

LAFF

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

Fall 2006 NO. 47

The LAFFing Parade

Andrea Taylor, who worked for the Foundation as a media specialist in the 1980s and 1990s, has been appointed by the Microsoft Corporation in Redmond, Washington, as director of U. S. community affairs. She will have responsibility for a variety of the corporate philanthropic initiatives, including a global program that supports community technology centers in IT skills training. She will also work with nonprofit organizations, governments, and businesses in the U. S. to advance employability and workforce development. Before Microsoft, Andrea was founding director of the Foundation's media fund, a \$50 million global portfolio of media investments. She has also been an adjunct faculty member at the Harvard Graduate School of Education where she developed and taught a course to help prepare the next generation of academic leaders for policy and practice in the age of digital media.

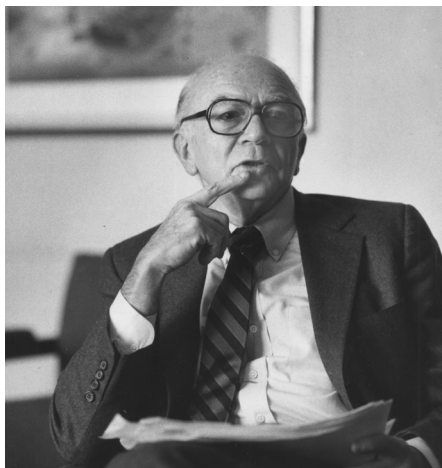
Bob Goldmann (National Affairs) reports he observed his 85th birthday in his hometown, Reinheim, Germany, from which his family was driven in 1933. See page 3.

James Huntley, an international relations program officer at the Foundation from 1965 to 1967, has a new book out, an autobiography titled *An Architect of Democracy: Building a Mosaic of Peace*, available through New Academia Publishing. (info@newacademia.com). The book, according to the publisher, "chronicles the working life of an idealistic, action-oriented World War II veteran's lifelong search for peace through strengthening democracies and the international institutions that unite them." Brent Snowcroft, former White House national security advisor, writes in a foreword: "Jim Huntley has made an important contribution to the

long-term hard job of fashioning a peaceful world by spreading democracy and building international community."

Rocky Staples, who spent 18 years at the Foundation, mostly in overseas assignments, tells his life story in the recently published *Old Gods, New Nations: A Memoir of War, Peace and Nation Building*. See page 4.

Richard Magat (Office of Reports), along with Peter Dobkin Hall, are editors of a series of free, online reissues of classic books and articles on philanthropy, nonprofits, civil society, and related topics available from the Hauser Center for Nonprofit Organizations at Harvard University (www.ksg.harvard.edu/hauser/philanthropy-classics). Current posted works include *The Literature of Philanthropy (1893)*, edited by Francis Goodale; *The Philanthropic Work of Josephine Shaw Lowell (1922)* by William Rhineland Stewart; and *The* (continued on page 2)



In Memoriam
Louis Winnick
1921-2006

(See page 5)

The Foundation's Archives: Resource for Scholars

The Foundation's archives, now located in more spacious quarters on Level A of the building instead of its original cramped location on subterranean Level C, is becoming an ever more valuable resource for researchers. Evidence of this is the recent completion of a 23-page finding aid to assist scholars searching the office files that Fred W. Friendly left behind when he exited the building in 1980 to join the faculty of the Columbia School of Journalism. It is one of a number such finding aids of staff files that have been compiled by archives staff.

Friendly, who died in 1998, apparently saved most of the papers that crossed his desk during his 14 years at the Foundation as McGeorge Bundy's influential advisor on public television, telecommunications, and media and the law. His office files occupy some 22 linear feet of shelf space.

The bulk of the records consist of correspondence, memos, and reports pertaining to the Foundation's grant-making in support of public television, telecommunications policy, journalism education, and media law. Some items deal with his pre-Foundation career as a CBS television producer and executive. Others describe his and Bundy's revolutionary, and unsuccessful, proposal to assess a tax on the satellite relay of commercial television to finance public broadcasting. There are letters pertaining to Friendly's collaboration with Edward R. Murrow, as well as from jurists Hugo Black and Warren Burger, William F. Buckley, and Bill Moyers.

Some of the material deals with personal matters, such as social engagements and summer camp arrangements for his (continued on page 4)

Photo: Jack Manning/The New York Times

The LAFF Society

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Charity Organization Movement in the United States (1922) by Frank Watson Decker. By the end of 2006, a dozen titles will be added to the website, which was funded by the Surdna and Charles Stewart Mott foundations.

Emmett Carson, president of the Minneapolis Foundation for the past 10 years and a former president of the LAFF Society, has been named chief executive officer of the recently merged Peninsula Community Foundation and the Community Foundation of Silicon Valley. To be known as the Silicon Valley Community Foundation, the new foundation will become a center of philanthropy providing services to donors and nonprofits throughout the San Francisco Peninsula and Silicon Valley.

Larry Cox, former senior program officer for human rights at the Foundation and since May the new executive director of Amnesty International, is the subject of a profile in the fall issue of Amnesty's magazine. Among the issues the article mentions that Cox will work on are U. S. practices carried on in the name of the war on terror, violence against women, prison conditions, and abolition of the death penalty. ▲

Chapter News

"Is It Only Iran?"

Gary Sick, Iran expert and former member of the National Security Council staff who, after leaving government, worked for the Foundation from 1982 to 1987, listed more than a half dozen occasions over the past 25 years in which hard-liners in both the United States and Iran failed to seize opportunities to improve relations between the two countries.

Speaking at a meeting of the New York chapter of LAFF in late May at Marymount College, Sick saw an affinity between the "ayatollahs" in Iran and those at home in the way they have responded to tentative feelers to reduce tensions. "We have a group of people on both sides who have strong nationalistic and extremist political views that are nativist in origin. They understand each other and play off one another. If Iran makes an outrageous statement, it fuels the same kind of reaction here."

The topic of his talk was "What's the Matter with Iran (or Is it Only Iran)?" Some 30 LAFFers attended the meeting.

The hostile relationship between the two countries reached an apex in 1979, Sick said, when Iranian revolutionaries seized hostages from the American Embassy in Tehran and held them for 444 days. But the origins of anti-Americanism predate this episode when the U. S. engineered the deposition of the Iranian government and placed the Shah back on the throne.

"Anti-Americanism is deeply ingrained among Iranians and is plaguing us now as we try to come to terms with them".

Giving examples of the "missed opportunities," Sick mentioned an episode in 1988 when the senior George Bush said in his inaugural that "good will begets good will," which at the time was considered an olive branch directed at Iran. Americans were held hostage in Lebanon at the time and Iran began working on our behalf to get them out. But Bush, in the midst of a mid-term election campaign, "was in no position to do anything nice for the Iranians."

During the U.S. Afghan invasion, the Iranians had access to the Northern Alliance of opponents of the Taliban govern-

ment and worked with our ambassador to put the Karzai government in power following the defeat of the Taliban.

In 2000 Secretary of State Albright made a speech offering to tear down the walls of mistrust between the two nations. But the hard-liners in Iran didn't like the idea of the then Iranian president getting credit for an opening to the U. S. "In this case the Iranians ignored the message."

Finally, Sick mentioned an incident that occurred during the Clinton administration when a group of 501(c)3 organizations interested in Iran requested permission from the State Department to operate in Iran. U.S. sanctions against Iran made it illegal to do so. "We couldn't even organize a conference," he said. The permission was about to be granted when government hard-liners killed it. The decision was affirmed by the incoming Bush administration.

Summarizing his views in answer to a question posed by **Bud Harkavy** on Iran's nuclear ambitions, Sick said the West had limited options. He argued again for a diplomatic approach in which the U. S. and its European allies would attempt to constrain Iran from making a nuclear weapon. He rejected neo-conservative thinking which, he said, would have favored a policy in which the U. S. military, after deposing governments in Afghanistan and Iraq, would either turn right to overthrow the regime in Syria or left to get rid of the ayatollahs in Iran. "What is really wanted is regime change. The assumption is you can't deal with these people and any attempt to do so is hopeless. With that kind of thinking, it's very hard to construct a serious policy."

A more measured approach, he suggested, is to broker a deal with the Iranians in which the West would have enough inspectors on the ground so that if they decide to go for a nuclear weapon, "we will know about it very quickly and have built in enough obstacles that it will take them a long time to do it."

"But there is a point of no return here," he continued. "We can bomb them and set back the process. But several things will happen. The populace that today is relatively pro-American will rally around

the hard-liners and the guys there now will still be there 20 years from now. They will kick out the inspectors, withdraw from the nuclear treaty, and go underground to build a bomb. We will be left with no eyes or ears. How do you stop them now? Boots on the ground? But we don't have the boots."

Moderating Sick's presentation was **Mahnaz Ispahani**, formerly deputy director of the Human Rights and International Cooperation office of the Foundation and currently a senior fellow at the Council on Foreign Relations. Introducing the speakers was **Lisa Mensah**, formerly deputy director for economic development at the Foundation and currently running her own program, the Initiative on Financial Security, at the Aspen Institute. The site of the meeting was arranged by **Radika Balakishan** of Marymount Manhattan College.

Sick, a retired Navy officer with service in the Persian Gulf and the Mediterranean, was principal White House aide for Iran during the Iranian revolution. At Ford, he worked on U. S. foreign policy issues, leaving in 1987, he said, "without a golden parachute" to write and teach at Columbia. He currently runs a Foundation-supported program, which he jokingly referred to as his own "international spy network," that brings together government officials, academics, journalists, and business people worldwide to discuss common problems of the Gulf states.

Bangkok Reunion

*The following was written by **Mark Sidel** who served in three Foundation Asian region offices (Beijing, Bangkok and Hanoi, and New Delhi) for varying periods from 1988 to 2000. He currently is professor of law and faculty scholar at the University of Iowa.*

Twenty-four former Southeast Asia staff and colleagues spanning the entire tenure of Foundation activities in Bangkok from the early 1960s to the late 1990s gathered for a convivial lunch at the Jim Thompson Thai House and Museum in Bangkok on

July 11. The event was graciously hosted by **Bill Klausner**, president of the Jim Thompson Foundation and long-time consultant in the Foundation's Bangkok office.

The lunch was organized by **Sisamom Plengsri** and her colleagues with their usual aplomb and effectiveness, including contacting former Foundation staff throughout Thailand and the region, some of whom had worked for the Foundation decades ago. Over delicious Thai food, attendees learned about each others' current activities and traded stories of life in the Foundation and the work with grantees, governments, and even New York.

Those attending included **Patcharee Srikanchana, Rachaya Chinarsinthana, Gary Suwannarat, Tongroj Ochan, David Thomas, Chanya Rugsasook, Sam and Jane Johnson, Peter and Ditas Weldon, Surang Bunyastir, Sunanthana K, Darnee (Diana) Peterson, Chanmom Lovacharaporn, Malinee Binhud, Sisamom Plengsri, Rawiwan Sribhibhadit, Pima Molkul, Chalermopol Attasara, Alan Feinstein, Bill Klausner, Mary Zurbuchen, Wendy Crane, and Mark Sidel.**

Long distance attendees included the Weldons (Hong Kong), Mary Zurbachen (U. S.), Mark Sidel (U. S.), and a large group from the LAFF outpost in Chiang Mai that included Plengsri, Thomas, Suwannarat, and others. But none could match the journey of Sam and Jane Johnson whose flight from Luang Prabang (Laos) to Bangkok was cancelled the day before the lunch. They chartered a minivan for a ten-hour drive through the Lao countryside to Vientiane in time for a late morning flight to Bangkok and a rapid train ride that brought them to the lunch just as it was commencing.

Additional informal events will likely be held in Bangkok and Chiang Mai in late 2006 and 2007. Former Foundation personnel in Thailand and Southeast Asia who would like to learn of such activities should contact Sisamom Plengsri at sisamom@yahoo.com. ▲

Commemorating the Past

By **Robert B. Goldman**

It isn't too unusual these days of fast advancing medical know-how to make it to 85. But it *is* special to observe it in the hometown from which our family was driven in 1933. It happened as a result of my autobiography, which got into the hands of Karl Hartmann, the mayor of Reinheim in the German state of Hesse, and moved him to make recent history an obligatory task for the town, especially its students. He was born after 1945 and discovered the history that I have lived.

Among the ways in which Reinheim remembers is the annual award of a euro 5,000 (\$6,300) scholarship dealing with issues of racism, anti-Semitism, xenophobia, and the relations of Jews and Germans. I have the privilege of choosing the subject, the recipient, and making the award. So the mayor decided to have the ceremony on my 85th. I chose a young reporter of the *Frankfurter Allgemeine Zeitung*, one of Germany's and Europe's leading dailies, for which I write a monthly column. Florentine Fritzen's subject for a series of articles is "The relationship of today's Jews in Germany to their non-Jewish environment." It's a rarely discussed subject that needs attention, because postwar Jews, especially recent Russian-Jewish immigrants, have little contact with their German neighbors beyond school or job.

Hartmann had invited 120 guests, many of them local and regional dignitaries; there were speeches and music, including a selection from my favorite composer's (Brahms) violin concerto, a letter of congratulations from Chancellor Angela Merkel, and a birthday cake the size of a table!

So there's a mini-foundation that bears my name. We have given the award seven times, and after I'm gone, provisions have been made for continuing the work under the heading "For Human Dignity." Why do Reinheim and I do it? Because proactive remembrance is an important ingredient in a postwar Germany whose free, democratic, and diverse society is a historic accomplishment that needs to be acknowledged and cultivated. ▲

WRITE! WRITE!

You wouldn't want a newsletter with blank pages, would you? Then please set pen to paper or fingers to keyboard and send in recollections, news of yourself, comments, or anything you think would be of interest to your colleagues.

The newsletter depends mainly on contributions from you and fellow LAFF Society members.

Send material to the editor of the next edition, Richard Magat, Alger Court, Bronxville, NY 10708, rimagat@gmail.com

Old Gods, New Nations

Rocky (Eugene) Staples, who sent along his remembrance of **Jack Bresnan** (page 7), appended to his email several paragraphs describing his new book, *Old Gods, New Nations: A Memoir of War, Peace and Nation Building*, a 373-page volume (complete with index and photos) published by iUniverse of 2021 Pine Lake Road, Lincoln, Nebraska 68512 and available through B&N.com, Amazon.com, or directly from the publisher.

It is a detailed recollection of Rocky's career beginning in Kansas City, where he grew up in a working-class family and learned to play the classical violin, his World War II experience as a Marine Corps fighter pilot, work as a newspaper reporter in Midwestern small towns and for United Press International in Mexico City, foreign service officer in Uruguay, Chile, and Moscow, Ford Foundation overseas rep in Bangkok and New Delhi (not to mention a stint in New York), USAID mission director in Pakistan, and, finally, a founder and principal of the U. S. Government- financed Eurasia Foundation.

In the course of this remarkable career, he narrowly escaped serious injury or worse when his aircraft carrier was hit by bombs off the coast of Japan; became fluent in Spanish and Russian, lived in more than a dozen places, and married three times (his first wife, Charlotte, whom he met and married in Mexico City and the mother of their three children, died in 1978 from cancer). At each change in position, his father, who was a senior trainman on the transcontinental Santa Fe Express, could not understand how he could leave a good, secure job to strike off in new directions. But let Rocky speak for himself.

"In this memoir of a long and blessed life, the Ford Foundation plays a major part. I joined the Foundation on returning to the States in 1964 from a foreign service assignment in Moscow, having been recommended to the legendary Humanities and the Arts Vice President W. McNeil "Mac" Lowry by Lincoln Kirstein, co-director (along with George Balachine) of the New York City Ballet. The ballet had just toured the Soviet Union in the midst of the Cuban missile crisis, and in those scary days Kirstein and I had become

friends walking through deserted old monastery gardens along the Moscow River discussing art and politics. I left the Foundation to return to foreign service in 1982.

"That 18-year period was pivotal in the Foundation's development. I witnessed the departure of President Henry Heald, that fine, decent (Lincolnesque was how people referred to him) man who finally failed to control the Board of Trustees. I then served David Bell and Mac Bundy, first as deputy and then head of the Asia program. I went overseas to Bangkok in 1973 as representative for Southeast Asia and three years later to New Delhi as representative for India, Nepal and Sri Lanka. My staff colleagues and I were among the earliest to move the Foundation to begin serious grant-making for overseas indigenous NGOs. During my New York and Asian assignments, the Foundation undertook its still lively and important concentration of grant-making in the indigenous arts and culture. I departed in the early years of Franklin Thomas's tenure when it became clear that I no longer fit. The memoir strives to understand and describe the political, programmatic, and institutional factors that led the Foundation in each case to change and adapt its priorities and employee selection.

"Early parts of the memoir cover my childhood in a railroad and farming family in Missouri, service in World War II as a Marine Corps fighter pilot off an ill-fated Navy carrier in the Pacific, and assignments as a journalist and foreign service officer in Latin American and the Soviet Union. Later chapters deal with post-Foundation assignments in the Agency for International Development in Washington and as USAID mission director in Pakistan, and six years in Washington helping to design and launch the Eurasia Foundation, which makes small grants for economic and civic development in the countries of the former Soviet Union."

Staples currently lives with his wife, Judy, in an apartment on New York's Upper West Side and they also own a house in Rhode Island near the ocean. He writes that he has resurrected his old violin, found a teacher, and plays Bach and Schubert for an hour or so daily. He says with a trace of regret that he and the surviving pilots of his Marine Corps fighter squadron have probably had their last reunion. ▲

(Archives continued from page 1)

children. One of the more interesting items, according to Jim Moske, archives research associate who spent six months organizing the files, is a letter Friendly wrote to his mother in 1945 while in the Army describing his visit to the Mauthausen concentration camp in Germany shortly after its liberation by the American military. The letter is located in Box 12, folder 16.

Moske, who previously worked at the New York Public Library, explained that the office files of many Foundation staff and program divisions have been processed and made available to researchers. Decisions about which files to process are based on the research needs of staff, the prominence of the individual, and other factors. Friendly's files are being reviewed by Ralph Engelman of Long Island University who is writing a biography of Friendly. Bundy's files have also been processed. Last year the archives staff sorted the Urban Poverty program files of Robert Curvin and the Developing Country files of William D. Carmichael, among others.

Archivist Alan Divack said that the archives receive requests to consult the files from 40 to 50 researchers a month, both from inside and outside the Foundation. Because of the mountain of material, a large amount of it is stored off site. Inquiries range from factual questions that can be answered quickly to detailed projects involving weeks of work.

The archives staff has also been processing and making available through the Foundation's public web site some 200 Foundation reports and publications. All of the Foundation's annual reports from 1950 are available online. Among other titles are the 135-page Gaither Report ("Report of the Study for the Ford Foundation on Policy and Program"), which recommended a set of program directions for the Foundation a half century ago and which provides guidance to this day; "A Foundation Goes to School," a report on the Foundation's Comprehensive School Improvement program, 1960-70; and the various studies, including the capstone volume "A Time to Choose," making up the Energy Policy Project that laid out a series of recommendations to slow the growth of the nation's energy consumption. Because energy conservation is such a hot topic today, there has been considerable demand

for these studies. Access to these various reports can be obtained by browsing <http://www.fordfound.org/eLibrary/>.

Access to the Foundation's archives is available to qualified outside researchers upon written application. Permission to quote for publication from these records must also be obtained from the archivist in writing. It is the Foundation's policy not to allow access to records from the past ten years. ▲

IN MEMORIAM

Louis Winnick

Lou Winnick who spent 23 years at the Foundation, retiring in 1986, died July 29 at a hospice in Manhasset, N.Y. after a long illness. He joined the Foundation in 1963 as a program associate in the Public Affairs Program, became director of that office in 1966, then officer in charge of Urban and Metropolitan in 1967, and deputy vice president of the National Affairs Division in 1968. He was 85.

A lifelong New Yorker with an encyclopedic knowledge of its byways and people, Lou was born in Romania, migrating to Brooklyn with his parents when he was one. As a young man, he worked as a copper smith on Naval vessels at the Brooklyn Navy Yard. He graduated from Brooklyn College, earned a doctorate in economics at Columbia, and before joining the Foundation was director of research for the New York City Planning Commission and chief of program planning at the New York City Housing and Redevelopment Board.

The *New York Times* obituary, written by Alan Oser, a long-time colleague who would often go to Winnick for expert opinion, labeled Lou a housing expert. But he was a good deal more than that. He was one of the more innovative Foundation program officers, operating across a broad spectrum of policy issues. He was a major voice in devising the Foundation's response to the urban crisis of the late 1960s and he also came up with the idea for using a portion of the Foundation's capital funds to make loans and investments for low-income housing, minority business development, and other charitable purposes. Since adoption of that policy in 1968, some 300 to 400 foundations now use this program-related investment approach to fund activities with a social purpose.

As noted by the *Times*, among other ideas bearing the Winnick label were the creation of a secondary market to purchase loans and thereby replenish funds available for low-income housing, the formation of tenant management groups, and policies to strengthen the rent-paying ability of low-income tenants.

After he left the Foundation, Lou maintained a desk at the Fund for the City of New York, an organization he helped create to improve the effectiveness of city government and the quality of life in the city. Started with a \$1 million Foundation grant, it today operates on a budget of \$30 million with support from 15 foundations. For many years he wrote the citations recognizing the outstanding service of city employees.

In the remembrances of colleagues, several draw attention to Lou's wit and intelligence. "A voice of reality at Ford," George Sternlieb, former director of the Center for Urban Policy Research at Rutgers University, told the *Times*. For a man whose first language was Yiddish, he was an accomplished wordsmith, as adept in writing for a general audience as he was for his peers. He scanned three or four newspapers a day, religiously read *The New Yorker*, not only for content but in search of the errant typo, and kept a notebook at his bedside to jot down memorable phrases that would come to him in the middle of the night. His history of the Foundation's urban involvement, written during his pre-retirement from an isolated second-floor redoubt he called "Golden Pond," is a valuable reference for researchers. He frequently wrote op-eds for the *Times* and graceful remembrances of departed colleagues for this modest journal. A non-religious Jew, he would do his daily good deed by dropping a coin into the outstretched hand of the hopeless addict sprawled out on the sidewalk at the corner of 43rd and Second.

While still at the Foundation, Winnick wrote *New People in Old Neighborhoods*, published by Russell Sage, a paean to the rejuvenating power of new immigrants moving into depressed urban neighborhoods. The setting was Brooklyn's Sunset Park, and the book makes the case, deriving from his own experience, for a liberal immigration policy as an important piece of a comprehensive urban agenda. The narrative was enriched by walking tours

he and his wife Wilma would make of a Sunday afternoon of the less frequented neighborhoods in the city.

In addition to his wife, Lou is survived by two daughters and two grandchildren.

Anita Miller worked with Lou in Urban and Metropolitan Development (UMD)

I was fortunate to have spent six plus years under Lou Winnick's tutelage. Respected not only by our department's program officers—in my day it was Chandler, Dodds, Jaffe, and Seessel—but also by the grantees whom we funded, Lou always made our good ideas even better, or, to our chagrin, quickly dismissed those he deemed unworthy of Foundation support.

Millions of families in the United States live better lives and many hundreds of neighborhoods have been rescued because of the Foundation's concern in the 1970s for "maintaining the nation's existing housing stock." This was an issue few understood as well as Lou Winnick. The economics of preserving the existing stock for low- and moderate-income families rather than relying only on newly built housing guided his thinking while leaving plenty of room for that which Lou enjoyed most—creating new financing mechanisms aimed at overcoming difficult and often highly contentious housing challenges.

The achievements of Ford grantees reverberate still. Decentralization and tenant involvement have become the norm for public housing. Meanwhile, residents, local government, and mortgage lenders, now partners in restoring fragile neighborhoods all across America, are relying on a Ford-inspired mechanism—a secondary market—to replenish the high risk loan funds central to their efforts. As for the elderly, today they can tap the equity in their homes via a simple reverse mortgage pioneered in San Francisco by a non-profit housing corporation that enjoyed both Foundation encouragement and funding.

These are but examples. Others can add many more—all a tribute to a self-effacing and brilliant human being who served the Foundation and the country well.

Basil Whiting (Social Development, 1968-77) on Winnick as a real world economist

As deputy vice president and vice president of the National Affairs Division in the Bundy era, Lou Winnick and Mike Sviri-

doff were something of an odd couple, the one an economist and expert in the arcane world of domestic housing policy and programming, the other the union leader who became a great social entrepreneur. But Lou was no rigid economist; he was one of the now almost vanished breed of “institutional economists,” who applied economic thinking to a real world of fallible people working through fallible institutions—and his creativity is well represented by innovations that continue both at Ford and elsewhere (the notion of PRIs among them). I recall his being of good humor, always helpful to young staff (like I was then) whom he encouraged in their enthusiasms and saved from failures with his cautions, and his talking with a rush of words tumbling over each other as his mind outran his tongue.

Tom Seessel on Winnick and the art of grant-making

Lou Winnick was a trove of wisdom about the Ford Foundation, philanthropy, and the world we were trying to change. One of the first lessons Lou taught me was that it was one thing to identify the world’s problems, but it is much more difficult to develop a grant that might make a difference. He never failed to detect half-truths, cliches, or erroneous assertions of universal verities. And he was a master of the one-liner, which could bring a meeting to a hilarious standstill. One of his best, recalled by his daughter Pamela in an article she wrote for the *Wall Street Journal* on the similarities and differences between Christianity and Judaism as she confronted her father’s impending death, was “Jesus saves, Moses invests.” A religious skeptic, he could appreciate and value both traditions.

Despite his unbelief, Lou nevertheless understood that it was a “spiritual, near saintly perspective on the world” that inspired his first boss at Ford, Paul Ylvisaker, to initiate the Gray Areas Program to address problems of poverty and race in the early 1960s. Lou leaves a rich legacy of written history about this period and about the Foundation’s involvement with urban problems—a legacy matched only in terms of quantity and quality by what **Frank Sutton** has written about the Foundation’s international engagement. More than that written legacy, Lou leaves with those whose lives he touched the imprint

of his incandescent intellect, irreverent humor, and tenacious devotion to human betterment.

Richard Kapp

The following was contributed by Gayle Counts Morgan who worked with Dick Kapp at the Foundation and is now director of the music program at the Mary Flagler Carey Charitable Trust.

Richard (Dick) Kapp, who spent nine years during the 1970s as a program officer in the Humanities and Arts office, died of cancer on June 4 at age 69 at his home in Danbury, Connecticut. At the time of his death, he was music director of Philharmonia Virtuosi, the chamber orchestra he founded in 1968.

As a program officer making grants in the music field, Dick applied his prodigious intellect, his musical training, and his academic experience at New York University’s law school to help solve the entrenched financial difficulties of non-profit professional orchestras and opera companies. He recognized the importance of the Ford Foundation’s support for the professional arts field, but was keenly aware of the limitations of large grants that would eventually be phased out. With colleagues Mac Lowry and Marcia Thompson, he designed and implemented the Foundation’s innovative program that enabled arts organizations in all disciplines to address and eliminate systematic debt and create cash reserve funds. This was the genesis of the stabilization grants that have by now become a staple in many foundations’ grant programs.

Dick was also ahead of his time when he masterminded a Foundation-administered project that provided subsidies to music publishers and recording companies. The program assisted in the recording and dissemination of more than 300 works by living composers, and since then a number of music foundations have created grant programs to help composers record their music.

When Dick raced through the halls of the relatively peaceful Humanities and Arts offices, a palpable wave of energy preceded him. He had little patience for bureaucratic detail, but he attracted the unwavering support and assistance of his fellow staff members. His interests extended far beyond music and the arts, and he never lost his sense of outrage at the mis-

steps of the prevailing media, corporate, and government powers.

After Dick left the Foundation, he devoted full time to developing his orchestra into a musician-centered, financially responsible, and audience-oriented ensemble. His talks that accompanied the orchestra’s performances at the Metropolitan Museum and the Performing Arts Center at Purchase College were witty and informative, and he gained the respect and admiration of both musicians and concertgoers. He leaves a legacy of classical music recordings that he produced and issued on P. V.’s own ESS.A.Y label.

Dick is survived by his wife Barbara, daughters Joanna, Alexandra, and Madeline, and four grandchildren.

Edgar Beckham

Edgar F. Beckham, the first African-American dean of the college at Wesleyan University and a program officer with the Foundation’s Education and Culture program from 1990 to 1998, died May 24 in Middletown, Connecticut. He was 72 and lived in North Haven.

Edgar coordinated the Foundation’s Campus Diversity Initiative, a multi-campus project to increase student awareness and understanding of cultural, social, and ethnic diversity. He planned three international seminars on campus diversity in India, South Africa, and the United States, and he wrote and edited materials for the three volumes of essays based on the seminars.

He spent much of his career raising awareness of the value of diversity at colleges across the country, according to an obituary in the *Times*. Quoting Carol Geary Schneider, president of the Association of American Colleges and Universities, it said: “Edgar Beckham’s legacy is his message that diversity is about much more than adding people of color to white campuses. He led a movement to enlarge the content of the curriculum, create an intercultural community on campus, and add new dimensions to liberal education and build new civic capacity for democracy.”

Edgar was born in Hartford in 1933 and graduated from Wesleyan with a bachelor’s degree in German in 1958. He served in the Army in Germany for three years, then went on to earn his master’s and complete doctoral work in Germanic

languages and literatures at Yale.

He began his career at Wesleyan in 1961 as an instructor of German. He spent 26 of the next 29 years there, serving in various posts including director of the language laboratory, associate provost, and from 1973 to 1990, dean of the college. He taught freshmen humanities and courses in African-American Studies.

James Bausch

Jim Bausch, who began as a program officer in the Population unit in 1969 and later served as assistant representative in Indonesia, died of pancreatic cancer on July 13 at his home in Siesta Key, Florida. He was 70.

Leaving the Foundation in 1976 to become vice president and treasurer of the Population Council, he next served as chief executive officer of Save the Children in Westport, Connecticut and then CEO of the National Charities Information Bureau. He retired in 1998, moving with his wife Janet (whom he met while both were working at the Foundation) to Siesta Key, a barrier island in the Gulf of Mexico off Sarasota. Prior to joining the Foundation, Jim was a member of the first group of Peace Corps volunteers in Bangladesh and he also was chief of the South Asia Division of the Peace Corps.

Among outside affiliations, he was a member of the boards of the Independent Sector, World Learning, and National Council on International Health, and chairs of the Child Health Foundation and the UNICEF Action for Children Publications Board. In Sarasota, he was co-chair of Forum Truth, chair of the Senior Academy of the University of South Florida, a trustee of Marie Selby Botanical Gardens, and advisor to both the Community Foundation of South Florida and the Venice Foundation.

Remembering: Bill Gormbley

As we noted in the last issue of the newsletter, Bill Gormbley, a Foundation staffer from 1962 to 1985, died March 3 at the age of 86. Bill joined the Foundation as a program associate in the Economic Development and Administration program. In 1967, he was named director of personnel, a position in which he became known and respected by the entire Foundation staff.

Peter de Janosi knew him well in both

Ford positions:

Only a few living LAFF members will recall that Bill Gormbley started off his Foundation career as a grant maker. As program associate in EDA, he was responsible for the final phases of the major program to reform and strengthen American business schools. Despite the usual difficulties the Foundation encounters when disengaging itself from a vocal and powerful constituency, Bill managed the task skillfully and successfully.

However, Bill was best known to most of us for his long service in the Foundation's administrative division. He worked hard and effectively to carry out the many personnel and administrative policies governing Ford. He did so under difficult circumstances as the staff was notoriously independent-minded and self-confident. It has been said that managing institutions like Ford is as hopeless a task as herding cats.

Nevertheless, Bill did a fine job. He kept bureaucratic requirements in mind, but tempered them by a concern for the individual. He was kind and good-humored, and most importantly reached decisions quickly and fairly. Mac Bundy used to refer to colleagues who were as important to the organization as Bill as "load-bearing walls."

It is testimony to Bill's talents that, after retiring from the Foundation, he became a much sought-after consultant to a variety of organizations around the globe needing advice on formulating administrative and personnel policies. He built up a far-flung consultancy, and he often opined that he never had as much fun as in his retirement years.

Frank Sutton knew him both at the Foundation and after his "retirement:"

The best thing I remember about Bill Gormbley is a remark of one of his long-time secretaries who knew him well: "He is a good man." More than anything else, we need those who are really good men to watch over personnel and administration in our institutions!

I also remember with affection that Bill came down into the atrium when we were coming to the first Christmas in the new building. Some of the secretaries thought we ought to do some caroling in that fine open space. They came to me, knowing I

was a singer, and I said "Sure!" We didn't have a piano; we didn't have any music, but we responded: lots of women--we still called them "girls" then--myself and Bill Gormbley. That space has wonderful acoustics. I don't suppose we were very good but soon windows were flying open and people were rushing down to join us. Ever since, we've had caroling at Christmastime--and Hanukkah songs too!

After we finished at Ford, both Bill and I were part of the contingent of Ford veterans who worked in the Aga Khan's empire. Bill and I worked on different things and our paths barely crossed. But I'm confident that it's a fine tribute to Bill that he was part of our contingent there, and in the kind of work where the Aga Khan's people keep high and demanding standards. I'm proud and happy that they thought they could learn something from Bill.

Remembering: Jack Bresnan

As reported in the last issue, Jack Bresnan, who served the Foundation in several capacities from 1953 until 1982, died on May 24 at the age of 79 in New Rochelle, New York. The following remembrances are by two of his colleagues.

Rocky Staples was both Jack's boss and subordinate in the old International Division:

Jack Bresnan and I shared a number of common experiences before we knew each other at Ford. We both had been reporters for United Press, that hard-scrabble farm team of hungry but frequently good writers. We both spent time in the foreign service working for the U. S. Information Agency. Then at Ford, in that great old ship of fortune and adventure known as the International Division, we devoted 15 years in various capacities in the development of Asian institutions and societies. I was Jack's boss for a good many years, and from what he said in later years, I gathered I was not as easy a boss as I thought I was. Then when I was in Bangkok and New Delhi, I reported to Jack, who had taken my place in New York as head of the Asia office. He used to complain that no one could possibly know how difficult it was to have to supervise both Harry Wilhelm and Rocky Staples at the same time.

Throughout his career, Jack was a hard-working, meticulous grant analyst and program planner. His greatest successes

revolved around his long, productive engagement with Indonesia, where I think he must be recognized as one of the Foundation's earliest and best institution builders. Jack spent a total of eight years in two separate Jakarta assignments. In both his knowledge of the local environments and his modest but invariable courteous and welcoming personality, he was a model of how one should go about working in overseas societies.

Jack played a central role in helping to build the institutions that to this day undergird Indonesia economic and social growth. No one knew better than Jack that small group of brilliant Indonesian economists, often referred to as the "Berkeley mafia" because most of them trained at the University of California. I personally witnessed their respect and admiration for him on many occasions.

After retiring from the Foundation, Jack became an institution-builder of a different sort, as executive director of Columbia University's Pacific Basin Studies Program and founding director of its seminar on Southeast Asia. Just this past year, Columbia honored Jack at a festschrift where speaker after speaker extolled Jack's accomplishments and personal qualities. In describing how generously Jack had helped graduate students by sharing his personal library, papers, and experience

with them, a number of young professors were reduced to tears of joy and gratitude.

Jack was that rare person who hones his mind throughout an entire life. At his death, he was in the process of finishing a memoir about how he came to the Foundation and to Indonesia. I hope that draft will be published. It will be a fascinating piece of social and political history.

Ted Smith, International Division (1967-1979), served in Indonesia with Jack

Jack Bresnan was a great mentor for me—mainly by example—when I was barely out of grad school. Reflecting on those Indonesian years serving under him, I wrote the following to him three years ago:

What I wrote to Jack (May 2003).

You taught me the following:

- The importance of good writing—and writing for purpose. I had made a reasonable start on this (e.g., Oberlin Review reporter), but your editorial work on my RGAs helped me to organize and persuasively present the case for action.

- Attention to detail. You boosted me in this department and ever since I have stressed the multiple rewards for paying attention to detail to my own staff.

- Thinking beyond the walls. The case that comes most vividly to mind was your invitation to Clifford Geertz, probably the most respected social scientist ever to en-

gage Indonesia, to return to Jakarta on the Foundation's behalf—to think, to shape, and to encourage Indonesians to begin to develop their own tradition of social inquiry.

- Strategies for leveraging foundation dollars. I watched you design Foundation grants as the initial investor in family planning, the introduction of new "miracle" rice varieties, Indonesia's first capital market, and private sector management training—and then saw bilateral and multilateral donors follow your lead.

- Working up in the organization. Your ability to succeed with superiors in adroit and effective ways taught me things that don't make it into textbooks.

What I neglected to tell Jack but might add now (2006).

- Your ability to move from the world of action (FF) to the academy (Columbia University) and go on to become a remarkably productive scholar was so impressive. Few have done this so nimbly.

- Your consuming dedication to "making a difference" in the world of human affairs showed so clearly in your Jakarta years with the Foundation. Your intense style sometimes masked your inspiration and humanity, but never compromised them, ▲

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