

THE LAFF SOCIETY

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

Fall 1995

No. 11

“All the Better for Knowing You, My Dear Mr. Quinn.”

by *Marian O. Weber*

John Quinn, otherwise known as Phineas (so named by his Commanding Officer in the British Army, after Phineas Finn of literary fame) was on the Foundation staff from its beginning in Pasadena in 1951.

He was initially on Secretary **Joseph McDaniel**'s staff. Having joined the Foundation in August, 1954, in the Division of Overseas Activities, I was vaguely aware of him and became more so when he joined the overseas staff, then known as the South and Southeast Asia program and later as A&P--Atlantic and Pacific, not to be confused with grocery stores!

Between 1954 and 1962, he had two elegant secretaries: **Mimi Chu** from China and **Cynthia Atkins** from Britain. Up to that point, I had worked for Harrison Parker, Carlton Wood, Carl Burness, Bob Culbertson, Jack Bresnan, Harry Wilhelm, and Harry Case.

I was surprised when I was assigned to Phineas in 1962. It was much like watching Robert Morley perform on the English stage. After the umpteenth person noted the resemblance, Phineas drew himself up and replied, “Yes, he does rawther a good imitation of me!”

I often thought we were an odd couple, but whatever it was, the years between in 1962 and 1974 were great ones for me. I think Phineas appreciated them too. It was an education working with him. Indeed, he often joked that he did “know everything,” and I firmly believe he did. And beautiful, long

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The LAFFing Parade

Peter Bell (Latin America) has become president of CARE, the international relief agency. He was formerly president of the Edna McConnell Clark Foundation, whose chairman, Hays Clark, said of him, “Peter has brought the highest levels of professionalism, dedication and commitment to his work and has greatly advanced the mission of the Foundation--improving conditions for people who are poor and disadvantaged.”

Jonathan Friedman (Investments, 1992), has launched a jewelry business with his partner, Janine Cline, in Los Angeles. Says a promotion piece, “Perhaps you have a piece of jewelry that you never wear- what a waste. Let us suggest different designs using those gems....[Y]ou should truly love all of your jewelry; and exceptional jewelry need not entail exceptional cost. Let us show you that we can replace the boring jewelry that you never wear with an exciting piece....” Miller-Cline Jewelry, 611 Wilshire Blvd., Los Angeles, CA 90017.

Lynn Walker Huntley (Rights and Social Justice, 1995) is directing a special project for the Southern Education Foundation in Atlanta. 900 Flamingo Dr., Atlanta, GA 30311.

Ivo Lederer (International, 1976) went on to university teaching and then became vice president of Business International, S.A., based in Vienna, to assist corporations in East-West trade. In 1979-1981 he directed the IREX National Business Council in New

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The LAFF Society

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

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The LAFFing Parade

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York, and in 1991 joined A.T. Kearney as director of its Global Business Council. He is also president of the West-West Agenda/USA, a business and policy leader groups that deals with transatlantic issues. In 1992 he edited *Western Approaches to Eastern Europe*, the result of a project he directed for the Council on Foreign Relations. He also consulted for SRI-Washington, the Aspen Institute (on establishing Aspen Institute Italia), the Russell Sage Foundation, and Stelm Ltd. In 1995 he was appointed a trustee of the Toynbee Prize Foundation. 166 E. 63d St., New York, NY 10021.

Robert Moulton retired from Stanford University in 1975 and became executive director of the Mid-Peninsula Coalition Housing Fund, which builds and manages rental properties for low- and moderate-income families. The Fund, which was launched in the 1970s with the help of a matching grant from the Ford Foundation, now

manages over 2500 units. He retired from the Fund in 1983. 830 S.F. Court, Stanford, CA 94305.

Steven M. Riskin (Middle East, 1992) has joined the United States Institute of Peace in Washington, a Congressionally funded body promoting the peaceful resolution of international conflict. He works in the Institute's grant program, where **David Smock**, another Ford alumnus, is director, and consults with Ford and other foundations. 3208 Leland St., Chevy Chase, MD 20815.

Robert Seaver (Office of Reports, 1969) has retired from The College Board as vice president for Communications. Before that he had been assistant to the president and director of College Relations at Baruch College. He had been recruited to the Foundation from the City of New York Housing and Redevelopment Board, where he worked with **Louis Winnick**. 29 Franklin Ave., Croton on Hudson, N. Y. 10520.

Richard B. Sharpe (Public Policy and Social Organization, 1981) has completed ten years as program director of the John A. Hartford Foundation and set up a consulting firm. He is focusing on private foundations and the health care industry. 71 Riverside Ave., Riverside, CT 06878.

James Tierney (ITR, Overseas Development, 1965). after lengthy assignment as vice president of the Institute for International Education and director and Chief Executive Officer of The Fund for Peace, spent the first years of retirement as adjunct professor at Columbia's School of International and Public Affairs. In 1991, he became a visiting scholar in the Political Science Department at Arizona State Uni-

versity doing research and lecturing on peace movements and arms control. 6209 N. 29 Place, Phoenix, AZ 85016.

Excavating the Past

Since it opened in 1977, the Ford Foundation Archives have been host to hundreds of scholars and journalists. Among them have been several Foundation alumni conducting research for articles and books.

Housed on level B of the Foundation building and a storage warehouse in upstate New York, the Archives are a vast trove--2000 cubic feet of program office records, 12,000 unpublished staff, consultant and grantee reports, 300 linear feet of processed office and officer files. Also:

- ♦General correspondence, including records of unsuccessful applications. Most are from colleges and universities, but others range from the Babe Ruth League, Inc. to an organization called Kultura, which sought funds to public *Doctor Zhivago* in Polish. Letters from prominent figures include two from Jimmy Carter before he became President, one on a Georgia program for disturbed youth, the other on a meeting of the Foundation-supported Southern Growth Policy Board.
- ♦An index to thousands of books and other publications resulting from grants.
- ♦Oral histories, consisting of interviews with 71 trustees, officers, and staff. The



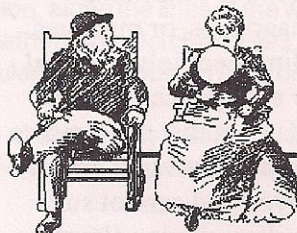
interviewees specify when transcripts may be examined--some right away, some after a given number of years, others after the person's death. Fifty-three have been opened to date.

- ♦ Staff speeches, all Foundation publications and press releases, photographs and 5000 rolls of microfilmed grant files.
- ♦ 24 boxes of correspondence, biographical information, and manuscripts and typescript items, musical scores on hundreds of writers, poets, film makers, editors, composers, and critics funded under the Humanities and the Arts program.

Among the alumni who have used the Archive since they left the Foundation are **Marshall Robinson**, who examined the files for an article he wrote for the journal *Environment* (see *LAFF Newsletter*, No. 5, Winter, 1993, p. 4); **Eugene (Rocky) Staples**, for his report, *Forty Years: A Learning Curve* (see *LAFF Newsletter*, Nov. 3, Summer, 1992, p. 1); **Francis X. Sutton**, who is writing a history of the Foundation's international programs; **Richard Magat**, for his research on organized labor and philanthropic foundations, including a forthcoming article on the Ford Foundation and unions in *Labor's Heritage*, and **Alice O'Connor's** "Evaluating Comprehensive Community Initiatives: A View from History," from the Aspen Institute book, *New Approaches to Evaluating Community Initiatives*. The latest publication by an alumnus who used the Archive is **Oscar (Bud) Harkavy's** book published in September by Plenum, *Curbing Population Growth: An Insider's Perspective on the Population Movement*.

Ward Redux

Two issues ago (No. 9, Fall 1994), *The LAFF Newsletter* published



excerpts from an essay by **F. Champion Ward**, titled "How to be Con-

tented Though Old: The Consolations of Retirement." Thereafter the essay appeared on the Op-Ed Page of *The New York Times*. Now excerpts have been printed in the "La Jolla (CA) Light" and other Light newspapers for which alumnus **David Dreiman** is a columnist. Dreiman, former assistant to **H. Rowan Gaither**, the Foundation's third president, prefaced the excerpt as follows:

"Apart from the predictable year-end nudging for scholarships and other endowment funds, what can you say about a universal nature of alumni organizations? Especially when you're linked to more than one--and they're all so different in terms of your personal background and development? Many societies endure forever, connecting one to institutions, to ideas, to other times of course and, most significantly, I suspect, to people who made a difference somewhere along the line.

Of the half dozen alumni groups I pay dues to, one goes by the unlikeliest name imaginable. It might easily be construed as some kinds of comedy club.

Those of us in on it, however, know that the LAFF Society stands for Life After the Ford Foundation. Unlike other more traditional, hidebound societies, LAFF does not sponsor such customary, uplift activities--not yet, at least--as group

travel to search out the mysteries and pleasures of the Aegean Islands or Yucatan. LAFF simply makes it possible to ignite old fires that suffuse the warmth of remembered teamwork and comradeship.

A recent exchange brings news that a former officer of the Foundation has now embarked on a new phase of personal growth. Some people call it retirement. He has worked out, and shares with colleagues, an insightful declaration that tells the rest of us what it's like.

Polish Opportunity

Mary Camper-Titsing, (Investments, 1989) recently served as a volunteer in Poland, teaching English to primary-school students in a small community two hours east of Warsaw. She was part of a team of 26 North American volunteers.

"I was surprised that I was actually able to teach English conversations to children," Mary said. "This 'service-learning' experience is enormously rewarding to the volunteers.

"Whatever our tasks are, we work under local direction. We are not regarded as experts, nor do we make any assumptions about how we should help them."

The program was sponsored by Global Volunteers, a Minnesota-based, private non-profit volunteers organization. At the invitation of local host organizations, Global Volunteers sends teams of 12 to 20 volunteers to sites in 12 countries several times yearly.

Persons interested in learning about the program should call 800-487-1074 to learn how to join future teams.

Saario Sayonara

Terry Tinson Saario (Education) has announced her retirement as president of the Northwest Area Foundation effective February, 1996, after eleven years in that office. Coincidentally, Harold (Doc) Howe II has passed along her Annual Report essay which, he says, "offers shelter to both conservatives and liberals with a grand perspective and in trenchant terms." Excerpts follow:

"[Six] trends...have serious implications for our country and philanthropy in particular--an altered world marketplace, the end of the Cold War, a huge and looming deficit, changing demographics among the nation's citizenry, a

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growing disregard or distrust of government and political institutions, and a shrinking middle class...

"Many observers of these changes are calling for a return to "community," a time and place where we each knew our neighbors and shared similar values. Be they pleas from the conservative right or those with more liberal leanings, the theme common to all is the sense that if only we could recreate "community," society's problems would be solved. These pleas are reflections of a troubling concern that our traditional institutions are not serving society well.

"The temptation, particularly for those in philanthropy, is to create alternative systems or institutions that would focus on...one or another problem. If traditional churches, synagogues, or mosques are not fulfilling people's spiritual needs, create evangelical, charismatic, or fundamentalist movements that seem more responsive. If people are not employed and cannot support their families, devise alternatives to government-run welfare systems that will provide appropriate safety nets. If traditional credit institutions do not provide access to capital for new small businesses, set up alternative loan funds to meet the need. If the public schools no longer educate our young as well as they once did, develop a voucher system that lets the 'lucky' ones opt for an alternative or private system. If traditional communities, family structures, and neighborhoods have disintegrated, construct new opportunities for individuals to band together in common cause.

"There is nothing inherently wrong with such alternatives, particularly during times of economic growth. Yet the 1990s and the century beyond are likely to be periods of constrained resources... We in philanthropy...need to examine carefully whether our usual response is a luxury we can afford. If we continue down this path exclusively, we run the risk of ignoring resources (which far exceed ours) that can be found in traditional institutions. More important, we avoid or escape the bigger challenge of working with these institutions to make them more responsive to the changing needs of society.

"This is not to suggest philanthropy should no longer test new ideas or create model programs. Rather we may need to strike a fresh balance between the energy

and creativity we dedicate to creating alternatives versus finding new ways to work with existing institutions...frankly because that is where the resources are.

"...We have to assume that we will be working in an environment

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of reduced resources. Corporations have led the way with 're-engineering.' Government bureaucracies will need to be restructured and eventually downsized. The same is probably true of the nonprofit sector, which grew by over a third in the next decade. The test, then, is to think about the resources that remain in new and novel ways. Long-term systemic solutions to the problems before our society will necessitate that we collaborate more directly with traditional institutions. We have, for too long, worked in isolation from religious institutions. Labor organizations are poorly represented in our activities. Financial institutions daily make decisions that affect the organizations we create. Units of government can become partners to 'do better' ... what is already being done.

"...[W]e once again come back to the theme of community. The problems before us cannot be solved with new rhetoric or a new panacea. We must apply the lessons we have learned over the years to strategies that result in systemic and sustainable reform. And we need to engage the private sector, government, and nonprofits as genuine partners."



Re-Reunion

Plans are being crafted for a second LAFF Society reunion, along the lines of the wonderfully successful gathering in October, 1993. It is tentatively scheduled for October, 1996, date not yet determined.

The site probably will again be the National Arts Club on Gramercy Park in New York City. Reminders will go out next year.

My Dear Mr. Quinn

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words flowed trippingly off his tongue.

Although he cultivated the persona of "Uncle Beastly" for his nieces, nephews, and all children, still he was always the first (and sometimes only) person to be found on his hands and knees playing hide-and-seek behind the filing cabinets with any visiting child. He played another role to the hilt--one that another staff member once described as a combination of "Scrooge, Simon Legree, and Captain Bligh with a little of Captain Hook thrown in." He did that, but with love and great humor. I can still hear, "Miss Webac-h-h, come here!" reverberating through the halls.

People lined up outside his office waiting for personal chats and advice. Phineas believed fervently in the Foundation's approach to world problems, but he also did what he could to handle the individual ones too. Who else could get on a 42nd Street Crosstown Bus and get off having made a friend of the bus driver, and carrying messages and gifts back to Ireland for him? And who except Phineas and Bill Lightfoot would finance the studies of a young Indonesian girl, cautioned to "Speak in a big loud voice," who is now a Ph.D.? He

had a magic touch.

It was fascinating to see him sweep into the office, his old raincoat draped over his arm and dragging on the floor, bowing right and left. To all the greetings of



"Good morning, Mr. Quinn, how are you?" he would reply, "All the better for seeing you,

m'dear," and meaning every word of it. This response always created a general meltdown. He would then disappear into his office, and before settling down to "brood" over the problems of the day, some portion of the music of *Don Giovanni* would float out in a British, not-so-certain baritone.

Many people commented about his very cold and always very dark office. A miner's lamp would have helped at 4 p.m. of a winter's day. His previous secretaries suffered through it, and then it was my turn. One day I decided to put it to the test and entered wearing a winter coat, gloves and hat. We worked together for the better part of an entire afternoon without a single comment from either one of us. So much for trying one-upmanship with Sir Phineas!

He once commented that he

was dragged kicking and screaming into the 20th century when he and Dorothy Quinn acquired their first television set, twenty years after everybody else. He would probably howl equally at being dragged into the 21st century with cellular and cordless phones, laptop computers, VCRs, faxes, etc.

One of his favorite projects was 62-19 (I can't forget the number of this project any more than I can forget my own name), SUNY's English language training projects in Indonesia, and 63-356 (I think), the International Rice Research Institute in the Philippines. I was very surprised a few years back when I visited The Land Pavilion at Disney's EPCOT and saw a film which was mostly about IRRI. It was good to see how well all those long days of brooding and typing paid off.

His correspondence was fascinating. Many memos were prefaced with, "Like Oliver Twist, I want more..." I wish we could have more of Phineas and his stories, such as the one about how he was personally responsible for the Allies winning the Battle of Africa and turning the tide of World War II. He took full credit for the victory since he was the British Army procurement officer who received Field Marshal Montgomery's requests for troops, tanks, planes, etc. with which to pursue Field Marshal Rommel across the African desert. He knew the requisitions would bog down in red tape at the Allies headquarters in Wales, so he by-passed the usual channels and provided Montgomery with what he wanted when he wanted it. Victory!

I would also love to hear again more his British ditty, "oh, he didn't believe in Adam and Eve, and he laughed at Original Sin..." I

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never did get beyond that first line. It was also his contention that the travails of the world and those of every individual were due to "Old Age, Obesity, and Original Sin." Back in 1962, I held out for Original Sin, but by now it is all three!

Phineas retired in December, 1975, and died unexpectedly eight months later, on August 20, 1976. I was indeed "all the better" for knowing him and still feel firmly that anyone who did not know him was underprivileged. I hope this strikes a chord in many of his old friends.

What's Due

A gentle reminder: Annual dues are \$5. You are paid up through the year after your name on the mailing label.



Send dues to LAFF, c/o Mary Camper-Titsingh, 531 Main St., Apt. 110, Roosevelt Island, NY 10044.

More important than dues is news about yourself and other LAFFers.

Also welcome are reminiscences, essays, etc. See, for example, Marian Weber's remembrance of Phineas Quinn, on the first page of this issue.

SALE

Sometimes it pays to procrastinate. If you failed to order the directory of LAFF Society members when it was published you may do so for \$5, a \$1.50 reduction from the publication price. Send checks to LAFF, c/o Mary Camper-Titsingh at 531 Main St. Apt. 1110, Roosevelt Island, NY 10044.

In Memoriam

Thomas O. Bayard (International Affairs, 1987) died unexpectedly on April 25. The following remembrance is from two colleagues, C. Michael Aho and Nancy Schwartz:

"Tom left a legacy of giving to his friends and colleagues. His ideas, his energy, and support paved the way for innumerable development and international economic research projects by others....

"Tom's lasting contributions to economics stretched over twenty years and around the world. At Cornell and at the University of Wyoming, Tom was a superb teacher and researcher. At the Department of Labor, Tom played a major role in shaping the research of the best international research group of his time in the U.S. government. At the Ford Foundation, Tom pushed international economics research into new frontiers and strengthened the links between theoretical research and policy. He is warmly remembered...for fostering development projects such as the African Economic Research Consortium. Tom was devoted to the Institute for International Economics, which he served as Deputy Director and Research Fellow. With Kim Elliott, he completed *Reciprocity and Retaliation in U.S. Trade Policy*, the leading book on the subject.

"Throughout his life, Tom was devoted to his friends, his wife and children. We will remember his wit, his insight, his gentle nature, his integrity, and the generosity with which he shared his ideas and never asked anything in return."

To honor his memory, a fund for Tom Bayard's children, Matthew and Lily, has been established in the form of custodial accounts under

the Uniform Gifts to Minor Act. The act requires a separate account for each child. Contributors should send two checks, one made out to "Winifred Bayard, Custodian for Matthew Bayard," and one to "Winifred Bayard, Custodian for Lily Bayard." Send checks to Nancy Schwartz, 5310 August St., Bethesda, MD 20816. Indicate if the gift should be kept anonymous.

Milton Katz, authority on international law and member of the first staff of the Ford Foundation, died Aug. 9 in Brookline, MA. He was 87.

Professor Katz was recruited to the Foundation by the then president, Paul Hoffman, for whom he had worked as director of the Economic Cooperation Administration Marshall Plan. He worked in the Foundation's Pasadena, California headquarters until 1954, when the Foundation moved to New York. After he left the Foundation, he was a consultant to Henry Heald, the then Foundation's president.

During his Foundation service, he helped craft its development aid program, especially village development in India, and programs to increase U.S. understanding of foreign countries and international affairs. For example, he was instrumental in the Foundation's support of Intercultural Publications.

In a monograph, *The Modern Foundation: Its Dual Character, Public and Private*, Katz expressed his belief in pluralistic institutions and a pluralistic division of responsibility. He did not, as some did, believe the Foundation was too big and ought to be split up. Large as it is, he wrote, the Foundation was tiny compared to the U.S. Government and not very large compared to great commercial corporations. While the Foundation could not in any sense compete with the national government in general, he observed,

it could offer alternatives in particular cases.

In an introduction to Warren Weaver's *U.S. Philanthropic Foundations: Their History, Structure, Management, and Record* (New York, Harper & Row, 1967), he wrote:

The general philanthropic foundation in America as a distinctive institution is barely a century old. Its characteristic attributes have evolved largely within the last fifty years, and it is primarily within the last three decades that it has multiplied in number and grown diverse in type. The increasing number and variety have generated an expanding public interest. They have also provoked public concern and not a little confusion....It is not only the general public that finds it hard to understand. The difficulty is shared by many trustees and officers of philanthropic foundations.

Born in New York and a graduate of Harvard College and Harvard Law School, he joined the Harvard faculty in 1939 and served as the Henry L. Stimson Professor of Law from 1954 to 1978. With the aid of a \$10 million Ford Foundation grant he helped established the International Legal Studies program at Harvard Law, which he directed for twenty years. The law school added a building and library to accommodate the program.

Before joining the Marshall Plan, he worked for the New Deal and the War Production Board. He also worked on the reorganization that unified the Armed Forces under the Department of Defense. He was the author of many articles and books and an officer in the Carnegie Endowment for International Peace and the World Peace Foundation.

Professor Katz is survived by his wife of sixty-two years, Vivian Greenberg Katz, three sons, and five grandchildren.

In remembrance of Don Price

Don K. Price, an early vice president of the Foundation, died July 10 in the Newton-Wellesley (Mass.) Alzheimer Center. He was 85.

by Francis X. Sutton

When I came to the Ford Foundation in 1954, Don Price was one of Rowan Gaither's vice-presidents. The Foundation was much more hierarchical in those years than it became after the levelling spirit of the late 1960s worked its way into East 43rd Street. Vice presidents were remote and august figures to a mere "executive associate," as we ordinary program officers were then called. Not that they demanded any starchy deference. The first-name, cordially informal style that provoked Dwight MacDonald to irony in his 1955 *New Yorker* series on the Foundation prevailed even with vice-presidents, and the traces of Tennessee in Don's speech and courteous ways made him seem especially approachable.

Even without seeing much of Don in those years, I came quickly to an admiration for his intellect. It didn't take long in that era of Ford's early struggle to live up to its great wealth, to realize how difficult it was to devise strategy and programs worthy of the biggest foundation. Only Don among our leaders of those years seemed to me to write with wisdom and breadth of understanding that was up to this challenge. I remember particularly a piece on foundations, universities and government that I still think as good a piece of analysis of these relationships as I've ever seen. (There's a copy of it in the Foundation Archives for those who'd like to check my judgment.)

It was only much later that I came to understand something of

Don's trials and triumphs in his 1953-59 years as a Ford officer. Don had been a member of Gaither's Study Group team in 1948 and had written part of the report. When in 1953 Paul Hoffman "re-signed" and the Trustees installed Gaither as the new President, he brought along much of his 1948 senior staff as vice-presidents.

To Price's surprise and chagrin, Gaither asked him to take over responsibility for the international programs that Hoffman had started so exuberantly. The Trustees were upset by much that Hoffman had done, "especially in India," and in Gaither's perception were ready to close down the whole international effort. Don Price was a man of more conscience than many of our breed; he told me repeatedly that he thought foundation officials ought to have some professional competence in the matters they supervised. As one of the leaders in the band of reformers who in the 1930s and 1940s lifted American public administration out of the deplorable standards the nation had too long tolerated, Don felt equipped to deal with U.S. public affairs. His knowledge of things abroad was at best "patchy," he thought, and was particularly lacking in the parts of the world everyone was then learning to call not just "backward" but "underdeveloped." But Gaither insisted, and Don, by a judicious mixture of reviews, budgetary controls and seductive exposures of the Trustees to exciting programs going on overseas (especially in India!) saved the programs in which many of us were to spend happy careers.

Not all was triumph in those years. The Gaither regime was a troubled, indecisive one, and Don shared in some its frustrations. He kept arguing that someone better

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fitted than he should run Overseas Development and he was relieved (in both senses) when Frosty Hill came in 1956. As a Rhodes scholar, Don felt more confident of his knowledge of Europe, but there were persisting contentions over what the Foundation might do there and how much power should be given to Shep Stone. He felt easily at home presiding over the International Training and Research program, but there is always something frustrating for a talented intellectual in arranging for others to make exciting studies. When the call came in the late 1950s to go to Harvard as professor of government and dean of the Graduate School of Public Administration, Don moved

out of the Foundation, to Henry Heald's surprise and regret. By the late Sixties I was seeing Don on the other side of the desk as we tried (unsuccessfully) to put a strong international element in the start of the Kennedy School of Public Policy. He looked to be a happy man then and he continued so in our later years of reminiscence when he told me much that was credible and shrewd about the Foundation.

The intellectual qualities that I first admired in Don showed splendidly in the years after he traded Ford for Harvard. For those who want a sample, I would recommend his 1965 book, *The Scientific Estate* and especially Chapter 3, which is a brilliant essay in com-

parative government. Most people who knew the Foundation's leadership in the 1950s have thought Don a less distinguished executive than his fellow Tennessean and vice-president in those years, Bill McPeak. Don was probably right to turn to the academic life when he did and exercise his deep understanding of policy-making and administration at one remove from the seat of daily decisions and occasional crises. But those of us who treasure the Foundation's record in the developing countries, in international studies and affairs, should remember what we owe to Don's executive powers in his saving of what Paul Hoffman had so boldly started.

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