

# THE LAFF SOCIETY

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

Fall 2000

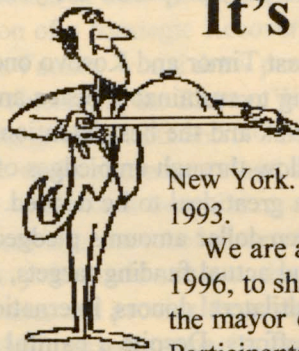
No. 25

## The LAFFing Parade

Did you see **Lou Winnick's** piece on the Op-Ed page of the *New York Times*? Entitled "When an Apartment Fulfilled an Ideal," it talked about the changes over the years at Co-Op Village on the Lower East Side and other cooperative housing projects. Originally, Lou said, these projects were intended to provide low-cost housing with government subsidies and union loans. Today the units sell at a high cost, often in the high six figures, with the market "fed by an influx of young well-heeled professionals attracted by a rejuvenated Lower East Side."

"Of course," Lou says, "government subsidies could keep pace with the growing costs. . . Truth is, other priorities have overtaken housing in the political calculus—crime and schools, the environment and health care. . . New York seems reluctantly reconciled to the vertiginous drop in the volume of affordable housing. Instead, we have resorted to letting small nonprofit groups rehabilitate old housing and to tweaking the cross-subsidy of so-called 80-20 projects, in which a fifth of a building's apartments are subsidized."

"Retirement? That's a joke," says **Will Hertz**. The Governor has just appointed him to a second term on the Maine Arts Commission, and he's the Commission's representative on the Maine Cultural Affairs



## It's Reunion Time Again!

The third LAFF Society Gala will be held Friday, November 3. The site, as in the first two, will be the Gilded Age-era National Arts Club on Gramercy Park, New York. The last gala took place four years ago, and the first in 1993.

We are assured that LAFF will not be forced, as happened in 1996, to share the site, without notice, with a fund-raising event for the mayor of Jersey City, New Jersey.

Participants at that celebration will recall that because the New Jersey political shindig was co-sponsored by New York's Mayor Guiliani, the club was picketed by Puerto Rican activists protesting the mayor's budget cuts in human services. The confusion did not curb the merriment among the 115 LAFFers who showed up from all parts of the country.

The National Arts Club is a National Historic Landmark where *The Age of Innocence* was filmed. Speakers, held to a strict minimum, will review the various 'ages' of the Ford Foundation. Reverent and irreverent commentaries will be invited from the audience.

The fee for this event is \$65 per person, including hors d'oeuvres, open bar, and gourmet dinner. Negotiations are under way with Alan Greenspan to  
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Council, a coordinating body of seven statewide cultural agencies. In 1999, the Council won a \$3.2 million appropriation from the Maine legislature for the New Century Program, an innovative effort to revitalize the cultural institutions of Maine's communities. The program has been so successful that the Council is gearing up to request the 2001 Maine legislature for a renewal appropriation.

Will has been active in planning the Council's strategy and, in particular, writing the written proposals and PR material for the program.

**David L. Szanton**, who worked

(cont. on p. 2)

### David E Bell

David E. Bell, international vice president of the Ford Foundation from 1996-1980, died of leukemia at his home in Cambridge, Mass., on September 6. He was 81.

Bell came to the Foundation after serving in President John F. Kennedy's cabinet first as director of the budget and then as director of the U.S. Agency for International Development. In addition to overseeing the Foundation's international grantmaking, he served for several years as executive vice president.

On leaving the Foundation, Bell joined the faculty of the Harvard School of Public Health as Director of the Center for Population and Development Studies.

Personal remembrances of David Bell will be included in the next issue of the LAFF newsletter.

**The LAFF Society**

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

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## Reunion Time Again

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hold down inflationary pressure on this year's fee.

Negotiations are also under way for a special rate from the nearby Gramercy Park Hotel, 52 Gramercy Park North. Call (212)475-4320 and identify yourself as a LAFF Society member.

Save-the-date postcards have been sent, and formal invitations will follow. The co-chairs of the event are Patrick Corrigan and Jane McCarthy. Call Pat at (201)768-7902 for further details. Also send Pat any ideas you may have to enliven the proceedings. His address is 388 Piermont, Closter, NJ 07624

Some discount Broadway shows will be available.

Reserve early, and when the invitations come please send checks early to Mary Camper-Titsingh, LAFF's secretary, at 531 Main Street, Apt #1110, New York, NY 10044

Note that the LAFF Gala precedes an event of secondary importance — national elections on Tuesday, Nov. 7 — so you may want to give some thought to obtaining an absentee ballot if you extend your stay away from home.

# Implementing UN Conflict Resolution

By *Shepard Forman* (International)

*Shep Forman, now Director of the Center on International Cooperation at New York University, prepared the following commentary for UN Diplomatic Times.*

Events in East Timor and Kosovo once again remind us of the fragility of the processes leading to sustainable peace and development. While the generosity of donor governments and the best intentions of United Nations agencies cannot be gainsaid, the follow-through on pledges of aid to countries recovering from conflict leaves a great deal to be desired.

Gaps between dollar amounts pledged and disbursed, between substantive areas of need and actual funding targets, and in coordination between and among bilateral and multilateral donors, international NGOs and local actors continue to plague recover efforts. Despite a painful decade of hard-won experience, the international community is still struggling to apply the lessons from past crises to new ones. Improvements have been made, but we are still far from operating at an optimal level to insure that conflict recovery contains the essential elements of long-term space and stability.

As a contribution to the multiple efforts underway to improve the international response to conflict prevention and peace-building, the Center on International Cooperation and the Social Science Research Council undertook six case studies of aid to countries emerging from conflict. Comprehensive analyses of reconstruction aid to Bosnia, Cambodia, El Salvador, Mozambique, South Africa, and West Bank/Gaza, were prepared by researchers paired together from the affected and donor countries. The studies have been published in *Good Intentions: Pledges of Aid for Postconflict Recovery*, Shepard Forman and Stewart Patrick, editors, Lynne Rienner Publications.

The book examines the flow of aid dollars in each case, concluding that on average less than one-half of pledged aid is actually disbursed with the first critical years of recovery when essential reconstruction and peace-building efforts need to take place. It identifies the multiple obstacles to the rapid and effective disbursement of aid in both the donor and recipient countries and recommends a series of steps to ensure that aid for recovery and reconstruction is delivered on time, in the right places and for the right purposes.

In brief, the book argues for (1) closer collaboration in the design of aid interventions, with substantial recipient participation; (2) more rapid and dependable methods of resource mobilization; (3) further institutional reform to ensure optimal levels of inter-agency cooperation and minimize bureaucratic impediments; (4) harmonizing of aid conditions to avoid mixed messages and cross-purposes; (5) further improvements in local coordination; (6) major investments in local capacity-building; and (7) stricter accountability measures for all concerned, including a standardized, transparent system for tracking and monitoring aid flows from pledge to disbursement.

To be really effective, recovery assistance must be prompt, coherent, responsive to local needs and sustained over a period of time sufficient for democratic institutions and economic development to take hold. If these basic preconditions are not met, then aid may serve to reinforce fragile peace agreements — not a bad outcome in itself — but fail to ensure that a return to conflict

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will not eventually occur. Too often and despite their best intentions, the international community misses valuable opportunities to save lives, rebuild livelihoods and utilize local assets for effective reconstruction as it struggles to find common ground, resources and appropriate structures to respond to recovery needs. Incredibly, while most observers can now easily articulate the “lessons learned,” the same ad hoc procedures seem to mar each new intervention.

To adequately address these problems and take full advantage of the continuing good will of donors and the dedication of inter-governmental and NGO agency staffs, we recommend the creation of a Strategic Recovery Facility to facilitate timely and effective action. This Facility would draw participation from the core organizations of the UN system (including the Bretton Woods institutions), regional organizations, contributing governments and NGOs. It would access the expertise needed to undertake rapid assessments and apply the lessons learned from past experiences, and it would have the resources at hand to jump-start recovery activities and ensure that the relief to development gap is closed in that critical first year of recovery. It would serve as the convening authority to initiate action in particular cases and provide the integrated support needed to enhance each partner’s individual response capacity until such time as the country team and local actors take over that role.

While at first glance, this Facility may seem ambitious, the modest investment required to achieve a sufficient level of preparedness for early intervention will assuredly outweigh the costs in lives and opportunities lost—as well as in dollar terms—that the international community will continue to bear in the absence of timely action to ensure recovery from conflict.

*N.B. Since publication of this article, the British Department for International Development’s Conflict and Humanitarian Assistance Department has pledged \$5 million in matching funds to get the Facility up and running.*

## The Smoking Connection

by DICK MAGAT

*With hundreds of millions of dollars flowing to the states and individual plaintiffs for damages inflicted by the tobacco industry, one FF alumnus turned his thoughts to the Foundation’s encounter with the weed. Unfortunately, Dick’s memory is hazy (smoke-filled perhaps) about the date, but guesses early 1970s.*



At a regular weekly officers meeting, some program officers raised the issue of the negative health effects of smoking. They said smoking was dangerous not only for the smokers but also for their non-smoking fellow workers, and they produced scientific papers to buttress the point. They were pooh-poohed by one senior officer who was a chain smoker, and the rest of the assembly was either indifferent or mildly supportive. The whistle (or should it be smoke-ring) blowers were told to come back with recommendations and evidence.

The discussion continued at several officers meetings—pro, con and in-between. Finally, the then president, McGeorge Bundy (a reformed smoker himself), decreed that the Foundation should indeed institute a smoke-control program. The scientific evidence was strong, albeit not absolutely decisive, this

writer recalls his saying, but the Foundation should attend to the problem “in the spirit of collegiality.”

There ensued air flow studies in the cafeteria and dining room and other public spaces in the building. Then smoke was banned outside individual offices, but persons with the habit could continue in their own offices. Then parts of the dining room and cafeteria were set aside for smoking. Then smoking was banned everywhere in the building. By this time, opposition had evaporated, and the Ford Foundation became a smoke-free zone.

That is, except for the Board of Trustees room since some Trustees were cigar *aficionados*.

## The LAFFing Parade

*(cont. from p. 1)*

**Basil Whiting** writes: “I’ve been as busy in the last year or two as I’ve ever been, actively consulting more than full time to several foundations, business groups, and nonprofits that deal in workforce development and community development. I’m happily investigating issues, writing reports (like on the prospects of seven older eastern cities for the Pew Charitable Trust, or on how a dozen and a half major banks, insurance companies and foundations have worked together for a decade to provide \$2 billion to community development corporations for community renewal), and developing, running, and getting funding for projects (like, helping employer associations become involved in workforce development for the disadvantaged). Wonderful fun, a good way to make a decent living, too.

**Henry Ramos**, who worked in Human Rights and Governance, was a key man in developing a \$4-million grant program at the California Endowment to assist “population-spe-

cific” intermediary funds. These funds, which work with populations that include women, gays and lesbians, Latinos, Asians, Native Americans and African Americans, are charged with seeing to it that their member nonprofit agencies have sufficient funds to operate. Under the program, the endowment awarded 11 such funds endowment grants of from \$200,000 to \$500,000 each.

Ramos, a Berkeley-based consultant and perhaps the foremost spokesman for ethnic funds around the country, helped the endowment identify the 11 funds. He sees in the funds and their target communities untapped sources of additional philanthropic activity with a potential to make American-style philanthropists of the middle- and upper-class members of the ethnic communities.

David L. Szanton, who worked for the Foundation in its Manila and Bangkok offices in the 1970s, writes from the University of California at Berkeley where since 1991 he has been Executive Director of International and Area Studies. His office, he reports, is the coordinating body of some 50 campus-wide international research, teaching, exchange, publishing, etc. programs. Small Ford grants, he says, “have facilitated an innovative and deeply appreciated Dissertation Workshop program and a nearly finished book on the divergent intellectual trajectories of the major area studies fields.”

**Postal Wise?**

LAFF mails this newsletter first-class. We could save a bit of change by mailing it as a tax-exempt organization, which we are. We need a volunteer who knows the postal ropes. We have the forms. What we need is someone who can work their way through them. Please get in touch with Dick Magat at (914) 779-1321 or RIMagat@aol.com.

# Welcome Home, Ruth!

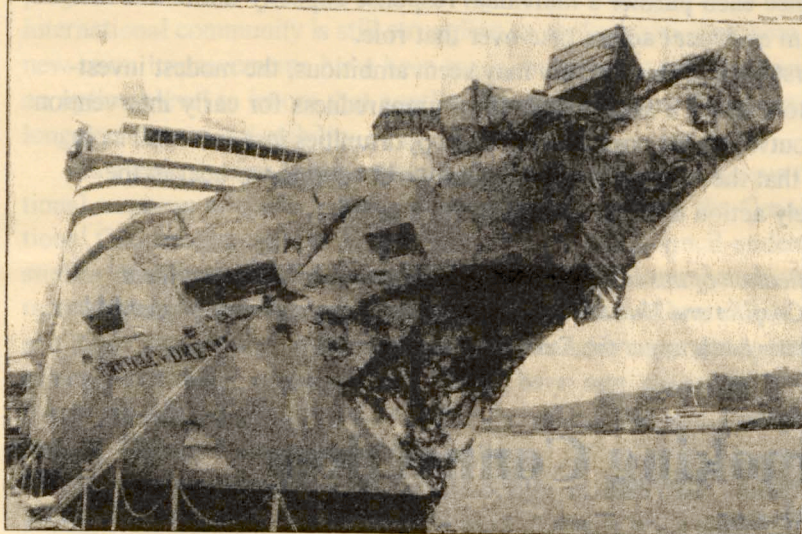
## —Twice

Ruth Neumann, the graphic designer of the LAFF Society’s newsletter, is back from a cruise through the Baltic Sea to St. Petersburg, but it took her two round-trip trans-Atlantic flights to pull it off.

Ruth’s saga began in August, 1999, when she left her home in Florida on a flight to London. Let her tell what happened next:

“My brother and I were traveling together to St. Petersburg, Russia, and the Scandinavian capitals on the Norwegian Dream, a Norwegian Cruise Line ship. At Heathrow we were met by an NCL rep who informed us after we got on the bus to Dover, where we would meet the ship, that there had been an accident in the English Channel. The cruise ship and a container ship had collided in the early morning hours, and they didn’t know whether we would be able to sail.

“After a 2 ½ hour ride to Dover we got off the bus, took one look at the ship,



and knew we were sailing nowhere. There was a three-story hole in the hull. Well, what do you do with 1,500 people who have no place to go? They wined us and dined us the rest of the day,

*The Norwegian Dream after its collision with a container ship in the English Channel on a clear night with calm seas.*

produced a gala show for us, and sent us all to our assigned staterooms for the night.

“The following morning at the crack of dawn they woke us, fed us breakfast, and sent us home. You can imagine what an unhappy bunch of campers we were! We arrived back in Miami the following day like two pretzels — British Airways was far from lavish with their seating space. But now I guess we are accredited members of the jet set, having flown over to Great Britain for dinner and a show and then returned the following day.

“In all fairness, NCL did refund the cost of the cruise, and we were invited on the “make up” cruise in August this year as a freebie. That did not include the airfare, port charges, etc.

“Now, having just returned from the “make up” cruise I can justifiably comment, ‘All’s well that ends well.’ We enjoyed good weather, calm seas, and interesting ports— who can ask for anything more?”

## How 3 FF Alumni Charted a Course for a Small Grant Program

by GAYLE MORGAN (Arts)

How can a small grant program have a significant impact on a large and diverse arts field? This is how three former Ford Foundation colleagues — Ned Ames, Dick Sharpe and I — charted a course at the Mary Flagler Cary Charitable Trust that reflected both the program's limited resources and the changing needs in a longstanding field of interest.

When the Cary Trust was formed in 1968, the trustees established grant programs in the areas of the donor's interests — the conservation of natural resources and the musical culture of New York City. I had been working in the Office of the Arts at Ford when Ned, who had been in Ford's Conservation program, became a Cary trustee, and in 1979 he asked me to join the Trust's staff to help determine the direction of its music program.

Early on, the Trust had made grants mainly to the music institutions in New York City to which Mrs. Cary had contributed, and we wanted to establish a coherent public grant program that would continue that focus. As we began to explore the cultural landscape, however, it became clear that the vitality of New York City's musical life depended upon much more than the major training and performance institutions that had been the Trust's primary grant recipients.

We discovered, for example, that for most of the conservatory-trained musicians who wish to work in New York City, full-time orchestral positions are nearly non-existent. Except for the New York Philharmonic and the Metropolitan Opera orchestra, the city has no full-time orchestras. Instead, most professional musicians are "free lancers" — they contract on a per-service basis with independent ensembles and concert presenters, building careers that include teaching, performing and often producing or forming ensembles of their own.

To learn more about the "free lance" musical field, we asked Dick Sharpe, who had been in the Public Policy program at Ford, to undertake a study. Titled *Macaroni and Music*, his report revealed the highly competitive nature of the free-lance job market, as well as the marginal economic status of many musicians working in their chosen field. An edited version of his report was published in *Allegro*, the local musicians' union newspaper.

Following Dick's study, we developed a grant program to help strengthen independent orchestras, opera companies, ensembles and concert presenters. In addition to providing employment and performance opportunities for free-lance musicians, these groups would provide the concert-going public with a live alternative to Lincoln Center and Carnegie Hall.

This approach was developed in a truly collegial relationship with Ned and the other trustees. While I did the staff work and made the recommendations, trustees and staff together determined the music program's objectives and policies. Ned's particular role was, and still is, advisor, facilitator with the other trustees, and voice of authority.

As the Trust's involvement with the music field grew, we became aware of the additional challenge of the performance of new music. In early 80s, groups that were performing or presenting new music in New York City faced serious obstacles in raising funds for their work. Convinced of the importance of developing new music, we decided to emphasize support for contemporary music ensembles and presenters.

Over the years, the Trust has provided ongoing support with grants ranging from \$5,000 to \$30,000 for more than 50 ensembles and concert presenters. In addition, we have often helped with institutional development by awarding one-time grants for debut reduction, cash reserve funds, capital improvements, and endowment campaigns. The Trust has become an important source of support for small and medium-sized music institutions.

While we cannot cover the whole New York City musical scene, we look for groups that have strong artistic directors, high performance standards, and imaginative programs, and we try to cultivate grantees that, collectively, represent a broad range of artists, musical styles and constituencies. We support groups with varying levels of organizational capacity, from self-administered contemporary music ensembles with budgets of less than \$100,000, to relatively established orchestras with budgets of from \$2 to \$3 million.

We also allocate a portion of our grant budget to music education for children. Operating on the assumption that children who take music lessons become the future musicians and audiences of performing organizations, we provide annual operating support to more than a dozen community schools in neighborhoods throughout New York City as well as several youth orchestras and choruses.

In 1987, when additional grant funds became available for new programs, we asked Virgil Blackwell, a free-lance clarinetist and a consultant to the Trustee, to determine what, other than institutional support, was needed by the professional ensembles and presenters supported by the Trust. Two needs emerged from his research — assistance in commissioning new works from composers and assistance in making recordings. Accordingly, in 1988 we established programs for both commissioning and recording new

music, with grants determined by a comprehensive review process using outside consultants. By the year 2000, the Trust had made grants totaling \$5



million for more than 400 commissions and recording projects.

While the Trust's music budget (\$2.25 million in FY 2001) may be small compared with that of foundations making grants on a national scale, the effect of our arts funding is magnified because it is geographically restricted, applied to a single art field, and further directed toward specific areas of the field such as contemporary music. Indeed, the Trust's contemporary music program is no doubt the largest in New York City, and our composer commissioning program the largest in the country.

Another important characteristic of all the Trust's grant programs is that we maintain support for our grantees over time, and they can generally plan on assistance from year to year. To make room for new grantees, however, we occasionally phase out grants to institutions that have received support for a number of years.

Finally, we recognize the ability and resilience of musicians and music administrators to adapt to changing circumstances, and we remain open to helping with new needs that they may identify. For example, the future viability of our recording grant program is an open question since compact discs may go the way of LP's. Composers and musicians are great experimenters, so they may soon ask us to support the production of DVD's and audio streaming. By staying abreast of developments in the field, we are confident that the vitality of the Trust's music program will continue.

## Biographical Bonanza

Incorporation papers for the Ford Foundation were filed in 1936. That same year, the last of 20 volumes of the Dictionary of American Biography (DNB) was published. It was succeeded last year by the massive American National Biography — 24 volumes, containing 17,450 biographies of deceased figures.

Among them are the Foundation's first four presidents — **Henry Ford II, Paul Hoffman, H. Rowan Gaither, and Henry T. Heald.** (**McGeorge Bundy** died after the cutoff point for inclusion, and, of course, **Franklin Thomas** and **Susan Berresford** are alive Bundy's father, Harvey Hollister Bundy, is included; he was an assistant to Secretary of War Stimson during World War II and served as his intermediary with the Manhattan Project. Included, too, is Ted Bundy, a notorious serial killer, no kin to the family).

The Gaither and Heald biographies were written by **Francis X. Sutton**, former deputy vice president for international affairs. Gaither, a San Francisco lawyer who served in the Franklin D. Roosevelt administration, assembled the committee that drafted the blueprint for the Ford Foundation. He became president in 1953 after the Board of Trustees ousted Hoffman. His tenure was marked by the turbulence of two Congressional investigations of foundations and the ideological controversy aroused by the spinoff Fund for the Republic under Robert M. Hutchins. Gaither presided over the move of the Foundation's headquarters from Pasadena to New York and brought more orderly procedures after the free-wheeling practices of the Hoffman era, says Sutton. He also loosened the ties with the Ford Motor Company, many of whose dealers and officers were

critical of the Foundation. The National Merit Scholarships and the major (\$260 million) effort to raise faculty salaries came under his watch. However, writes Sutton, "His talents in conciliation and consensus building were not complemented by decisiveness when disagreements could not be resolved," and he was replaced in 1956 and moved upstairs as chairman of the board.

Of Heald, who was president of the Illinois Institute of Technology and New York University before heading the Foundation, Sutton says his leadership "were years of exceptional opportunity for the Foundation." Its arts and humanities program applied large resources nationally a full decade before federal funds. "The inhibitions that had held back Ford funding for population control programs fell away," and Paul Ylvisaker gave him full credit for putting together the Great Cities-Gray Areas program that became an influential forerunner of President Johnson's Great Society programs. Despite these achievements, says Sutton, his Foundation years were increasingly troubled by conflicts with trustees, whom he felt "were bent on promoting their own special interests." In turn, they cooled on him and dismissed him in 1965.

Sutton pays tribute to the industry and stamina that enabled Heald to perform public service and notes that he was once thought of as a prospective mayor of Chicago or governor of Illinois. He applied his talents to building educational institutions at a time when the nation was entering an era of unprecedented enthusiasm for higher education, and, Sutton concludes, he "also presided over what were arguably the years of Ford's greatest achievements." Foundation trustees who are profiled include **John McCloy, Frank Abrams, Eugene Black, and Charles Wilson.** The ANB was published by

the American Council of Learned Societies and Oxford University Press, with major funding from the Andrew W. Mellon Foundation, the National Endowment for the Humanities, and the Rockefeller Foundation.

### Remembering:

#### JACK ROBIN

by *Lou Winnick* (National)  
Last May 7, **John P. (Jack) Robin**, the International Division's leading urbanist through a decade straddling the 60s and 70s, died in his home town, Pittsburgh, a city that belonged to him as much as he belonged to it. In Pittsburgh, Jack's death was a momentous event. *The Pittsburgh Post-Gazette* memorialized Jack in a multi-column front-page obituary, and honored him further the next day with an extraordinary editorial tribute. The following Sunday, *The New York Times* broadcast the tribute to a national audience in a generous obituary that outlined Robin's remarkable career.

*The Post-Gazette* (joined by Pittsburgh's leading lights) saluted Jack as prime mover in reshaping the city from smokestack industrial — a dark, satanic steeltown — to 20<sup>th</sup> century modern. The front-page report began with these words (slightly paraphrased): "John Robin, a brilliant Renaissance man, helped transform Downtown Pittsburgh from clusters of aged warehouses and smoke-blackened buildings into a picture-postcard of gleaming offices and green spaces, Point State Park, signature skyscrapers, a Light Rail System, and the commencement of the Penn-Lincoln Parkway."

*The Post-Gazette* listed the extraordinary number of Robin's key civic jobs. A sample includes: secretary to a succession of Pittsburgh's mayors with a transfer to Harrisburg

after Mayor David Lawrence was elected Governor; head of Pittsburgh's Urban Development and Port Authorities; the state's representative to the Delaware River Water Commission; and vice-chairman of the Allegheny County Planning Commission. Interspersed with these public appointments was an endowed chair at the University of Pittsburgh.

Robin was also a talented writer (his first professional job was as a reporter on the *Post-Gazette*) who crafted all the major speeches that heaped praise upon Gov. David Lawrence's head. On one occasion that praise was voiced by no less a world figure than Nikita Khrushchev. After Lawrence gave a Robin-ghosted speech that reflected an unusual grasp of world events and the importance of the Soviet Union and the U.S. working together for world peace, the Soviet Premier said, "I had heard of David Lawrence's reputation as an orator and now I understand why. Given your knowledge of how the world works, I can also understand why you have been so successful in local government and state affairs."

Robin's career at Ford began in late 1963 (after a series of consultancies) when Doug Ensminger, Ford's Representative in India, dispatched Jack to Calcutta to head up the recently formed Calcutta Metropolitan Planning Organization (CMPO). CMPO was charged with the rescue of that stricken city — 6.5 million people surviving at the margin of existence — from its fate as the world's No. 1 urban sinkhole. Against almost staggering odds but staffed by an international dream team of urban specialists, CMPO eventually yielded heavy fruit, the most dramatic being an underground public transit system and a modern second bridge over the Hooghly river connecting Calcutta to its regional hinterland.

From 1967 to 1970 Robin served

as Ford's Representative for East Africa. He was then asked by the International Division to undertake an ambitious survey of the urban conditions and perplexities of third world countries with an eye toward possible future programming. The task was completed three years later with the aid of a panel of accomplished urbanists. The final product, entitled the International Urbanization Survey, comprised nearly a score of volumes covering 14 urban regions plus five sectoral subjects. The summary introduction was Jack's personal handiwork, a superb extended essay that continues to reward its readers.

The tale of how Paul Ylvisaker lured Robin into the Ford family was inscribed in a prior LAFF newsletter but bears repetition here. The two men were in Philadelphia — Robin as president of the Old Philadelphia Development Corporation and Ylvisaker as a policy-aide to Philadelphia's reform mayors. They bumped into each other in a competitive dash for a taxi on a wet night, and, recognizing one another, they agreed to share the cab. Ensminger had appealed to Ylvisaker for a nominee to head the Calcutta project, and during the ride Ylvisaker impetuously said, "Jack, how would you like to go to Calcutta for a couple of years?" Robin's reply was an instant and equally impetuous "yes." Those who knew the pair could readily believe it happened just that way.

(Editor's P.S.: Jack was one of the world's most energetic bird watchers, with a life list that was the envy of fellow hobbyists. In East Africa, he had a field day — adding to his list mammals, reptiles, and insects. He hired as his driver an experienced safari guide who could spot a grazing rhino a mile away and then drive Jack across the trackless veldt to almost petting distance.)

DAVID HEAPS

by *Champ Ward* (International)  
David Heaps died in June of this year at the age of 84, to the dismay and sorrow of his former colleagues in the Ford Foundation and his many other friends. A Canadian who became an American citizen once he had decided that Americans would do, he first served the Foundation as an advisor to the Africa program in its early years. One of the few North Americans who could be comfortable and well-received in Francophone Africa, he gave invaluable advice to those of us who then administered the Africa program.

I still remember gratefully David's dispatches from the Congo. They were full of the knowledge of good and evil, penetrating in their grasp of that troubled scene, and enhanced by a tone of mixed irony and concern. And, unlike so many other agency reports from the field, they were very well written.

Later, in the 70s, David served as the Foundation's representative in Lagos and Tunis where he instituted a series of programs to develop educational centers, small industries and agricultural institutions. He then served as a program officer in International Affairs, mostly in New York but also, for a period, in Paris.

In its obituary of David, *The New*

*York Times* rightly gave prominence to David's contributions, before his service to the Foundation and after his retirement in 1976, in the field of human rights. He left his mark within the Foundation through his encouragement of an active Human Rights program, and internationally as a consultant to Amnesty International and other organizations.

David also practiced what he preached to others. He became a latter-day Scarlet Pimpernel, rescuing victims of political oppression in Africa and elsewhere. He founded the International Rescue Service, an organization dedicated to freeing political dissidents from African and Latin American prisons. In his summary report to the Chekhov Publishing Company, which supported the organization, David cited "some 60 cases in 19 countries" that it had pursued.

None of this David mentioned in our many conversations. Nor did I ever hear from him about the Military Cross, Britain's highest award for bravery, awarded him as commanding officer of an anti-tank regiment in the Canadian army during World War II.

In the world of work, only a minority of colleagues become personal friends and even fewer remain so when their vocations no longer bring them together. With David I was one

of the happy few. David and I remained close friends through all the time since we had first met 40 years ago. He was one of those friends who, once known, became lifelong sentinels, embodying standards by which one comes to measure one's own conduct and values. He combined a scrupulous personal integrity and a disdain for the pomposity and self-importance that sometimes mark the servants of impressive institutions, with an outraged hatred for acts of cruelty and repression wherever found. All of these traits were tempered by an amused recognition of the ordinary run of human frailties.

Although he's no longer among us, those of us who had the privilege of David's friendship will continue to be piloted to the end of our days by the memory of his austere but benign example. And when in future we ask ourselves, as I have so often done when considering some step or stand, "Would David approve?" the answer will still come quickly: "Do the right thing, and then don't brag about it."

## Dues, Please

The LAFF Society bank account is even harder pressed these days. In fact, several generous LAFFers had to write checks to cover the deposit required by the National Arts Club for the reunion November 3.

As you will recall, dues are now \$7.50 per year — still a bargain — and some members help provide an extra cushion by making payments a year or two in advance. And you can tell if your running behind by looking at the mailing address on this newsletter; the number after your name is the last year you paid.

Please send your dues at \$7.50 per year to Mary Camper-Titsingh, 531 Main Street, Apt. #1110, New York, NY 10044.

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