

# THE LAFF SOCIETY

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

Spring 1996

No. 12

## The LAFFing Parade

Tom Kessinger (Jakarta and New Delhi, 1979-88) will leave the presidency of Haverford College on July 1 to become president of Aga Khan Trust for Culture, a small foundation supported by the Aga Khan and based in Geneva. The foundation focuses on the buildings, landscapes, and environs of the Muslim world, according to the *Times* announcement.

Charlotte Larrabee, former manager of banking who retired in 1983, writes that she divides her time between Florida and a second home in New Hampshire near Dartmouth, which "offers about the same activities as I enjoy here: tennis, golf, etc., even classes to help you organize and write your memoirs. I look forward to each move, and to seeing friends in each area."

Recent FF retirees: **Joan Carroll** (Human Resources); **Jan Koriath** (Urban Poverty, formerly National Affairs) (67 Morton St. Apt. 5D, NYC 10014), who writes that she has acquired her first car (Rover) and her first dog (Sebastian); **Roberta Lynch** (Education and USIAP grants admin), after 30 years, who has moved to 5301 Westbard Circle #326, Bethesda, MD 20816.

Wedding bells: **Susan Goodwillie** (Africa and the Middle East) to Bruce Stedman, friend of 27 years. She writes: "I packed up our respective households in northwest Wiscon-

## Re-Reunion Is On, But Mind the Date

LAFF members have spoken. They want a second reunion. The date is **Thursday, October 24, 1996.**

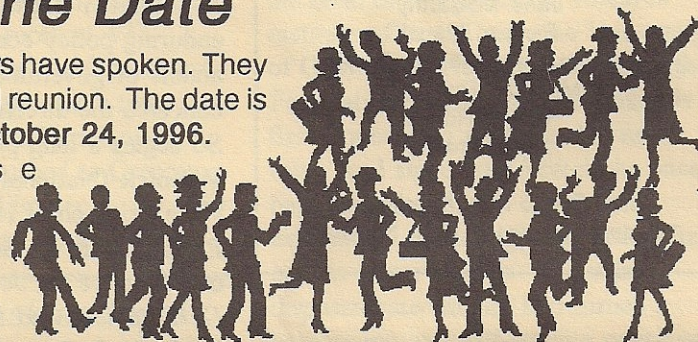
Please double-check your calendars, because in a gross

lapse from the LAFF Society's usual impeccable efficiency, the wrong date was given in the post card survey to determine members' interest in another reunion.

The gathering, on the third anniversary of the first reunion, will take place in the wonderful Gilded-Age-style National Arts Club on Gramercy Park in New York City. Formal invitations will be sent late in the summer or early fall.

More than 150 replies to the post card survey had been received by early April, and about 100 said they planned to attend. With guests, the number could exceed the 140 who showed up for the 1993 reunion, which occurred on one of the New York's soggiest nights.

Questions, along with suggestions for the evening's program, should be addressed to the reunion director, Jane McCarthy, 63 E. 9th St., New York City 10003.



sin and Capitol Hill and bought a 1774 cottage on 22 acres on Westport Island, Maine." She has been working on Dorothy Height's autobiography and a Children's Express volume, the first of which, *Voices from the Future—Our Children Tell Us about Violence in America* was published by Crown in 1993.

Onward and upward: **Courtney Nelson**, besides antique dealing in

Pawlett, Vermont, and consulting for Harvard in the Middle East, is studying for a Ph. D. with the Fielding Institute, a distance learning outfit in Santa Barbara, with the intention of integrating his knowledge of developing countries with the human development literature.

**Nancy Dennis** (Education, Public Television) now resides in

(cont. on p. 5)



### The LAFF Society

c/o Camper-Titsingh  
531 Main St., Apt. 110  
Roosevelt Island, NY 10044

*President, Oscar Harkavy*  
*Vice President, Harry Dodds*  
*Secretary-Treasurer, Mary Camper-Titsingh*

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*Graphic Designer, Ruth Neumann*

## LAFF Authors

*The following is cribbed from O. S. (Oona Sullivan) writing in the Ford Foundation Report Bookshelf, Winter 1996:*

*Curbing Population Growth* (Plenum Publishing) by **Oscar Harkavy**, is sub-titled "An Insider's Perspective on the Population Movement." An economist, and a Foundation program officer for 35 years, Harkavy supervised the Foundation's major role in developing demography as a science, supporting research in the biological sciences, including the development of modern contraceptives, and encouraging better management of family-planning programs.

He traces the evolution of the worldwide population movement from the 1950s and 1960s when the emphasis was on family planning to the present emphasis on the reproductive health of women and the social,

economic, and political factors influencing fertility decisions. Although fertility rates have been cut in recent decades, mortality rates have also declined, leaving a net increase in people, more than land, water, and other resources can sustain in many parts of the world. Written in a lively, readable style, with quiet candor and flashes of humor, this book, partially funded by a Foundation grant, is an important addition to contemporary social history.

"SURELY THE MOST POLARIZING and enduring policy controversy in the annals of government-assisted housing concerns the direction of True North." So begins a long piece by **Louis Winnick** (National Affairs) titled "The Triumph of Housing Allowance Programs" in the September '95 issue of *Cityscape: A Journal of Policy Development and Research*, published by the U. S. Department of Housing and Urban Development. Writing in celebration of HUD's 30th anniversary, Lou dissects the arguments between those who urge that the government's housing subsidies be directed toward the demand side—

conferring upon the household "sufficient purchasing power to compensate for lack of affordable housing in the marketplace"—and those, on the supply side, who claim True North is

precisely opposite. "In that view, a concerned government best overcomes the housing deficit...by producing or inducing a supply of new housing, affordability assured by subcost rents." Although the battle appears to have been won by the proponents of housing allowances, Lou argues that production subsidies still make sense: "There are simply too many circumstances where production rather than vouchers is key, and many others where both are efficaciously employed in tandem." In writing on housing

policy Lou, who is a senior consultant to the Fund for the City of New York (and the FF staff person who came up with the idea of establishing such a fund to recognize Foundation's obligation to its host city), returns to a subject that he pursued as a doctoral student in economics at Columbia.

**DAVID SMOCK** (MIDDLE EAST and Africa), has a new book in print, his fourth in four years: *Africa Conflict Resolution: The U. S. Role in Peacemaking*, co-edited with Chester Crocker.

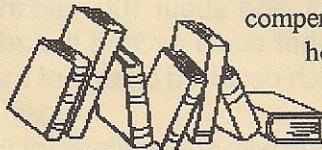
## The Making of a Prime Minister

by Will Hertz

*(As we've said repeatedly in these pages, LAFF encourages members to write on subjects they think will interest their colleagues. From Maine, Will Hertz (reports, international, secretary's office) responded to this call with a tale that spans several decades and continents.*

The end of Andreas Papandreou's long career as Prime Minister of Greece prompts these recollections of the Ford Foundation's role in converting a mild-mannered American economics professor into a controversial Greek politician. My contribution, while small, was pivotal.

**T**he story begins in the fall of 1942, 13 years before I had anything to do with the Foundation. I was an undergraduate economics major at Harvard, waiting to be drafted into the Army. My father advised me to develop some skills that might make me more useful for military service, and I signed up for a fall semester course in statistics and a spring semester course in accounting. These courses were of marginal interest to the Harvard economics department, and besides the senior





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faculty members were busy as consultants in the war effort. As a result, the courses were assigned to a young Greek graduate student, Andreas Papandreou.

Papandreou was hardly an expert in either statistics or accounting, but he was an excellent teacher and managed to stay a chapter or two ahead of the class. As I was facing the draft in April 1943, he permitted me to work ahead and gave me full credit for the semester's work. As things turned out, the Army took no interest whatsoever in my freshly brewed statistical and accounting skills.

Chapter 2: In the summer of 1948, after graduating from the Columbia Journalism School, I was hired as a business reporter by the *Minneapolis Tribune*. Papandreou, after completing his Ph. D. at Harvard, had become an American citizen and was teaching economics at the University of Minnesota. We met at various academic and social affairs over the next five years, and Andy, as he was commonly called, became a valuable source of information for me about the U. S. and Minnesota economy.

Chapter 3: In 1958, after living in India as a Ford Foundation Fellow, I joined the Foundation staff in the Office of Reports. Dick Magat asked me to write a booklet on the Foundation's various fellowship programs—a booklet published as "The Apprentice Experts"—and I visited the Berkeley campus of the University of California to interview some recent fellows. Andy was now the respected chairman of the Berkeley economics department and a leader in his field.

I dropped in on Andy to say hello. After learning of my Ford Foundation affiliation, he exclaimed, "Just the person I want to see," and told me of his plan to return to Greece to start an economics research institute. He had Berkeley's backing and a Fulbright grant to cover his own expenses, but needed funds for the training of Greek

staff at Berkeley, visiting faculty members from Berkeley, books and equipment, the usual institution-building package. Could the Ford Foundation help?

On returning to New York, I took up Andy's request with Shep Stone, head of the Foundation's program in Europe, adding my own favorable comments about Andy as an economist and teacher. Shep loved the idea—a whole new country for the Foundation. "Bring him in," he said, and I introduced Papandreou to Shep in the Foundation dining room at 477 Madison. Things went well, and as I recall, the Foundation made two grants for the Athens Economics Institute. Andy returned to Greece.

But there is a Chapter 4: By May 1954, both of us had again changed

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*"He paced back and forth like a caged lion, explaining . . . his career change"*

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jobs. I had moved into the Ford Foundation's International Division and was being sent to Pakistan as assistant representative. Andy had been bitten by the political bug, and when his father became Prime Minister of Greece, he became a minister in his father's cabinet.

On the way to Pakistan, Stevie and I decided to stop in Greece with our two children for two weeks of vacation. I wrote to Andy suggesting that I again drop in to say hello. There was no written response, but on checking into our hotel in Athens the clerk told me the minister's car would collect the entire Hertz family at a given evening hour. Sure enough, a big black limousine pulled up in front of the hotel, with the VIP's usual flagstaff on the right front fender. There was no flag, but the very presence of the staff, in its black leather sheath, made a strong impression on the doorman.

We were driven to a deluxe beach resort on the Aegean. As we pulled up in front of Andy's cabana, a silver-haired man was just leaving. Andy introduced us to Aristotle Onassis.

Andy's American wife immediately took charge of Stevie and our kids escorted them into another part of the house. Andy led me into the living room for an hour's conversation I will never forget. The University of California was furious with him, he said, for going into politics while still the head of a nonpolitical research institute affiliated with the University of California. He was tense about the Foundation's reaction, and I was his first Foundation visitor in his new role. As I sipped my Scotch, he paced back and forth like a caged lion, explaining, defending, and rationalizing his career change. The calm, dispassionate teacher had turned a haranguing and self-serving politician.

All I could say was that the Athens Economics Institute was not my baby, but that I would report our conversation to Shep—which I did by memo from Karachi.

Andy's career was to continue through the CIA-revolt against the Papandreou government by the Greek army colonels, his imprisonment, exile in Canada, return to Greece, founding of a new political party, and in 1981 his election as Prime Minister. Launching a widespread economic reform program, he became one of the world's most contentious and colorful political figures.

I never saw Andy again, but over the years I had an annual drink with Shep at his hillside farm in southern Vermont. One day we reminisced about Papandreou, and he told me that before making the grants he had checked out Papandreou with his good friends Ken Galbraith and Carl Kaysen. He was pretty philosophical about the results—that's the risk you take, he said, when you get involved in the Balkans.



## The Spirit of 76

by Howard R. Dressner

It is now three score and sixteen years since I joined the human race. Though I was totally unaware, the world was seething with problems. Not the least of which was how to put this Humpty Dumpty world together again after a war so horrendous that it cried out for a Roman Numeral.

As in the 20 centuries and more before 1919, poverty, inhumanity, ethnic and racial hostilities, crime, religious animosities, etc. etc., were everywhere. The Garden of Eden wasn't even on the map.

Six months after my unheralded birth in the Bronx, my parents whisked me off to York, Pennsylvania (25 miles from the sacred place Lincoln gave his Gettysburg Address) where my father served as a foreman of a shirt factory. Sixteen years later I was on my way to the Big City. The first stop: business school at New York University where a D in accounting convinced me that I was not cut out for balance sheets and mergers.

By 1940, with college sheepskin in hand I had become dimly aware that the world around me was seething with problems. Poverty, war in Europe, etc.

In 1941, totally without the courage of Alexander the Great, I found myself in the Army. I would have gladly transferred to dancing class, but Uncle Sam's draft number didn't cooperate. Need I tell you again that the world was seething with problems—the debacle at Pearl Harbor, poverty, etc.

Four and a half years later—after marching interminably and carrying my duffel bag through Fort Monroe, Virginia, Hawaii, Wales, London, across the English Channel, France, Belgium, and Germany—Major (sic) Dressner left Europe to rejoin the gorgeous girl I married in 1942.

By 1946 the two explosions over Hiroshima and Nagasaki had rocked mother Earth and tens of thousands of soldiers had died, and I became acutely aware that the world was seething with the same problems—and more—as in 1926, 1066, 2000 B. C., etc. With an agonizing addition: the barbaric murder of millions of Jewish men, women, and children. The chill that enveloped me when I began to comprehend more fully the enormity and bestiality of the crime has never left my body, mind, or soul. Inhumanity had reached its zenith.

That chill and a newly emerging feeling that maybe I could do something to help the wobbly world led me to Columbia Law School. My newly planned route: law school to public service.

The road ahead took odd turns. In 1948, in order to have a roof over our heads and bagels on the table, I took on teaching public speaking at NYU's School of Commerce. In 1952 I veered over to university administration. Henry Heald was then president of NYU, the same Heald who was appointed president of the Ford Foundation in 1956. That turned out to be a link to my next adventure. In 1964, Heald brought me to the Ford Foundation as assistant to Clarence Faust, formerly dean of liberal arts at the University of Chicago, then a vice president of the Foundation. The world was still seething with problems, and the Ford Foundation was energetically attacking most of them.

In 1967, after working for Fred the Friendly Lion for several years, I was appointed by Heald's successor, McGeorge the Bundy Tiger, to be secretary of the Foundation. I was speechless. For 20 years I found myself in the midst of all the problems the world was seething with. From

population explosions to race relations to debilitating urban areas. Bundy served as president until 1979, pausing momentarily along the way to appoint me vice president and general counsel in 1971.

From 1967 until I retired in 1984, my position brought me to every board meeting, to every executive committee meeting, to countless exchanges with Jay Stratton and Alex Heard who served as chairmen of the board during the period 1966 through 1984.

They were my tutors and inspirations. *Mirabile dictu*, I was even present for the inner-sanctum deliberations that resulted in the election of Frank Thomas in June

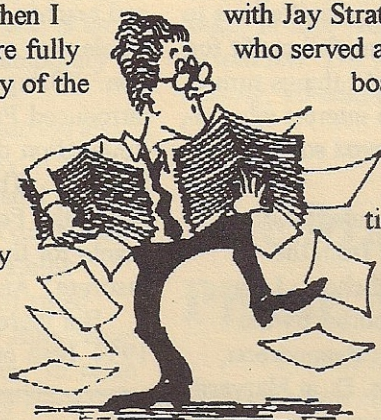
1979. The board couldn't locate calm, collected, cool-hand Frank after its meeting; ergo, I was commissioned by the board to find and inform the president-elect. Thus it was that a few hours later I was the First Foundationeer to talk to Frank following his election.

I leave to others the evaluation of my services to the Foundation (and my accomplishments, if any). For me, the experience was exhilarating.

After I retired from the Ford Foundation in 1984, I joined a law firm where I specialized in charitable law. My plan was to savor the experience for a year. I stayed for six.

Then I opened my own "consultant firm" specializing in managing my life, having my wife manage me, learning to know my son again, and adoring my grandson and granddaughter, Adam and Annie, now 15 and 11, respectively.

During that long stretch from 1964 to 1991—and thereafter—the world was, as usual, seething with problems. I began to suspect it would be the same a thousand or two thou-





sand years down the road when, lamentably for me, I would not be around to see the moving picture.

So here am I, now, gratefully one of the world's ancients and still able to say, Oh, what a wonderful morning.

There are more spaces, vast spaces, than fill-ins in this brief accounting. But you have other things to do than hearing more about the life of a guy who held aloft one of the flags in the Foundation's passing parade. And so do I.

## Marshall's Plan

Although **Jonathan Marshall** spent just one year at the Foundation, in the Humanities and Arts program, the experience marked him. Some 20 years later, he and his wife established the Marshall Fund of Arizona, whose goal is "to serve as a catalyst by supporting worthy organizations that are striving to improve the quality of life in Arizona."

Between the two foundations lies a public-interest success story. As told in his own words:

"My life since Ford has been very full, challenging, and mostly fun. I got a master's in journalism at Oregon after leaving Ford and then purchased a bankrupt little daily newspaper in Scottsdale. In 25 years as publisher and community gadfly, circulation went from about 4,600 to 22,600. During that time we endorsed Johnson over Goldwater in Barry's hometown. For this we received many threats and almost were put out of business. In 1974 I was the Democratic candidate for Senate against Goldwater and, of course, was defeated. He and I are now friends.

"As a journalist I led fights in Arizona for strong freedom of information laws and received the Society of Professional Journalists—Sigma Delta Chi First Amendment Award.

"We sold the newspaper in 1988 and started The Marshall Fund of Arizona, which takes much time and makes some interesting grants. I now serve on the Phoenix Art Museum and Arizona Theatre Company boards and I write a weekly column for a group of suburban dailies."

The Marshall Fund's scale is Lilliputian relative to Ford's; in its first seven years it received 903 proposals and approved 83 projects totaling \$916,000. Although he makes grants for environmental, homeless, and adolescent programs, Marshall's foundation reflects his earlier interest in the humanities and the arts, with grants to a Bisbee Poetry Festival, a visitor tape recording for the Heard Museum, summer training for high-school students by the Black Theatre Troupe, a program of visits to schools by outstanding jazz musicians, and a television series that featured interviews with Arizona artists and craftspeople.

## The LAFFing Parade

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Santa Fe, NM, awaiting completion of a new house.

**Marshall Robinson** (Higher Ed, Resources and the Environment), Connecticut apple farmer (the last we heard), sent in enough dues to demonstrate "my conviction that LAFF and I will be alive on the eve of the new millennium."

**Bob Schmid** (Higher Ed) has changed his address from Hanover NH to 1750 Ben Franklin Drive Apt 12-F, Sarasota FL 34236.

Courtesy of **Steve Riskin** (Middle East & Africa), **Anne Kubisch** (Urban Poverty, Lagos, Nigeria) becomes a paid-up member of LAFF. She heads the Roundtable on Comprehensive Community Initiatives of the Aspen Institute and her address is 555

Main St., #1710, NYC 10044.

Another new member is **Waldemar Nielsen** (International Affairs) (36 East 22nd St, 9th fl, NYC 10010), who has made a profession of writing critically about foundations and their leaders.

**Gerry Radovich** (Personnel) says that she and her husband closed their real estate office in Long Island and have moved to 403 Drew Lane, Carmel, NY 10512 with the idea of taking up permanent settlement.

**Bill Diaz** (Governance and Public Policy) and **Cynthia Myntti** (Indonesia) are both senior fellows at the Hubert H. Humphrey Institute of Public Affairs, University of Minnesota.

**Sharon Rowser** (Urban Poverty), with the San Francisco office of the Manpower Demonstration Research Corporation, passes along the information that **Craig Howard** (also urban poverty) is a program officer with James Irvine Foundation in San Francisco.

**Basil Whiting** (National Affairs), who co-managed the last reunion, continues as a senior fellow at Public/Private Ventures, a Foundation spin-off concerned with at-risk youth. He is directing a "WorkPlus" demonstration to make "kid jobs" (at McDonald's and similar workplaces) skill- and learning-rich; and a study for the Pew Trusts to help employers with "school-to-work" reforms.

A note from **Bill Gormbley** (Personnel) expressing delight over **Marian Weber's** affectionate remembrance, "My Dear Mr. Quinn," in the last LAFF, saying it reminded him of his early FF days when Phineas "was always helpful to those of us who remember 'the million dollar baby over the five cent store'" (ask an old-timer about the meaning of that reference). Bill writes that he and Dottie continue in good health, enjoy travel in the U. S. and Canada, and in '95 had consulting assignments in





Cote D'Ivoire, Sri Lanka, Paris, Kenya, and India.

**Lowell Hardin** (International), emeritus professor of ag

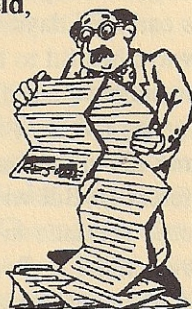
economics at Purdue, appreciated the piece on the late Dick Critchfield and sent news that Tom Hargrove of CIAT, the FF-supported ag research center in Colombia, was held hostage for ransom for 11 months by Colombian rebels. Hargrove was a long-time member of the IRRI (Philippines) staff prior to moving to CIAT.

Also writing of an address change (111 E. Kellogg Blvd #1801, St. Paul MN 55101), **Bill Gamble** (International) recently returned from a consulting trip to Pakistan "where the Ford Foundation is fondly remembered by many."

Seen rushing through Grand Central was **Bill Carmichael** (International) who said he has been consulting for the Pew folks in Philadelphia.

Along with his dues, **Anthony Measham** (International, 1977-81), population, health, and nutrition adviser for the World Bank (PO Box 416, New Delhi, 110 003), notes that the following LAFFers work for the bank: **Bob Drysdale**, senior operations adviser, South Asia Regional Office; **Shawki Barghouti**, division chief for agriculture and water operations for Bhutan, India, Nepal; **Bruce Carlson**, resident representative in Venezuela; **Ralph Harbison**, chief, human resource operations for eight eastern European countries; **David Radel**, Africa and human resources hand; **Ward Heneveld**,

"the water beat in Africa"; and **Bill Saint**, human resources, West Africa. Tony writes that such numbers suggest the generation of a "compelling RGA



(or whatever we are calling them now) for an in-depth analysis of the impact of LAFFer culture on IBRD, or 'Elitism Meets Arrogance: Exponential Synergy or Cognitive Dissonance?'"

**David Seckler** (International), who had been with Winrock International, is the new director general of the International Irrigation Management Institute in Sri Lanka, taking over from **Roberto Lenton**.

## What's a Foundation to Do?

**Robert Schrank** (*National Affairs*), who wrote a notable piece several issues ago on the rewards of "doing nothing," has been ruminating lately on the conservative ascendancy in Washington. He writes in part:

I have been wondering what a forward-looking foundation can do in the face of the present wave of political conservatism. My scant knowledge of the world of philanthropy came from my few years at the Foundation during a period of dramatic social change. To mention only a few programs that emerged during that period—Gray Areas, Mobilization for Youth, voter registration, school integration, community development, job training and apprenticeships for minorities, affirmative action, occupational health and safety, the open classroom, women in nontraditional jobs, and so forth. They were indicative of the broad range of social issues that foundations, if they chose, could get involved in. At least for the foreseeable future, that period of social activism has come to an end. What opportunities does the emerging era of conservatism present to those foundation that traditionally have been concerned with social problems?

I believe that in politics the broad visions of where a society should go are created at the extremes of the political spectrum. The extreme right has created a vision of a conservative society, i.e., a free market economy, people should rule their own lives, government should take care of defense, period. The family, religion in schools, pro-life, local control, no affirmative action, and so forth become the vision of the conservative right that has an inordinate influence on Republican politics in the same way that the far left has had on the Democrats' politics. In practice, compromises are made as a result of countervailing pressure from the opposite political force. For a lack of any vision, or ideology, that countervailing force on the left is in serious disarray.

On the extreme left, although seldom acknowledged, was the ideal of socialism that would take care of all the peoples' most fundamental needs through government intervention.... That ideal was compromised into many of the New Deal programs of the thirties. But the engine that fueled those programs was the far left, just as it is now the far right that is propelling the conservatives.

Two important development have tended to undermine the vision of the left. First was the growing inability of governments to pay for all the promised benefits. Second, with the downfall of socialism in the Soviet Union and Europe, liberals lost what was left of an alternative to the free market economy. Indeed, for a long time the Soviet Union in no way represented the ideal of a truly socialist caring society. On the contrary, it turned the dream into a nightmare. But for a long period of time the ideal of a society based on the philosophy of socialist caring presented a countervailing force to

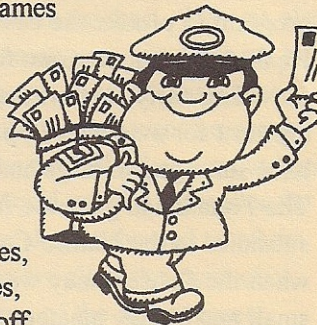


the free-for-all survival of the fittest philosophy of the free market economy. These developments have had a chilling effect on social movements. We are now witnessing a hiatus in which old causes seem to have no direction; and the new emerging ones tend to fall into the extreme right wing-ism of "bring back the family, and they will figure it out for themselves." If we assume the market economy is all there is now, what then is the role for the philanthropic planners who want to continue influencing social and economic movements as they have in the past?

I am sure there are many views differing from those I have so briefly suggested. The question is, in the face of the new reality, what should or could foundations do that might stimulate or influence the direction or creation of social movements? Or is it none of their business? Or what should they do during the interregnum? Considering the many years of valuable experience in philanthropy represented in the LAFF membership, it might be an interesting question to ask our readers.

## Keep Us Posted

LAFF mail recently returned undelivered: Lillian Brown, Jeanne Ann Donnelly, James Donoghue, Guy Fox, Laura Giliberty, Peter Hakim, Lilith Haynes, James Himes, Ronayne Hoff, Lynn Walker Huntley, Kristin Pauly, Walter Rudlin, Evelyn Schuldt, Preston Thomas, and David Winder. Paid up or not, keep us advised of address changes.



## In Memoriam Ping Ferry and the Ford Foundation

by Frank Sutton

I doubt that many LAFF survivors who saw the obituary of Wilbur H. Ferry in *The New York Times* this past October 3rd realized that one of the important figures in the early history of the Ford Foundation had passed along. The *Times* unfortunately neglected that part of his career; we should make amends in our somewhat-smaller-circulation paper.

I don't think anybody could have gotten W. H. Ferry's attention by calling him "Wilbur." He was always "Ping" and the plosive sound of that name fitted his direct, pungent style so elegantly that nothing else was appropriate. He came into Ford history when he joined Earl Newsom's public relations firm in 1945 and became its account executive for the Ford Motor Company. The assignment wasn't accidental; Ping's father had been an automobile executive in the years of Detroit's greatness and Ping grew up there. He was soon on easy terms with Henry Ford II, who asked him in early 1946 to have a look at the Ford Foundation, which had been in modest existence for a decade, but which was clearly destined for bigger things after the demise of Henry Ford Senior and his son, Edsel. When Ping did an oral history for the Foundation, he recalled that he didn't much like what he saw. He thought the then secretary-treasurer was "one of the starchiest old bastards in the (company)" and he wasn't happy with the planning that went on before the Gaither Study was commissioned in 1948, even though some of it had been

stimulated by his colleague, Earl Newsom. When the Study Group Report was accepted by the Foundation's trustees, Ping and Earl Newsom and another colleague spent several months boiling it down into the report that was published in September 1950 as the Foundation's future program.

It undoubtedly tells something about how Henry Ford II and the Motor Company viewed the Foundation in those early years that a public relations firm had as substantial a role as Earl Newsom's had. This prominent role was to continue into the years of Gaither's presidency after 1952, when Newsom sat regularly in Foundation board meetings (to the intense annoyance of Porter McKeever, Gaither's own public relations man, who was excluded). But Ping Ferry was certainly no running dog of capitalism. He was passionately interested in what the Ford Foundation proposed to do. He was indeed more engaged than Henry Ford himself and after Paul Hoffman became the Foundation's first president, he faulted Hoffman too for not giving the Foundation the full attention it deserved. Ping became an active participant in the excited debates in Pasadena on what the Foundation could do for the establishment of world peace and the other purposes it had declared; he studied the trustee's dockets for Henry Ford and briefed him before meetings (a job he thought Hoffman ought to have done). Not surprising that Hoffman asked him more than once to become an associate director of the Foundation.

Ping remained critical of Hoffman and thought he deserved to be fired, as happened in early 1953. He recognized that one of the principal reasons



the trustees turned against Hoffman was his appointment of Robert Maynard Hutchins as an associate director. But, like many others before and after, Ping was seduced by Hutchins's brilliance, wit, and charm. When the Hoffman-Hutchins regime fell, Ping broke with Newsom and the Motor Company and turned up before long as Hutchins's vice-president in the Fund for the Republic. He went around in those years with a button in his lapel saying "Feel Free," and he was clearly relishing the Fund's lively defense of rights and liberties in those McCarthyite years. Later, he migrated with Hutchins to California and the Center for the Study of Democratic Institutions, and one may perhaps date the ending of his relations with the Foundation when in 1962 it turned aside a \$16.4 million request from the center.

The Ford Foundation was certainly too big and too tied to prevailing conceptions of how American foundations should behave to satisfy for long a man of Ping's idealistic temper and radicalism. It was characteristic of Ping that when he was still deeply involved in Foundation affairs, he sent money from his personal funds to Joseph Needham, the great scholar of Chinese science, because the British government had cut off support of his research after he signed the notorious accusation that the U. S. had engaged in biological warfare in Korea. Many in the rich variety of causes that Ping served would not have won Foundation sympathy. But those of us who knew him like to believe that the devotion to honest and diligent pursuit of high purpose that Ping brought to the Foundation in the years after 1945 were a seminal influence in its unfolding to become a great foundation.

**Merrimon Cuninggim**, educator and former foundation official who during the mid-1970s conducted an internal review for the Foundation, died on Nov. 1, 1995 at age 84 at his home in Cockeysville MD. An ordained Methodist minister and former ranked tennis player who competed at Wimbledon and Forest Hills, Mr. Cuninggim, according to the *Times* obituary, in 1973 resigned as executive director of the Danforth Foundation, established in St. Louis by members of the Ralston Purina family, rather than acquiesce to what he perceived as a conflict of interest: a \$60 million grant to Washington University at a time when one man, William Danforth, was serving as chairman of the foundation and chancellor of the university. Merrimon was born on the campus of Vanderbilt University, where his father was a professor of divinity, and he received degrees from Vanderbilt, Duke, Oxford, and Yale. He taught religion at four colleges, and as dean of the Perkins School of Theology at Southern Methodist, led the drive to admit black students, making Perkins the first integrated graduate school in the South.

**W**ord also has been received of the deaths of **Fred Harrington**, former president of the University of Wisconsin and one-time Foundation consultant, and **John Nagel**, who had been with the Latin American program and lived in retirement in Florida. The editors will appreciate receiving more information on the lives and accomplishments of these former colleagues.

*The following is courtesy of Courtney Nelson, a Vermont neighbor of Gordon Harrison, who*

*directed the Foundation's program in resources and the environment in the 1960s and 70s (and whose RGAs were eagerly read for their literary grace throughout the Foundation). Written by Richard M. Ketchum, former editor of Blair and Ketchum's Country Journal and a good friend of Gordon's, it was faxed to the New York Times but apparently got lost in the shuffle. Note the date of death; an appropriately timed exit for a distinguished World War II historian who in his early career wrote a biography of General George C. Marshall, among other works.*

**Gordon Andrews Harrison**, former newspaperman, writer, and environmentalist, a long-time resident of Dorset, Vermont, died yesterday (Dec. 7, 1994) after a brief illness. He was 80.

A graduate of Columbia, Oxford, and Harvard Universities, Mr. Harrison had been a reporter in Springfield, Massachusetts; chief editorial writer of the *Detroit Daily News*; and an editor and assistant to the publisher of the *New York Herald Tribune*. He served as press attaché at the American Embassy in London from 1959 to 1961.

In 1963 he joined the Ford Foundation, where he organized a grants program to protect the environment. He directed that program for ten years, providing early support and encouragement for a number of projects that have since grown large and successful. The Foundation gave the first major subsidies to the Nature Conservancy when the Conservancy was still a small and largely amateur organization. The Foundation also assisted at the birth of the first public interest law firms dedicated to environmental issues and, through research and teaching grants to a dozen universities,



encouraged the early development of ecological science.

Mr. Harrison wrote a number of books, including *Cross-Channel Attack*, the U. S. Army's official history of the D-Day landings in World War II; *Road to the Right*, a history of American conservative politics; and two environmental studies, *Earthkeeping*, and *Mosquitoes, Malaria and Man*. He had just completed an autobiography.

He was a trustee of Merck Forest and Farmland in Rupert, Vermont, and was one of the founders of Dorset Citizens for Responsible Growth and the Mettowee Valley Conservation Project.

He is survived by his wife, the former Pauline Wagner of Pittsfield, and one son, James Gordon, both of Dorset; a brother and two nephews.

*Mr. Ketchum also wrote a tribute for the Manchester Journal, which follows in part.*

A man of many talents, Gordon was a pioneer of the environmental movement, a gifted writer and sculptor, an accomplished musician (his instruments were the piano and cello), and a very good cook. But Gordon was foremost a man of principle, to use a word that seems to have fallen into disrepute these days. He was also a man of convictions, about which he was passionate. And he was a true liberal, which to me means someone who believes that all of us are put here largely by accident, and no matter the color of our skin or the god to whom we pray, we are all of the same clay and deserving of the same respect.

The anthropologist Margaret Mead once remarked, "If you want to save the world, save the village." And while she doubtless had another village in mind, she certainly ex-

pressed what Gordon felt about Dorset. Save the village, save the community, save the place you call home, and you preserve what is important in this world. Which is why he opposed the Vandals from downcountry who would make over this old village in the image of what they left behind. One of his great disappointments was the unfathomable failure of the town selectmen for five years or more to act on a petition he drew up that would have limited commercial growth in the villages of Dorset, South Dorset, and East Dorset.

As winter sets in, we will miss the sight of that tall, angular figure, head bent to one side so that he gave the impression of listing slightly to starboard, hatless even on the coldest days, walking up Church Street to collect the *New York Times* and, as soon as he drew close enough to recognize friends—for his eyesight was very poor—to give them that shy smile and a warm greeting that lit up his face. Dorset is the poorer for his departure.

*Just as we were going to press, we received the following from Ned Ames, who worked with Gordon and now heads the Mary Flagler Cary Charitable Trust. Ned writes in part:*

Through his work as a military historian, newspaper man, and editor, Gordon knew a great deal about the world. But to those of us who worked for him, he taught fundamental things like honesty, courage, and the rewards and hazards of having an inquiring mind.

Gordon had a direct approach to anything he worked on; he hated pretense and pomposity, and he pursued every inquiry with both insight and tenacity. These qualities

often brought him grief when he refused to bend to organizational strategies. Gordon challenged many assumptions then held by his peers, including the idea that the environmental costs of the Green Revolution were secondary effects that could be disregarded for the sake of gains in food production. He argued that the ever increasing use of chemicals in agriculture would bring diminishing returns and would result in the disabling of natural systems that might otherwise control pests.

Gordon argued that environmental problems are a fundamental aspect of a democratic society, and he developed grant programs to address these problems, using science, advocacy, and education. He was responsible for the grants that established the Nature Conservancy as this country's first, professionally staffed land acquisition agency. In science, he supported the creation of quantitative approaches to ecology. In education, he was responsible for the support that established two of the most successful university programs ever launched in the environmental field: the undergraduate program in human biology at Stanford University and the reorganization of the Yale School of Forestry into an interdisciplinary program that has trained many of the most important environmental leaders of this generation.

Working from the model of public interest law that was pioneered in the civil rights field, Gordon led the Foundation's effort to establish and nurture environmental law. This was, at the time, a new field of advocacy that led to challenges from the IRS and from the legal profession itself. This campaign resulted in the estab-



lishment of the country's most important environmental law firms, from the Natural Resources Defense Council and the Environmental Defense Fund, to the Sierra Club Legal Defense Fund and the Center for Law in the Public Interest.

While Gordon could be impatient with sloppy thought and writing, and irascible about bureaucracy, the qualities his staff will remember most are those of a concerned human being with the courage to face tough problems and the patience and tolerance to help others find their way to make their own distinctive contributions. We remember him and his wife, Paula, with great fondness and respect.

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## On the Lighter Side



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