

THE LAFF SOCIETY

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

FALL 1998

19

Experiment Works!

FIRST LAFF CONVERSATION

by Dick Magat

New York, N.Y. — Another arrow has been added to the quiver of The LAFF Society with the successful first "LAFF Conversation." The conversation, in other words, becomes LAFF's fourth formal activity — the others being the newsletter, a directory of FF alumni, and the gala dinner, of which two have been held to date.

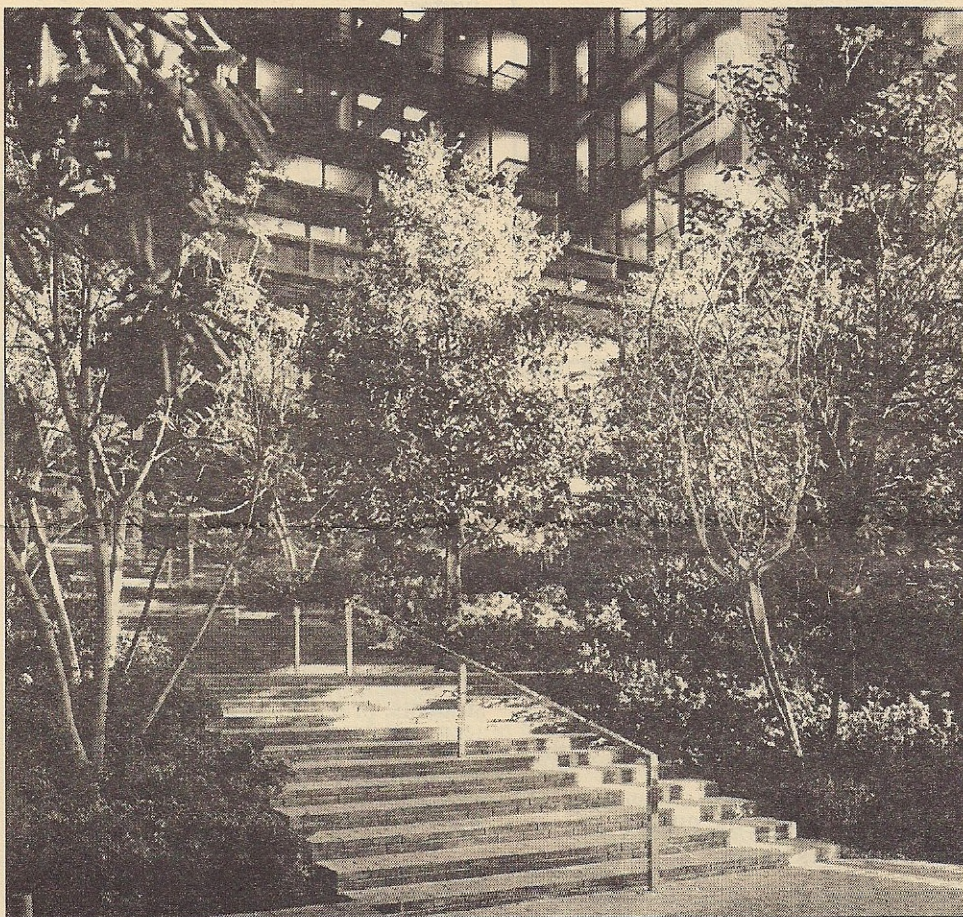
The focus of the first "Conversation With," held September 22, was Gordon Conway, the new president of the Rockefeller Foundation and a long-time Ford consultant and representative in the New Delhi office.

Some 55 women and men attended the event, held at the Russell Sage Foundation. They were welcomed by Eric Wanner, president of Russell Sage, who recalled that its ties to the Ford Foundation included his predecessor, Marshall Robinson, former Ford vice president. Wanner was introduced by Siobhan Nicolau, president of LAFF.

A wine-and-cheese reception in the Russell Sage library was followed in the foundation's dining area by Conway's talk, introduced by Frank Sutton. Conway began his talk, titled "A Tale of Two Foundations," by noting that the paintings on the wall were his wife's — silk-on-canvas representations of rice fields.

Reviewing his career, Conway noted that as a British civil servant in Borneo, he had developed integrated

30th Anniversary



This year the Ford Foundation is celebrating the 30th birthday of its headquarters building in New York. After all these years, the dramatic structure between East 42nd and 43rd Street is still a magnet for public attention— last year it was designated an official New York City landmark. To mark the anniversary, an exhibit on the design and construction of the building has been set up on the 11th floor. Former staffers are invited to come up and see it, but first how about a stroll through the 160-foot-high atrium with its terraced garden and pool?

pest control methods. Feeling the need for more education in environmental science, he obtained a Ph.D. at the University of California at Davis with foundation assistance.

He credited the late Gordon Harrison, along with Robinson, for

stimulating the growth of environmental science in the Third World, part of which involved Conway's assistance to Foundation field operations in India, Thailand, Indonesia and Egypt. (He recalled warm welcomes by George

(cont. on p. 5)

The LAFF Society

c/o Mary Camper-Titsingh
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A Plea for Dues

Once again, the LAFF Society's treasury is dangerously low. At last count, it was down to \$200!



One reason for the shortage is an increase in expenses since we are now publishing three, not two, issues of the Newsletter per year.

More critical is the number of delinquent dues payers. Some are far behind, others have never paid though, in a spirit of camaraderie, we continue to send them the Newsletter.

In contrast, some members have paid more than one year in multiples of \$5. Two members, in a burst of optimism, have sent in \$50 to cover dues for the next ten years! We don't expect that degree of liberality, but it would help if members paid through the millennium—that is, \$15 for 1998, 1999 and 2000.

Whatever you decide, please send your dues at \$5 per year to Mary Camper-Titsingh, secretary-treasurer, 531 Main Street, Apt. #1110, New York, NY 10044.

Life After. . . .

Here is another installment in our series of accounts of how, in diverse ways, LAFFers have found life after the Ford Foundation:

JOHN LANIGAN, JR.(Urban Poverty), writes:

"After leaving the Ford Foundation in February 1993, I accepted a position as Director of Evaluation with the challenge of creating a new Evaluation Department for the DeWitt Wallace and Lila Wallace-Reader's Digest Funds in New York. Since January 1996, I have been the Executive Director of a new nonprofit in Washington, DC, the Institute for the Advancement of Social Work Research.

"Working with five major professional social work organizations, IASWR helps guide the development of a social work research agenda in substantive areas relative to social work practice. Our goal is to scientifically inform social work faculty, students, practitioners and policy makers in order to improve their skills and ultimately to change the face of social work education and practice.

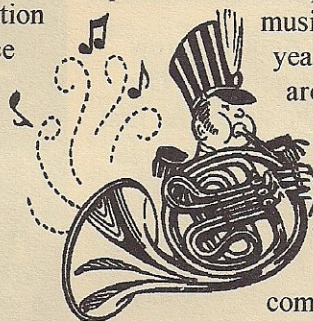
"IASWR facilitates the development of an empirically researched knowledge base, and works to improve the links from scientific studies to professional education by supporting the development of scientifically based-curriculum modules. This allows graduates of clinical social work programs to draw on an empirical, outcome-driven knowledge base to support their professional practice, in such fields as treatment and prevention interventions with disadvantaged, vulnerable at-risk children, adolescents and their families.

"As of 1998, IASWR receives funds from the Ford Foundation for the core support and to expand its staff to

keep up with the growing demands for increased research and outcomes. It is a pleasure to be promoting accountability through efficacy and effectiveness studies in social work research. It is a greater pleasure to become a grantee of the Ford Foundation."

From **RICHARD KAPP** (Arts):

"I left the FF in July 1978. For the better part of the past 20 years, I have somehow carved out a living and, perhaps, some small reputation as a musician. "For two years or so, I bounded around: produced a successful revival of an operetta by John Philip Sousa with a couple of good opera companies and spent a



misguided year as General Director of the Palm Beach Opera where, at least, I had the good fortune to persuade my beloved Barbara to join me and get married. Meanwhile, my chamber orchestra, Philharmonia Virtuosi, which had preceded the FF by six months but which had lain in abeyance for years as a result of Mac Lowry's honorable dictum that one could not do anything that others might even perceive as a conflict of interest, was of necessity nursed back to life. We invaded Westchester County where we set up shop and professionalized the county's musical life for a time and to a degree.

"At the lowest times, I was assisted by my father, who busied me working for his music publishing firm. And during the first decade or so of post-FF existence, I was fortunate enough to make a series of very successful recordings for CBS Records, since become SONY. About ten years ago, frustrated with the situation at CBS Records, I started a classical label of my own, ESS.A.Y. Recordings. We have actually run contests

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asking entrants to provide us with their interpretation of the word 'ESS.A.Y.'

"For the past decade, I have continued with Philharmonia Virtuosi, performing up to 80 concerts a season until good music, along with a great many other things, began to disappear from people's lives. The orchestra has been the resident group at the Metropolitan Museum of Art in New York for the past eight years and still offers three diverse subscription series in Westchester. We have also been the resident orchestra for a series of classical cruises aboard Cunard Line ships for some seasons, but only time will tell how that proceeds now that Carnival Cruise Lines has acquired Cunard!

"ESS.A.Y. is a source of pride, although the classical record business, too, has almost ceased to exist. Our catalog reflects my standards, editorial policies and tastes, and provides, I hope, some satisfactions for those who delve into it. Any-one wishing to know what ESS.A.Y. or PV is doing can contact us at www.essaycd.com or call us at 1-800-97-ESSAY.

"The great continuing joys are my wife, Barbara, and my wonderful daughters. Alex will be starring in "Maggie Winter," a CBS sitcom that airs this fall. Joni is a singer and songwriter, and 13-year-old Maddie is entering high school and has just done her first CD, singing on our Lullabies recording that we did in association with the Met Museum.

"And in the back of my mind, I still harbor the hope that the phone will ring and someone will ask me to undertake something of value for which I would stand to receive fair recompense. That's the way it seemed when I first joined the FF."

From ANN LESCH (International):

"I'm professor of political science at Villanova University, where I teach Middle East politics and theories of international relations. I was associate

director of Villanova's Center for Arab and Islamic Studies from 1992 to 1995, and am active in curriculum planning and efforts to improve the department.

"I was elected president of the Middle East Studies Association of North America (1994-95), and gave my presidential address on the issue of academic freedom. I am on the advisory committee for human rights/Middle East. I am currently the editor of the MESA Bulletin, which publishes book reviews and review essays.

"I am president of the Sudan Studies Association (1998-2000) and have a book called *The Sudan: Contested National Identities* being published by Indiana University Press this November. I also received a grant from the U.S. Institute of Peace together with Steven Wonder to study

the 1992-93 negotiations between the Sudan government and the Sudan People's Liberation Movement. We wrote a detailed analysis for which we are seeking a publisher.

"I co-authored with Dan Tschirgi, professor of political science at the American University in Cairo, a reference text *Origins and Development of the Arab-Israeli Conflict*. It will be published by Greenwood Press this August. It is intended for high school students who have no background concerning the Middle East and is part of a reference series on the history of the modern world.

"On top of all that, I'm updating my chapter on Egypt for *Comparative Politics Today*, a college level textbook. So I maintain my triple interests in Israeli-Arab, Egyptian and Sudanese issues."

The LAFFing Parade

Ghebre Selassie Mehreteab (Urban Poverty) reports that the NHP Foundation, of which he is President and CEO, has just added two more properties, bringing its holdings to 35 properties in 11 states. The Foundation is a non-profit organization in Washington whose mission is to provide quality, affordable housing with resident social services to low and moderate-income families. Started in 1989 with capital contributions of \$6 million, the Foundation's portfolio now has a total asset value of \$190 million. Working with nonprofit entities, the Foundation has financed some 6,400 housing units.

Arlene Feder Juter (National Affairs) recently completed a Certificate in Arts Administration at NYU and in August accepted a position as Development Officer for Institutional Grants with Ballet Hispanico in New York. "It's the first time I am working on the more difficult requesting end of grant making," she writes. On the personal side, her son David has started his sophomore year at Skidmore College, and she and her husband are looking forward to moving back to Manhattan from Westchester before the end of the year.

Some new addresses:

Oleg Lobanov (Arts), 14764 Truitt Farm Drive, Centreville, VA 20120-5409.

Matt Cullen (National Affairs), P. O. Box 137, Naskeag Road, Brooklin, ME 04616-0137.

Lloyd Garrison (Communications), P.O. Box 629, 42 Estey Road, Norfolk, CT 06058. Phone: (860) 542-5666.

We've lost track of **Gustav Ranis** (International), formerly at the Yale University Economic Growth Center, and **John A. Foster-Bey, Jr.**, formerly at the Northwest Area Foundation. Can anybody help?

Tense Days in Karachi

Bernice Hanson, the wife of the late Haldore Hanson (International), has written her memoirs, From the Distaff Side: Fifty Years Around the Third World (Rutledge Books, Inc.) The book devotes chapters to Pakistan and Nigeria where Hal was the Foundation's Representative in the 1960s. Will Hertz, Hal's Assistant Representative in Pakistan, read with particular interest Bernie's account of Pakistan's 1965 war with India and its impact on Ford's 50 advisors and their families, most of whom had to be evacuated to points outside Pakistan.

"Since the division of India, and the establishment of Pakistan, Kashmir's position had been contested by both countries. In September of 1965 I was visiting my mother at our farm in Virginia, when I received a letter from Hal with his appraisal of the situation in Kashmir. 'During the summer Pakistan helped to train, equip, and finance a force of volunteers who penetrated Kashmir, trying to force

“But rumors grew, and there were riots in major Pakistani cities. . .”

India to take some action, either to start a civil war or to permit a local plebiscite.' Soon both countries' armies were involved.

"The situation was not life-threatening for foreigners, since neither army had moved the requisite 30 miles to make a significant military strike. But rumors grew, and there were riots in major Pakistani cities aimed at the United Nations, the U.S. and the Indians. There were thousands of people (mostly students) milling around downtown in Karachi

and, in the commotion, they broke many windows at the U.S. Embassy and Pan American office, burned the USIS library, and rampaged through the UN office.

"I decided to return to Karachi immediately. How would Hal cope with the anguished Ford Foundation mothers and children? The next day I took a Pan American flight from Dulles to London, where I caught what turned out to be the last Pakistan International Air flight to Karachi. . . Hal was jubilant at my arrival. Even Dulari [the Hanson's cook] seemed excited at the low carbohydrate diet cookbook I brought with me; it gave him a purpose in the kitchen during this blacked-out, curfew period [imposed by the Government].

"One of the main problems at the Ford Foundation office was to keep track of the scattered foreign staff. There were 15 women, children, and advisors from Dacca in Manila; there were still seven advisors in Dacca. There were eight people in Kabul, six men from Lahore were in Karachi, and 15 in Teheran. Almost no family groups were together; that is, the women and children were in one place and the men in another. Very complicated.

"Zarina Fabrics [a local supplier run by an American woman] put black linings in our bedroom draperies. After dinner we took reading material upstairs, waited for the 9:00 p.m. BBC shortwave radio broadcast from London, and then went to bed. During the daytime I moved around the city as much as possible with my limited gas ration, and I returned to intensive Urdu study. Most Ford Foundation people were back in Pakistan for Christmas." Will adds: "When the war broke out, I



was in Hong Kong on the way back from a business meeting in Tokyo. Concerned about Stevie and the children in Karachi, I tried to fly back immediately, but found that all of the west-bound international airlines were overflying Pakistan. I was able to get to Tehran, however, and then to fly back to Karachi on the same plane that was carrying U.N. Secretary General U Nu in his mission to arrange a cease-fire.

"The Ford advisors and their families in Lahore and Dacca had to be evacuated since those cities were close to the battle lines and exposed to Indian artillery. Since Karachi was 1,000 miles from Indian guns, those of us living there could remain in our homes, but subject to the tense conditions Bernie describes. What did the Hertz family do during those blacked-out evenings? Jigsaw puzzles."

50th Year of Truman's Point 4

The current interest of **Ralph H. Smuckler**, the Foundation's Representative in Pakistan from 1967 to 1969, is organizing an observance of the 50th anniversary of Truman's Point 4, the birth of U.S. technical assistance to developing countries.

Smuckler served for more than 30 years as Assistant Dean and then Dean of International Studies at Michigan State University, a leader among U.S. universities in technical-assistance programs. After retiring from the deanship in 1990, he was named Deputy Assistant Administrator, Technical Assistance Bureau of the U. S. Agency for International Development. In that post, he was responsible for the establishment of a new University Center for Cooperation in Development and Title XII programs.

"In the fourth point of his 1949 inaugural address," Ralph writes, "President Truman surprised the world by announcing a 'bold new program' to make the benefits of American science and technology available to 'underdeveloped countries.' The Marshall Plan to help re-build Europe was already underway. Instead of large capital transfers as in the Marshall Plan, Truman offered scientific and technical knowledge which he considered to be 'constantly growing and... inexhaustible.'"

"Congress enacted the following year what became known as the Point IV program, marking an important turning point in our official concern with countries outside of Europe. American universities responded quickly and positively—hundreds of universities and thousands of faculty members have since worked in the developing countries, and tens of thousands from those areas have studied on U.S. campuses. The Point IV momentum also swept up a broad range of non-government organizations, and the Ford Foundation made its commitment to development programs following the Truman speech.

"As the nation marks the 50th anniversary of the Point IV initiative, it would be well to take stock of the many significant results, to learn from both successes and failures, and to assess the meaning of these experiences for the future. This could be done through a national conference, including preparatory seminars and data collection, and involving those in academe, government and the private sector who will carry the relations with the developing countries into the next century."

Ralph would like to hear from anyone interested in such an observance. His address: 4201 Cathedral Avenue NW, Apt. 814W, Washington, DC 20016. His e-mail address: ralphhs@aol.com.

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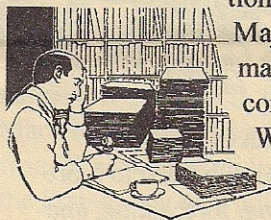
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Gant in Thailand and Jack Bresnan in Indonesia, but not so from Douglas Ensminger in India.) When Conway ran the India office, more emphasis was being placed on nongovernmental organizations in such fields as women's reproductive health and social forestry.

He later became vice chancellor of the University of Sussex.

Conway said the Rockefeller's choice of a non-American as president presaged its new character as a global foundation, a progression from its past emphasis on international affairs. It will concentrate on people excluded from globalization in such areas as food, health and employment.

"The world is in a fragile condition," he concluded.



Major decisions are made in the corridor from Washington to New York, and perhaps to Boston, with its international bodies, major foundations, and great universities. "It's a real powerhouse; there's no competitor. And it's a quite small group of people. It's a great power for good, but many mistakes can be made too."

Conway said he is enormously impressed by the strength of American foundations and the nonprofit sector. "I'm not sure Americans appreciate this. There's nothing like it in the world."

But he said he was surprised at the level of insecurity in these institutions. They have suffered from the attacks of the extreme right. They should be more up front, more proactive about what they are doing.

During the question period, Conway was asked whether, since the Rockefeller Foundation is a half-

century older than the Ford Foundation, there not should not also be a Rockefeller alumni group — called LARF. He was noncommittal, but did note that the Rockefeller Foundation has staged an observance of its 85th anniversary, suggesting some homage to nostalgia.

The idea of "Conversations With" was suggested by Carol Arnold, a new member of the LAFF Coordinating Committee. Suggestions for future speakers are welcome.

Arts Stabilization:

PRESENT AT THE CREATION

National Arts Stabilization is one of the most successful and enduring of the many nonprofit organizations that began life at the Ford Foundation. NAS works with communities to strengthen the financial base of their arts organizations and to develop the organizations' managerial and financial skills. Its stabilization projects have involved 76 arts organizations in seven project sites, with grants totaling \$37.9 million to 61 organizations to reduce their negative liquidity and increase their working capital. Further, NAS has leveraged \$29 million in additional stabilization commitments from other donors.

NAS was launched as a project within the Ford Foundation in 1971 under Vice President W. McNeil Lowry, and in 1983 was spun off as an independent entity with funding from the Ford, Andrew W. Mellon and Rockefeller Foundations.

Marcia Thompson (Humanities and the Arts) developed the NAS concept and was NAS's first president. Interviewed recently in NAS's Journal, Thompson traced the 17-

year staff learning experience that led to NAS's establishment. The following was abstracted from her interview:

Stabilization as a management concept for nonprofits evolved out of the experiences of the Foundation in developing and monitoring a ten-year, \$80.2 million effort, begun in 1966, to address the under-capitalization of American symphony orchestras. The conventional wisdom in the philanthropic community at the time held that the best way to strengthen nonprofit organizations was to provide funds for endowment, generally coupled with matching provisions and incentives.

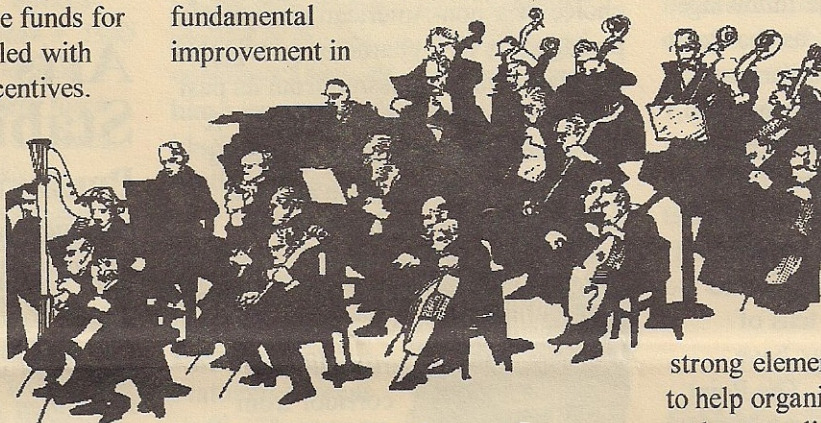
Three-fourths of the \$80.2 million granted to 60 symphony orchestras — some \$58.75 million in the form of Ford Motor Company stock — was held by a bank in a ten-year endowment trust. During the first five years, each orchestra received its proportionate share of dividends earned by the trust's assets. If an orchestra succeeded in raising matching funds by the close of the first five-year period, it continued to receive quarterly dividend income throughout the ten-year term. The balance of the \$80.2 million — \$21.45 million — was given as direct operating support, paid in annual installments, with no matching conditions, during the first five years of the ten-year term.

The Foundation distributed some \$121 million in the form of operating support, trust assets, and trust dividend income. If you add to this the \$84 million in matching fund raised by the orchestras, the total infusion generated by the program exceeded \$200 million.

But it soon became evident that the fundamental financial health of most orchestras was not improving. Efforts to address musicians' needs as well as rising community expectations

fueled expansion and, increasingly, annual operating expenses exceeded operating income. Indebtedness grew, and by 1976, the end of the ten-year term, the balance sheets of the vast majority of the orchestras had deteriorated significantly. In fact, only 13 out of 60 orchestras had current assets in excess of current liabilities. Many orchestras faced the difficult prospect of invading their newly established endowment reserves in order to liquidate their debt.

We concluded that grants seeking fundamental improvement in



the financial health of nonprofit organizations had to be tied to more rigorous budgeting, forecasting, and analysis of income and expense; to the establishment of early warning systems to detect overruns and potential income shortages; and, most importantly, to timely monitoring of the balance sheet so as to be constantly aware of the impact of current operations upon the financial position at the close of the fiscal year. We made the balance sheet the primary focus of the Foundation's next major effort to improve the long-term stability and financial health of nonprofit arts organizations. That effort was called the Cash Reserve Program.

Requiring organizations to move beyond only tracking income and expense to focusing on the balance sheet was the primary lesson. Instead of starting with endowment, Cash Reserve grants emphasized the development of a comprehensive

strategy to improve the entire balance sheet. We focused on the liquidation of current debt and the need for liquidity to enable organizations to pay bills on a timely basis. Cash flow was and is a critical problem — if not *the* most critical problem — of many nonprofits.

The Foundation underwrote two rounds of its Cash Reserve Program. The purpose from the outset was to effect change — to induce a fiscal learning curve, so to speak, that would alter an organization's financial climate, enabling it to pursue standards

of quality and craft rather than mere survival. Preparation of a monthly summary of financial highlights — balance sheet as well as income and expense — was required in the second round, and we added a

strong element of technical assistance to help organizations develop timely and more reliable internal financial reporting systems.

The Foundation committed in excess of \$30 million in two Cash Reserve Programs, awarding grants to 76 dance, opera, professional training, and theater organizations situated in 39 cities and 23 states and the District of Columbia.

In the minds of some managers, particularly those coping endlessly with operating shortfalls and constant needs to juggle cash flow and demands for payment of past-due accounts, it was difficult to reconcile that a fund called *Cash Reserve* was not intended as a ready source to meet budget overruns or emergencies. What we were trying to provide, however, was a long-term revolving source of working capital to address the peaks and valleys of the annual cash flow cycle. We acknowledged the need for better terminology, and when NAS was formed as an independent entity in 1983 we chose

stabilization — a term in common use in the financial community.

The balance sheet strategy of stabilization stimulated a major learning curve in the fiscal management of arts organizations, and changed the way investors evaluate the financial priorities and performance of potential grantees. The synergy generated by collaborative efforts between local investors and NAS led to a deeper understanding in many communities of the fragile financial position and undercapitalization of their arts organizations and to greater cooperation and focus in addressing their problems. A collective process that sets goals and standards of financial performance, and that ensures that the goals and standards are understood by arts organizations and their investors alike, can provide cohesion and a sense of common purpose.

Recollection: Howard Swearer

Howard Swearer, who played a key role at the Ford Foundation in the late 1960s, died in 1991 just about the time the first LAFF Newsletter appeared, and has not had the commemoration he deserves in these pages. At our request, Frank Sutton provides this belated tribute.

Howard Swearer was a man we Foundation veterans should remember with pride and pleasure. Those of us who worked with him put him among the very best Foundation officers we have known — creative but tough-minded, challengingly industrious but amiable and funny, even in his occasional well-calculated explosions. He died much too young at 59.

Howard came to the Foundation from UCLA in 1967, first as a member of a small planning and evaluation staff Dave Bell had set up for the International Division. He went on in 1968 to

run the European and International Affairs Office. Howard left us in 1970 to become the president of Carleton College in Minnesota. In 1977 he became the president of Brown University, and stepped down from that eminence in 1988 but continued as head of Brown's Thomas Watson Institute for International Studies, which he had set up.

We were lucky to have Howard with us as long as we did. I like to take personal credit for luring him to the Foundation after I met him on a visit to UCLA about the large heritage John Howard's International Training and Research program had left there. Howard was still a young fellow but he was chairman of a university-wide committee on UCLA's international studies. I came back to New York from this encounter and told Dave Bell, "We'd better get that fellow on our side of the table."

There was plenty for Howard and the rest of us to do in those years after Mac Bundy and Dave Bell arrived from Washington and reassessed what the Foundation was doing. The Foundation clearly had to spend less than it was spending at the end of Henry Heald's era, and one of the targets for budget-cutting was to be the field of Howard's expertise — international studies in American universities. He had to guide our decisions on what should be saved and what to let go.

Howard was a Sovietologist by academic profession and had a pro-fessional's discriminating assessments of his field. No doubt one of the reasons we were able to lure him off the scholarly front line was that he was tried of symbol-reading Kremlinology — he had sharply critical judgments about the reliability of the stars of the field. It followed that he was enthusiastic about the exchanges with Eastern Europe and the Soviet Union that

enabled our scholars to get inside these countries, which had been heavily dependent on Foundation funding from the beginnings in the late 1950s.

However, a reorganization of the exchanges was needed, which Howard brought off in the 1968 creation of the International Research and Exchanges Board with a large Ford grant. In those years of budget-cutting the money had to come at the cost of various painful rejections to others. Earlier this year I had occasion to visit IREX's Washington offices and to hear about the numerous programs that its annual budget of about \$30 million supports. Over the years, Howard and I sometimes grumbled about things IREX did, but I wanted that day to have him beside me to be proud of what IREX has been and become.

Howard came to the Foundation at a time when the Vietnam war and the national turbulence in 1968 and afterwards produced a new climate for international affairs. The Foundation needed to make changes in its programs, and not least in Western Europe. Europe had become much richer during what the French call *les années heureuses*. There were trustees who thought it had gotten so rich that we should run down what we had been doing in Europe and put the money into the poor countries or spend it on the need here at home. A new rationale and style of work in Europe was needed, which Howard and others worked out, and they managed to convince the trustees we weren't just junketing when we crossed the Atlantic.

Howard's achievements after leaving the Foundation were predictable to anyone who knew his talents. Ed Spencer, who was chairman of the Carleton College board before becoming chairman of the Foundation's board, once thanked us for sending the College two outstanding presidents (Bob Edwards, who was with us in



that little planning staff, succeeded Howard.) Ed said that "Howard liked to grab hold of a tough problem and wrestle it to the ground." When he moved to Brown in 1977 he was taking hold of a tough financial problem, and some others he may not have counted on. But by 1986 he was named one of the nation's ten most effective college presidents.

Of course, there was more to Howard than toughness, high principles, executive and intellectual talent. He stole Ann Pelicano from the Foundation when he left, and kept her discriminating devotion through the crises of the Carleton and Brown years. When he would say, "Let's get out of here and crawl into the gin bottle," you could count on good cigars and the latest Polish jokes. Dinner at his rustic retreat in northeastern Connecticut would be served with squash blossoms and brussels sprouts from the garden he worked himself.

I've often thought we might have kept him longer at Ford if he hadn't decided to live in Princeton (where he'd been an undergraduate). The commute and the trips we philanthropoids suffered and enjoyed kept him away too much from his artist wife, Jan, and the three kids. When he told us he was going off to Northfield, Minnesota, where he thought he might spend more time with them, we knew he meant what he said, despite his notorious industry at his jobs. And, of course, Ford couldn't compete with Carleton in giving the Swearers more time at home together.

In Memoriam

IVO JOHN LEDERER, a Russian and Eastern Europe specialist in the Foundation's International and European Affairs program in the 1960s, died in June in New York at the age of 68. Between 1954 and 1977 Lederer

was a professor at Princeton, Yale and Stanford. He then began a second career bringing government and business leaders together to discuss the interaction of foreign and business policies.

Lederer joined the Foundation on leave from Stanford where he founded and directed the Center for Russian and East European Studies. A native of Croatia, while at Ford he helped set up the Institute for Central European Studies at Dubrovnik, Croatia, then still part of the Yugoslav Federation.

AMORY BRADFORD, a consultant to the Foundation for programs in Greece, Turkey, Switzerland and Italy in 1963, died in September in South Carolina at the age of 85. Bradford, a former vice president and general manager of the New York Times, was best known as the chief negotiator for the Publishers Association in the 114-day New York newspaper strike of 1962-1963.

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