and my current job in Beirut epitomizes what I learned and did at the Foundation: seek out the brightest and most energetic people, support them, and ensure that the individual pieces add up to make a difference (cmynntti@yahoo.com). ■

PRESIDENT'S MESSAGE

Hopefully, you have all received the announcement that the Foundation's new president, Luis Ubiñas, has kindly invited the New York chapter to meet—for the first time—at the Foundation on June 26. Luis has also agreed to be the featured speaker on the topic "How to Think About the Future of LAFF." With over 75 acceptances already received, we anticipate a record turnout.

By now members should have received the 2008 edition of the LAFF directory either by email or in hard copy. The new directory has some 400 names. We have included a geographic as well as alphabetical listing to facilitate contacts.

In the near future we anticipate announcing the existence of the LAFF website. The site will include basic information on the organization, give members access to the directory, enable blogging, and make it possible to pay dues via the Internet. We are indebted to Peter Ford, the designer, for his expert assistance.

Enjoy your summer!

Peter F. Geithner

A RESPECT FOR FORD'S TRADITIONS

In one of the first interviews he has had with the press, **Luis A. Ubiñas**, the Foundation's new president, gave notice he does not intend to steer Ford away from the causes it has traditionally supported. "I think the foundation is doing the right things," he told Caroline Preston of *The Chronicle of Philanthropy*, citing specifically urban development, educational access, economic equality, segregation, voting rights, and migration. "Many of the issues it has long focused on are as relevant today as ever."

Says the headline on the article, published on April 17: "Ford Foundation's new leader brings to the job management skills and a passion for social justice."

Mr. Ubiñas who began in January following the retirement of Susan Berresford, plans to spend his first year on the job meeting with trustees, staff, grantees, and others in the nonprofit world. This pattern, typical of a new foundation leader, is especially relevant for Mr. Ubiñas who has no prior grant-making experience. He comes to Ford after 18 years at the management-consulting firm McKinsey & Company where he led a group in the San Francisco office advising media, technology, and telecommunications firms.

Some observers in the nonprofit world believe Ford could use a dose of change, said *The Chronicle*. It has been criticized for

"growing too staid, too cautious, and too unresponsive to change, particularly as a new generation of foundations has emerged."

Some have urged that he cast a wide net, talking to people, for example who "fall on the conservative side of the political spectrum. He needs to reach out beyond the normal coterie of advisors," said Leslie Lenkowsky, director of graduate studies at the Center on Philanthropy at Indiana University, "That's been long overdue at Ford."

Mr. Ubiñas' background, "emblemizes the values of the Foundation." He grew up in the South Bronx, his parents having emigrated from Puerto Rico before he was born.

To a question about whether his selection, given his background, indicated that Ford intended to apply a for-profit discipline to its management of grant making, Mr. Ubiñas said he did not "see such a dichotomy. The corporate world doesn't have all the answers for charities. Good management principles will continue to be brought to the foundation world."

This point was reiterated by Kathryn S. Fuller, Ford's chairperson, who said Mr. Ubiñas business experience was not "a driv-

ing force in his selection." His life story apparently was a major factor. His background, said Ms. Fuller, "emblemizes the values of the Foundation" He grew up in the South Bronx, his parents having emigrated from Puerto Rico before he was born. His mother worked as a seamstress and his father, he says, struggled with substance abuse problems. School guidance counselors recognized his talent early on and helped steer him to the city's best schools and then to Harvard, where he graduated magna cum laude, and after that Harvard Business School.

Among other observations made by Mr. Ubiñas in the interview:

- ▶ He paints a picture of the world very much in flux—the migration of populations not seen since the Industrial Revolution, the worsening of intractable social problems, including the disenfranchisement of black men, the widening of income disparities, and minority children still attending failing schools.
- ▶ He didn't come to the job intending to bring in a new team. But he emphasized the importance of a diverse work force.
- ▶ He will continue to give general support when it is needed, particularly to newer charities. He stresses the important of working with other grant-makers. "We have a lot of coordinating to do."
- ▶ He hopes to stay at the Foundation for a significant portion of his career. ■

90TH BIRTHDAY FOR MARIAM

Celebrating her 90th birthday this year is **Mariam K. Chamberlain** (ncrw.org), a founding member of the Institute for Women's Policy Research and one of the few women of her generation to earn a Ph.D. in economics (Harvard 1950). When Mariam joined the Foundation in 1966, there were only two other female program officers on staff (**Jane Mavity** and **Marcia Thompson**). She went to work for **Marshall Robinson** in the Division of Higher Education and Research on a \$50 million program at 10 major research universities to reform graduate education in the humanities and social sciences.

Later, as the Foundation's female staff began pressing management for greater

responsibility, she became a key member of an internal task force examining how the Foundation could work to advance the status of women, both externally and internally. She recommended grants for women's studies centers and for policy research and economic analysis of women's issues and became a founding member of the National Council of Research on Women and of the International Association of Feminist Economists.

In recognition of her vision and accom-



Mariam K. Chamberlain

plishments, the Institute of Women's Policy Research has established the Mariam K. Chamberlain Fellowship in Women and Public Policy. Fellows work on such issues as job quality, pay equity, paid family and medical leave, Social Security, and child care. The institute runs a continuing campaign to endow the fellowships, and recently received an anonymous gift of \$50,000.

A 90th birthday party honoring her took place on June 4 at the Harvard Club. ■



Former Foundation staffers who attended the New Delhi tea party in honor of John Sommer's visit were (left to right) Vinod K. Chowdhry, N.K. Datta, Neera Sood, Uma Bahadur, F.C. Bhambri, Raj Bhatia, Kiran Arora, H. C. Nangla, Sommer, D.S. Channa, O.P. Mehta, Kuldip Rai, and V.K. Gupta. Missing from the group is Philip Francis.

NEW DELHI

by John Sommer and
F.C. Bhambri

LAFF members in India participated in a highly spirited tea party on the occasion of the New Delhi visit of former Assistant Representative John Sommer in late February. F.C. Bhambri graciously organized the event at the impressive new India Islamic Cultural Centre, next to Lodi Gardens and around the corner from the Ford Foundation office. Over a dozen former FF staff tackled the chaotic (and daily multiplying) traffic to attend, including some from surrounding towns—now suburbs—of Delhi.

Lively discussion centered around the fast-developing changes in India, the U.S. electoral scene, Iraq, and the U.S. economy and its repercussions for India and elsewhere. In his e-mail on the meeting (bhambri@hotmai.com), Bhambri wrote “traffic in most parts of Delhi is very chaotic and it takes more than four times commuting time in several sectors. The reason is widening of roads, upcoming metro rail network, and above all the sheer number of vehicles in Delhi. I am glad we could bring ourselves up-to-date on happenings in India, Pakistan, the U.S., Iraq, and the worrying economic situation in the U.S., which is already affecting adversely several Asian markets, including India. We all hope this phase will be over soon.”

John's visit to New Delhi came at the end of a month-long journey through six Indian states gathering material to update his

2001 book *Empowering the Oppressed: Grassroots Advocacy Movements in India* (Sage Publishers). Recognizing that traditional development projects generally fail to improve the lives of the poorest Indians, absent fundamental changes in power relationships, he recounts the impressive work of a number of groups—some led by leaders of nearly Gandhian stature—working to this end. He has become familiar with these groups in his role as chair of the Unitarian Universalist Association's Holdeen India Program.

Mr. Sommer has been involved in international development over more than three decades. Until 2000 he was dean of academic studies abroad at the School for International Training/World Learning in Vermont, where he now lives. He has also worked for such agencies as USAID, the Peace Corps, Overseas Development Council, International Voluntary Services and the Eisenhower Fellowships. (jsommer@together.net) ■

AUC IN THE NEWS

David Arnold, former India office head and now president of the American University in Cairo, has become a prominent spokesman on behalf of higher education in the Arab as well as U.S. media, according to the AUC web site. His most recent: an op-ed in April in *USA Today*, in which he hails the movement of American universities, among them Cornell and Georgetown, into the Middle East at the invitation of Arab leaders to

educate young men and women. “Those of us involved in higher education in this region believe that as we teach young leaders to embrace rigorous analysis and intellectual tolerance, radicalism can be trumped. Conversely, if higher education fails to provide the abilities young Arabs need to succeed in modern society, hopes will be dimmed and minds closed.”

The article generated eight comments on the USA Today web site, not all of them positive. Wrote one respondent: “I've taught at American universities in the Middle East and while they have their place, it's not likely, in my opinion, that they'll transform. The students that attend these universities are often from families that have a western orientation to begin with.”

Another familiar person associated with AUC is **Barbara Ibrahim** who was a Middle East program officer for urban poverty and women's studies from 1981-1989. She is the founding director of the John D. Gerhart Center for Philanthropy and Civic Engagement, named after the late **John Gerhart**, who preceded Mr. Arnold as AUC president and was a former head of the Cairo office. The center consolidates university activities aimed at encouraging engaged citizenship and science and promotes philanthropic giving in the Arab region.

At the center she is developing programs to make universities more responsive to communities, to strengthen institutional philanthropy, and foster stronger links between research, activist, and policy communities. In 2003 she received the lifetime achievement award from the Association of Middle Eastern Women's Studies. She received her M.A. degree from the American University of Beirut and a Ph.D. from Indiana University. At a two-day regional forum in January hosted by the Gerhart Center, she presented the findings of a study entitled “From Charity to Change: Trends in Arab Philanthropy.” (bibrahim@aucegypt.edu)

Barbara's husband, Saad Eddin Ibrahim, a prominent human rights activist and AUC professor of sociology, in 2000 became the center of international attention when he was arrested by Egyptian authorities on charges that many believed were politically motivated, according to published sources. He was sentenced to seven years in prison, but after 18 months he was acquitted of all charges by Egypt's highest court. ■

Nightmare at the Y

By Bob Schrank

As noted several issues ago, Bob Schrank, a National Affairs staffer in the 1960s and 1970s, has formed his own blog (robert-schrank.blogspot.com). A writer of some note, Schrank every week or so posts his thoughts on issues of the day. Among recent effusions are "Disney Land at Riverhead," about a proposal to build an amusement park not far from his home; and the following confession about running naked around the Washington, D.C., YMCA. At his suggestion (he was responding to our plea for copy to fill these pages), we reprint the Washington blog. Normally Schrank, a pro in the writing craft, needs very little editing. But in deference to our more easily embarrassed readers, we have omitted or changed some of his more explicit language.

It should also be noted that Schrank in June is to be honored for "Lifetime Contributions to Social Justice for Working People" by the Center for the Study of Working Class Life at SUNY Stony Brook on Long Island.

For many years I suffered regularly from a terrible nightmare of finding myself at let's say the Easter Parade on Fifth Avenue or some other embarrassing place stark naked. Between trying to cover up as best one can with my hands over the "gentles" (thank you Mel Brooks) and slipping in and out of doorways, the anxiety grew and grew into such a bundle of fear that I just woke up thankful I was at home in my own bed.

Another favorite site for this particular nightmare was at a podium delivering an important talk on, for instance, "Why Workers Join Unions." Lo and behold, again I am as God delivered me. As long as I stayed behind the podium, I was okay. But what happens when I have to leave? So I keep talking, sort of a filibuster to hide my privates from public scrutiny. The audience is getting restless. I'm in a rising anxiety crisis and whamo! I wake up. The nightmare became a regular part of my dreaming life. Of course there were other dreams, but here is the one we are writing about today.

During my years as an employment specialist, both working for the City of New York as well as the Ford Foundation, I would regularly find myself in Washington, D.C., attending yet another meeting on what to do

with the army of unemployed Black youth. It was at one of these "schmooses" (that's what I began to call them), attended by Mike Sviridoff, George Bennet, and an assortment of other aficionados in the field, that Mike, who was my boss at both the City and Ford, suggested we all go for a "schwitz" in the YMCA. Mike took any opportunity for a good sweat before dinner. Traveling in Sweden with Mike was like being in his heaven. Before any dinner with Swedish officials, there was always an opportunity, as Mike said, "for a good schwitz in a sauna as a rebirth before dinner." In New York City in the twenties, there were many Turkish Baths that were famous for their steam rooms.

A young laughing woman with a big towel came running over saying, "Don't feel bad. You're in the YWCA."

Back to the Washington meeting. We had some time to spare between the late afternoon and evening meeting when Mike suggested we all go to the YMCA for a good schwitz. I was not nearly as enthusiastic about schwitzing, but I went along with the suggestion. At the Y we were given a couple of towels, keys to a locker and directions to the steam room and pool.

With towels wrapped around our bottoms, we made our collective way to the steam room. We sat on the benches in the steam, with Mike waxing poetic, "isn't this just the best thing in the world," and me beginning to think "I can't take this much longer." (I suffered from hypertension; I shouldn't have been there at all.)

I said I would take a swim to cool off and meet the rest of the gang in the lobby of the Y. On the way to the pool, there were big wire fence doors that had a way of slamming behind you. After my nice cool swim, I began to realize I did not know my way back to the locker room. In a hasty moment, I went through a wire fence door, and in my effort to catch it before it closed, I lost my big towel. What I was left with was a small hand towel about as good as Adam's fig leaf. No I think the fig leaf was bigger.

Standing in a maze of wire fence passage-

ways, I tried to remember how I had come in. Nothing seemed to be the same. I was lost in the bowels of the YMCA with nothing but a fig leaf. I tried desperately to go back, but without success. All the wire doors locked as soon as you went through them. There was no way back. There was only one way forward up a flight of stairs and through a door that said "Lobby." I thought "Okay. So what if I end up in the YMCA Lobby in my fig leaf. Someone will come to my rescue."

The "Lobby" door was big and heavy. In my effort to open the door, I dropped my fig leaf towel, yanked the door open, and before I knew what happened, "bammo," it was closed. Now all I had were my two hands to cover the "gentles." I looked around and only saw young women in the lobby. What flashed through my mind was, "Hey, this is only my dream." A young, laughing woman with a big towel came running over saying, "Don't feel bad. You're in the YWCA. It happens all the time. You see we are neighbors and we share some things we would rather not, but the police or fire or some department insists on these various exits." I am now pleading with my rescuer, "How do I get my clothes back?" She is beginning to annoy me as she is not only attractive but keeps giggling as she says, "I think this is hilarious. It sure puts some guys in their place."

The rest of my group are sitting in the YMCA lobby. As I am delivered, they are having the laugh of their life. The guy at the desk already told them what probably happened to me. As we settled down for dinner at Harvey's, there was no letup. "How did it feel to be naked in the YWCA?" "So what did those girls make of you running around naked in their lobby?" "I betcha they figured you were flashing them?" And so it went all evening and the next day. Whenever we passed each other in the hall, Mike would say, "Schrank, let's have the truth about what happened in the YWCA that afternoon?"

So what did happen that afternoon? I'm not sure, but I have never had my "caught naked dream" again. I had been caught naked in a public place in the real world and survived. Maybe that's the reason the nightmare went away. Now if I can just figure out how to make the one about "what gate is the plane leaving from," or "where in the city did I park my car," or a couple of others that can make me wake up in a sweat? ■

SMITH NAMED HEAD OF FOUNDATION CENTER

Bradford K. Smith, vice president of the Foundation's Peace and Social Justice program from 1996 to 2005, has been named president of the Foundation Center, the nation's leading authority on organized philanthropy. He succeeds Sara L. Engelhardt who is retiring after 17 years.

Mr. Smith most recently has been president of the Oak Foundation in Geneva, Switzerland, a family foundation with programs and grant activities in 41 countries on five continents. Its resources come from duty free shops that founder Alan M. Parker helped establish. He will assume his new position on October 1.

Mr. Smith had responsibility for the Foundation's largest program providing hundreds of millions dollars in grants to organi-



Bradford K. Smith

zations working on issues of human rights, international cooperation, governance, and civil society in the U.S. and around the world.

He has devoted his entire career to the philanthropic and nonprofit sector, according to the center's press release. He first joined the Foundation as program officer and then

head of the Foundation's Brazil office. Prior to that, he directed the Brazil program of the Inter-American Foundation. At the start of his career, he worked for the YMCA both in New York and Costa Rica. He has an M.A. in economics from the New School in New York and B.A. in anthropology and ethnomusicology from the University of Michigan.

With five regional libraries, the Foundation Center maintains the most comprehensive data base on U.S. grant-makers and their grants. Its web site receives more than 57,000 inquiries each day (foundationcenter.org). ■

MANILA MEMORIES

Solita des Castillo, who was one of the first employees to staff the Foundation's newly opened Manila office, has established a record of sorts in both length of service in an overseas office and in the number of representatives for whom she worked. In an e-mail to LAFF, she reports she first heard that the Foundation was hiring local staff while working for an Asia Foundation-funded scholarship program at the University of the Philippines. That was in 1964. A secretary and driver had already been hired and she was brought on as staff accountant, having completed an accounting degree and taken her CPA boards.

She reports that the first temporary office was on the top floor of Luneta Hotel fronting on Riza Park. "When **Dr. Harry Case**, the first representative, arrived, the office was moved to a building on Rojas Boulevard (formerly Dewey Boulevard) with a view of the bay and the spectacular Manila sunsets." To accommodate the increasing number of foreign staff, additional office space was needed and the Foundation moved to the new Makati business section to escape Manila traffic. Solita's job also changed. As the most senior member of the staff tending

to the needs of the program staff, "I had the responsibility to see that every task was accomplished and work standards maintained."

Over the years she worked with eight representatives—**Harry Case, Clark Bloom, Ozzie Simmons, Brent Ashabranner, Frances Kortzen, Mary Racelis**—and then when the Foundation discontinued an on-site Philippines operation, she worked for **Tom Kessinger** and then **Mary Zurbuchen**, the regional representatives based in Jakarta.

Over those years her title changed from accountant to accountant/office manager, administrative officer, and finally liaison officer. Retiring in 1997, she went to work as a part-time consultant with the International Institute of Rural Reconstruction.

She reports that both parents and grandparents were from Manila. She was in the primary grades when war broke out. "My father was a captain (Merchant Marine) and luckily their ship arrived in Manila a few days after the war started. Due to food scarcity in the city, the family evacuated to a nearby province and we even lived for a month in the mountains." She later graduated from Philippine Women's University, and earned an MBA in the evenings while working for the Foundation. (soldelcas@gmail.com) ■

A BREED APART

Emmet Carson, a former president of the LAFF Society and currently president of the Silicon Valley Community Foundation, in April spoke to more than 4,500 at the annual meeting of the Association of Fund-Raising Professionals. He gave tips on how fund-raisers can approach the super-rich entrepreneurial founders of the global technology companies when conventional sources are scaling back during difficult times.

Mr. Carson, who led the Minnesota Foundation for 12 years and before that the Foundation's program on philanthropy and the nonprofit sector, described a dozen characteristics of the new entrepreneurial donors that have implications for the way fund-raisers do business, according to the April 17 issue of *The Chronicle of Philanthropy*. "Charities that cannot adapt to the fast-paced decision-making style and risk-taking bent of these entrepreneurs could lose substantial contributions," Emmet said. Among those characteristics:

- ▶Speed and adaptability. Entrepreneurs are "put off" by lengthy decision-making processes that are time honored practices of many charities. "Concepts like committee reviews don't wash."
- ▶An independent streak. Most donors pick one or two causes and "follow their own drummer and not the pack."
- ▶Involvement. Entrepreneurial donors often demand more than others from the organizations they support. "They want to develop strategy with you."
- ▶A high tolerance for risk. Technology company founders risked it all and sometimes lost. They ask "why won't you bet it all? So what if you fail? We'll learn something."
- ▶Expectation of diversity. They're younger, more diverse, and are comfortable with that.

Instead of the typical conversations about diversity in the nonprofit world, which often focus on access, equality, and fairness, global entrepreneurs think that the best ideas come "in any size, shape, and color."

Those characteristics and others make global entrepreneurs impatient with many charities in the United States. That is one reason, he said, that philanthropists like Bill Gates and others have found overseas projects to be appealing. ■

The LAFFing Parade

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photo illustrates a story about how women have become prominent in handling billions of dollars of investments for big university endowments and private foundations. Women now manage 10 of the 50 largest endowments and foundations compared with only four a decade ago, the article states. Linda has been with the Foundation for 27 years.

Robert Kilgaard, a former Foundation project specialist in economics in Pakistan and now president of Claremont Graduate University in California, is the author *Controlling Corruption* (University of California Press 1988). He recently wrote an article in *The Chronicle of Higher Education* outlining steps that might be taken to control the malady. "Research suggests that the key to successful reform is changing policies and systems, rather than the common practice of hunting for isolated culprits, adding new laws and regulations, and calling for a moral renovation."

Rusty Stahl, who served from 2000 to 2002 as a program associate in the Foundation's Philanthropy and Civil Society unit, has become a leader in the movement to train and work with a new generation of young people who are attracted to the field of philanthropy, including those who want to use their inherited wealth to change society. Rusty is the founding executive director of Emerging Practitioners in Philanthropy (epip.org), a national network of young philanthropic professionals. His work and that of other organizations in the field were fea-

tured in a *New York Times* article in February.

Rusty notes on the EPIP website that the foundation world is traditionally dominated by mid-career and retired leaders. The organization was born at a Council on Foundations conference in 2001 when he and friends of similar age (Rusty is now 31) organized a dinner for younger attendees. Some 40 showed up and they formed a committee that became the founding board of the organization. EPIP is made up of hundreds of professionals, most under age 40, who work for foundations, government and corporate grant-making entities, regional associations of grant-makers, and affinity groups. Their aim is to transform philanthropy and make way for the generational shift taking place in the social change community. Rusty holds a masters of arts in philanthropic studies from Indiana University, the first such liberal arts-based degree program.

Frank Hicks, who was a program officer in the Lagos office in the late 1980s, is now living with his wife and two daughters in Costa Rica and working for Forest Trends, a nonprofit organization that promotes market-based approaches to forest conservation. In a long e-mail to **Peter Geithner**, he reports that after Ford he next went to work for the Biodiversity Conservation Network in the Philippines, a USAID-funded project to promote environmentally friendly enterprises. During this time his wife Meg consulted for Ford and the Asia Foundation. They then moved back to West Africa where for four years he co-managed a TechnoServe project. This was followed by an assignment in Costa Rica working for a start-up for-

profit firm making and marketing organic chocolate, which eventually went broke. "As a result, I now have a much greater appreciation of the importance of cash flow and getting second round financing in place well before it's needed." His next assignment was with the Rainforest Alliance developing a strategy for expanding its sustainable cocoa operations. He then formed his own company consulting on sustainable agriculture, environmental conservation, enterprise development, and agricultural certification issues while working half time for Forest Trends. (fhicks@racsa.co.cr)

Dr. Milwida Guevara, who joined the Foundations' Manila office in 2000 as a program officer in education, in March received the Gawad Haydee Yorac award for her "uncompromising integrity and professional excellence as a both government official (a former finance undersecretary for three administrations) and educational reform advocate." She was cited for her leadership in creative private sector initiatives to improve the quality of basic education as the grassroots level. The award, jointly sponsored by the University of the Philippines and the Manila Electric Company, is given in the name of Haydee Yorac, who, according to a press release, is known most for assisting poor coconut farmers obtain benefits from the proceeds of "recovered ill-gotten wealth of the Marcos family." Dr. Guevara is currently president of Synergeia, a coalition of individuals and institutions that work with local governments and their communities to improve the quality of basic education. ■

In Memoriam

Word has been received of the death on April 22, 2007 of **Marion Bieber** in England. Ms. Bieber joined the Foundation in 1970 as administrative assistant in the Paris office of the European and International Affairs program. Her chief responsibility was to manage the office, train staff, assist in arranging conferences throughout Europe, prepare reports on European foundations, aid Foundation-sponsored students and scholars studying in Europe, and act for Representatives **David Heaps** and **William Bader** in hosting visitors.

She was promoted to assistant administrative officer in 1973 and acted in that capacity until the closing of the Paris office

in 1975. She remained in Paris working part-time for the Foundation and the German Marshall Fund, and later moved to London in 1980 to work for the conference unit of *The Economist*.

Lawrence Cantwell, who joined the Foundation in 1954 as a staff accountant in the Office of Comptroller died on May 14. He retired as chief accountant in 1982. Services took place on May 20 at St. Agnes Cathedral in Rockville Centre, New York. He leaves his widow, Emma Cantwell of 21 Calais Court, Rockville Center, a son and daughter, and three grandchildren. Interment was in the Cemetery of the Holy Rood,

Westbury, New York.

In an e-mail sent to Dorothy Nixon, Edie Greene, widow of **Robert P. Greene**, who died in Florida in December, expressed her disappointment about the brevity of our notice describing his career. She writes: "Bob's career was primarily spent on overseas projects—we lived in eight foreign countries during his career; it started with our Ford Foundation assignment in Indonesia under **Jack Bresnan**. Cairo was the next overseas assignment. Bob worked as the financial manager and planner for the programs and was the first name on the top ten *continued on page 8*

In Memoriam

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list of overseas administrators.”

The MIT press release (he was a graduate, class of '55), gives further details. He spent 20 years working for MIT mainly on two major international energy assessments and international programs and projects including activities in India, Germany, Thailand, Malaysia, and Ireland. His final 11 years were spent with the Media Lab. He retired in 1996 as the associate director for administration, finance, and operations.

Kathryn Mitchell, who joined the Foundation in 1966 as senior secretary in the Office of Social Development, National Affairs, died on May 11 in Tampa, Florida, where she was confined to a nursing home. She was promoted to administrative assistant in 1969 and assistant administrative officer in 1972. In 1982 she became supervisor, grants administration in the Office of Vice President, U.S. and International Affairs Program. She moved to Florida on her retirement in 1988.

As reported in the last issue, **Amy Sloane**

Vance, program officer in the Human Rights and Governance Program from 1980 through 1986, died in March after a long illness. Giving a eulogy on behalf of her Foundation colleagues, at her service at the Episcopal Church of the Heavenly Rest in Manhattan, was **Gabe Mehreteab** (nhpfoundation.org). “How to capture Amy—the warm, generous, gentle soul we are here today to celebrate,” he said in part. “There are some people you meet early in your life—maybe at school, maybe at work, at one of your first jobs, with whom you feel an instant connection. You know somehow you will be life-long friends.

“I first met Amy in the spring of 1981. The Reagan administration was at that time busy dismantling the Legal Services Corporation, which was designed to give concrete meaning to America’s equal justice under the law by providing free civil legal assistance to poor people. Amy made it her mission to make sure that didn’t happen. I watched with no small amount of awe as my new, deceptively mild-mannered friend, used her post at the powerful Ford Foundation to mobilize a coalition of grant-making founda-

tions to save the legal centers. The Reagan administration had met its match. And a career of high principal and impressive achievement was off and running.

“Amy was incredibly serious about her work and causes. But Amy was hardly one-dimensional. She had a great sense of humor, not least about herself, and though born to a prominent family, she never acted superior. She wore her good fortune with grace. Just as she bore the horrible bad luck of her final illness.

“I may not look like a member of the Vance family. But early in our friendship, Amy saw to it I became an honorary member. She was proud of her family, and among Amy’s greatest gifts to me was to bring me into its warm embrace. Amy’s family adopted me as a son and brother, and my family adopted Amy as a daughter and sister. Over the years, with my wife Sally, we traveled together, laughed together, ate together, and, of course, shopped for clothes together.

“I will cherish my memories of Amy. But how I wish this day had not come.” ■

The LAFF Society
c/o Mary Camper-Titsingh
531 Main Street, Apt. #1110
New York, NY 10044