

THE LAFF SOCIETY

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

FALL 2004

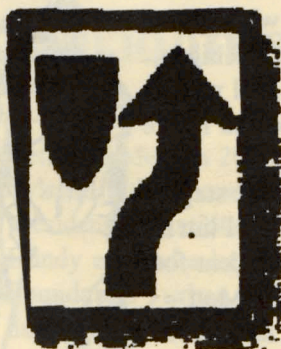
NO. 38

The LAFFing Parade

Peter de Janosi, formerly of the Higher and Research staff and later vice president of the Russell Sage Foundation and president of the International Institute for Applied Systems Analysis in Austria, has rejoined the Board of Governors of the Graduate Faculty of Political and Social Science of New School University in New York. He is also currently a senior advisor to Leadership for Environment and Development International and a director of the Daniele Agostino Foundation, which supports women and children in indigenous communities in Latin America. In June he received an honorary doctorate from the Central Economic and Mathematical Institute of the Russian Academy of Sciences in Moscow. It is his second honorary doctorate, the first being from the Budapest University of Economics, formerly known as the Karl Marx University of Economics.

Prominently mentioned in an article in *Foundation News* on the career patterns and choices of people who have worked for a time in philanthropy and then have gone on to other assignments are Ford alumnae **Christine Vincent** and **June Zeitlin**. Christine spent nine years at Ford ("a long time for a program officer") where she had been deputy director for media, education, and the arts. She is currently president of the Maine College of Art, accepting the position, she says, "in order to educate and

New Directions for LAFF



Does LAFF still have a function? Do recent alumni want to remain connected in some way to the Foundation and to other Ford alumni?

These and other questions were posed in June at an informal gathering of 15 former Ford staffers from various eras in the Foundation's history. The response was an unambiguous "yes." In fact, some felt the need for a LAFF Society today - given changes such as term-limited program staff appointments - may be even greater than in the past.

The recent alumni (i. e., those who left the Foundation since the mid-1990s) were **Ellen Brown, Margaret Hempel, Judy Samuelson, Kerwin Tesdell, Lisa Mensah, Chris Page, Marian Krauskopf, Sheila Gordon, Michele Kahane, and Janice Molnar**. They saw LAFF as providing a range of benefits including: professional networking for career purposes; professional and intellectual stimulation from sharing experiences gained at Ford and in post-Ford ventures; and the sheer pleasure and "re-energizing" derived from seeing and catching up with former colleagues.

Emmett Carson, the outgoing president of LAFF, was unable to attend but wrote that he hoped that LAFF would have a more formal relationship with the Foundation so that employees leaving the Foundation would be referred to LAFF and so that, through the newsletter or other means, LAFF members could be kept apprised of new Ford initiatives. He also urged that LAFF be a vehicle for members to reflect on current social issues and philanthropy in general.

Long-standing members of LAFF attending the meeting were **Richard Magat, Frank Sutton, Robert Tolles, Siobhan Nicolau, and Mary Camper-Titsingh**. Providing context, they explained that LAFF was founded in 1991 by a number of former staffers who wanted to stay in touch and be supportive of their colleagues. They assembled a mailing list of names borrowed from the rolodexes of colleagues, began producing a newsletter, and published a directory that is updated every year or so (cost, a modest \$3.50). LAFF has also held several reunions which have attracted an average of 150 members and guests from all over.

(cont. on p. 6)

directly prepare a large segment of artists to tackle contemporary social issues and engage in artistic collaboration on a global scale." The article says that June, who directed the gender and institutional change project at the Foundation, credits Ford for giving her a global and holistic perspective that enhances her work as

executive director of Women's Environment and Development Organization.

NEW ADDRESSES

Peter F. Geithner, 158 Tonset Road, PO Box 781, Orleans MA 02653, (telephone/fax 508 240 6637); **Hilary**

(cont. on p.5)

The LAFF Society

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

President, Emmett Carson
Secretary-Treasurer, Mary Camper-Titsingh

Advisory Board
Patrick Corrigan
Sheila Gordon
Will Hertz
Ruth Mayleas
Mary McClymont
Rusty Stahl
Francis X. Sutton
Lillian Trager
Christine Vincent

Editor, Robert Tolles
Graphic Designer, Ruth Neumann

Keep the News Coming

Periodically, LAFF suffers a news drought (the locusts haven't descended yet fortunately). We do, thankfully, receive dues-paying letters from time to time, containing items about your recent doings or, even better, longer pieces on Ford and non-Ford experiences that might be of interest to colleagues.



Testing the wind, the editors suspect we may be in for a dry spell. So a reminder—send us your news, reflections, remembrances, whatever. We only ask that you keep the material relatively brief—600 or 700 words (although that restriction will be relaxed for especially noteworthy contributions). Items from alumni from the post-Bundy era are especially welcome (see page 1 for a related story).

Speaking of dues, they are still at \$7.50 a year. You can tell if you are up to date by looking at the digits following your name on the address label. Any year below '04 means that you're delinquent. All correspondence should be addressed to our secretary, **Mary Camper-Titsingh**, whose address is on the masthead.

Michael Moore and Me

BY WILL HERTZ

I cannot claim to have been a close friend of Michael Moore, the writer-producer-director of *Fahrenheit 9/11*, but our paths crossed a number of times when we were both living in Flint, Michigan, in the 1980s. Michael was already a controversial figure in a baseball cap.

First let me set the stage: In 1982 I went out to Flint as a program vice president for the Charles Stewart Mott Foundation. Mott had made his fortune as the largest stockholder in General Motors, and GM stock was—and still is—the largest holding in the Mott Foundation's portfolio. Moreover, there were long-standing personal ties between the foundation and GM management. The chairman of the foundation was Harding Mott, the founder's son, and the president was Bill White, Harding's son-in-law.

Flint was already in serious economic decline. GM was still the major economic and social force in Flint, but it had cut its employment from 75,000 to about 50,000 and was reducing the number of its operating plants despite their profitability. Further, downtown Flint was already a wasteland, thanks to the pull of suburban shopping centers as well as the GM layoffs.

Michael had been born in 1954 in Davison, a working class suburb and home of one of GM's largest plants, where his grandfather and father both worked. As a student at Davison High School, he had developed an interest in student politics, and won a merit badge as an Eagle Scout for a slide show exposing environmentally unfriendly businesses in Flint. In 1972, when 18-

year-olds were granted the right to vote, he won a seat on the Davison school board, becoming one of the youngest persons in the U. S. to be elected to public office.

When I got to Flint, Michael was the editor of *The Flint Voice*, an alternative weekly newspaper, which he then expanded into *The Michigan Voice*. His father and hundreds of their Davison neighbors had been laid off, and he used the publication as a pulpit to campaign against GM's layoffs and plant closures. In 1986, he was offered the job of editor of *Mother Jones*, the leftist political journal in San Francisco, but after a year he was fired and returned to Flint to continue his anti-GM activism.



At the time, the Mott Foundation was pursuing a number of projects—most of them pretty quixotic—to address Flint's economic problems and to save the downtown. These included a deluxe hotel, a downtown public market, a theme park called "Auto World," and a comprehensive plan for diversifying the area's economy. Eventually, the hotel went bankrupt, Auto World was razed, and the market became a university student center. Flint is still a one-industry town.

More than once Moore tried to interest the foundation in his ideas for relieving the city's economic distress, but his enmity to GM made him *persona non grata* with Bill White. It turned out, however, that Michael and I had a number of friends in common, and we met socially several times over a beer. On one occasion we sat around a friend's kitchen table and talked for two hours about Flint's plight and what might be done about it. With tears in his eyes, Michael expressed his concern about the growing number of laid-off GM workers and their families, adding, "Please tell Bill White that I love this town as much as he does."

Then Michael got the idea of making a film about the impact of GM's layoffs and plant closures and his frustrated quest to talk with GM's chair, Roger Smith. Most of Moore's supporters thought the idea was as quixotic as the foundation's initiatives. To our surprise, however, Moore was able to finance the film with his settlement from *Mother Jones*, the sale of his home, bingo games, and contributions from a few believing Flint friends.

For the world premiere of *Roger and Me*, Moore booked a six-screen theater outside the city—the downtown movie houses had long been closed. He invited Flint's business, community, and political leaders to attend, but GM told its management and corporate friends in no uncertain terms to stay away. I was the only Mott staffer to attend. Even the mayor failed to show.

But Michael was able to fill the theater largely with United Auto Workers members. He staggered the showings at 15-minute intervals so that, wearing his baseball cap, he could welcome each audience and thank them for coming. He then asked if there was anyone there from GM management, but no one raised his or her hand.

The film went on to become a major critical success, to win honors at a number of film festivals, and to be one of the most financially successful documentaries. GM, however, continued its obstinate and self-defeating opposition. Even the mayor was afraid to accept press phone calls about the film's portrayal of Flint's economic and social woes.

Further, the University of Michigan was building a new library on its Flint campus with funds to be raised in the community. GM refused to contribute because Moore had been invited to address a university film-making class. Fortunately, Flint's business leaders and the foundation

intervened with Roger Smith, and GM reversed its position.

A year or so after *Roger and Me* was released, I met Michael on the street, and he told me of his plans for a short follow-up, *Pets or Meat: The Return to Flint*. We then both left Flint, and that was our last meeting.

Sviridoff's Legacy

Before he died in 2000, **Mitchell Sviridoff**, the Foundation's vice president for national affairs during the Bundy era and a key architect of the Foundation's urban programming during the 1970s, spent a good part of his time working on a book tracing the evolution of the community development movement.

For the Foundation, the story begins with **Paul Ylvisaker's** initiation, despite considerable nervousness among Foundation executives, of the precursor Gray Area community development experiments of the early 1960s. The ventures, especially the one Sviridoff headed in New Haven, foreshadowed the community action agencies of the government's antipoverty programs of the mid-1960s, and the later evolution of the community development corporation, which in succeeding years has become an important contributor to revitalization in many cities.

The book, *Inventing Community Development: The Trials and Errors of the Modern Community Development Corporation*, has now been published by the Community Development Research Center of the Milano Graduate School of New School University, where Sviridoff was professor of urban policy.

The volume is the work of many hands. Sviridoff is the general editor, as well as the author of opening and closing chapters and of a first-person oral account of his experience

directing Community Progress in New Haven, perhaps the most successful of the Gray Area experiments. Other contributors are writer/editor Robert Cohen, William P. Ryan, a Cambridge-based consultant; **Franklin A. Thomas**, who headed Brooklyn's Bedford-Stuyvesant Restoration Corporation (and later president of the Ford Foundation); and **Louis Winnick**, formerly Sviridoff's deputy at the Foundation and thoughtful observer of the events described.

The drama is told in four acts, beginning with the emerging crisis in the inner city in the 1950s and the Eisenhower Administration's creation of an intergovernmental commission to study the causes of, and consider remedies for, the juvenile delinquency rampant in many cities. This initiative, embraced by the incoming Kennedy Administration, was assigned to Robert Kennedy, the President's brother, identified as one of the three most important players in the unfolding CDC drama (the others are Ylvisaker and Thomas).

Enter the Ford Foundation and its embrace of the "opportunity theory of delinquency," advanced by a duo of Columbia University social scientists, Lloyd Ohlin and Richard Cloward, as explanation of the self-destructive behavior of delinquents. Far from being a form of deviant behavior, delinquency is actually an adaptation to the opportunity-deprived culture of the inner city, so the theory went. As Winnick writes, the most effective way to counter delinquency, therefore, would be to transform inner-city institutions into "opportunity paths" for delinquents.

Making his appearance at this juncture is Ylvisaker, Minnesotan by birth, son of a Lutheran minister, academically credentialed (Harvard doctorate), and a staunch believer (religiously motivated, some believe) in the uplift of the poor and down-

4 The LAFF Society

trodden. He was also endowed with a savvy sense of how to get things done in the messy politics of the city, gained while serving as executive secretary for Philadelphia's Democratic reform mayors Joe Clark and Richard Dilworth.

Impatient with the Foundation's traditional preference for academic research over direct social action, Ylvisaker, as head of the Foundation's public affairs program, took advantage of the Foundation's interest in delinquency to devise a series of ambitious inner-city experiments aimed at reversing urban decline. The program was termed Gray Areas and it proposed comprehensive human service, employment, and educational initiatives to curb delinquency and improve the lot of the inner-city poor. The programs would be managed by private, non-profit entities working in collaboration with traditional social service agencies. The goal: accelerate the cultural assimilation of newly arrived, unskilled migrants from the rural south and Puerto Rico who were filling the niches left by departing middle-class white workers.

The next act focuses on New Haven, one of the five Gray Areas sites, and here Sviridoff tells of its triumphs and failures and eventual metamorphosis into one of the community action agencies of Lyndon Johnson's antipoverty program. Sviridoff, then head of the CIO in Connecticut, was active in Connecticut politics and was appointed by newly elected reform Mayor Dick Lee to the New Haven Board of Education. Ylvisaker approached him to head what became Community Progress Inc., a quasi-public agency that would be charged with alleviating the social ills created by New Haven's ambitious urban renewal program.

Did the New Haven experiment succeed or fail? "If the central goal were the eradication of - or even a sharp reduction in - the level of poverty in the city, the answer would have to be unequivocally negative," was Sviridoff's answer. On the plus side, though, were the 4,000 people who

received employment training and the expansion of the community service role of public school. There is also little question that CPI and Gray

But canceling out the positive results were the "tectonic" shifts going on in society at the same time—

Areas helped put inner-city poverty on the national agenda, thus becoming the template for the community action initiative of the President's war on poverty.

The effect on philanthropy was also significant. Rarely did a major foundation venture into the wilderness of the inner-city ghetto.

But canceling out the positive results were the "tectonic" shifts going on in society at the same time—the disappearance of industrial jobs (every major industrial employer in New Haven shut down or moved away during that period), the increase in single-headed households and unwed pregnancies, the perverse effects of the welfare system, and the spread of heroin.

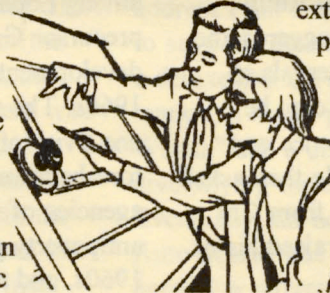
By 1966 Kennedy began to see serious programmatic flaws in the government's antipoverty efforts. Consulting with staff and experts, he came up with a new idea: "a concentrated effort in one inner-city ghetto community that would engage the private sector in a collaborative effort with public agencies and community leadership - a bold, well financed, comprehensive, physical, economic, and human service redevelopment program."

Thus was born the idea of the community development corporation. Kennedy (with an apparent eye on the presidency) decided to pursue this new strategy in one of the nation's largest inner-city ghettos, Bedford Stuyvesant in Brooklyn. He made a one-day whirlwind visit to see the

community and meet with the city's power brokers and local leaders. The Ford Foundation, with a new, more venturesome president in command, was to provide the financial and moral clout for the venture.

The final act traces the history of the prototype CDC, Brooklyn's Bedford Stuyvesant Restoration Corp. It begins with the search for a suitable leader, in whom the community, Kennedy, and the city's Manhattan-based white leadership would have confidence. They found him in Franklin Thomas, a Columbia-trained lawyer in his early 30s and a native of Bedford Stuyvesant who was lured away from a deputy commissionership with the New York Police Department. It was Thomas's skillful handling of unanticipated conflicts over the issue of control that eventually led to the formation of the community-based corporation and the beginnings of neighborhood renewal.

Thomas's first tentative steps were to gain visibility and community acceptance by starting an exterior housing renovation program employing out-of-work kids, by organizing block associations, and by establishing a home renovation loan pool. Soon improvements began to appear. Later there would be real



estate development and a supermarket. Thomas began to see community development as a process as much as a set of products. Later, when he became president of the Ford Foundation, he supported a major expansion of the CDC program. The idea was endorsed by many other funders. Today there are thousands of CDCs operating in all kinds of settings, rural as well as urban.

Why bother to tell the story of community development? One reason, suggests Sviridoff, is that the tale may never be told since many of its participants have left the stage. Second, it shows how solutions to local problems, despite twists and turns in policy, can evolve into adaptable,

flexible, national strategies. The unplanned and seemingly haphazard nature of the community development story turned out to be a strength, not a weakness, he argues. "It gave localities time and opportunity to devise tactics that were grounded in the realities of local markets and could be varied to suit different local dynamics. This is rare in American social policy, but it need not be unique."

The Laffing Parade

(cont. from p. 1)

Feldstein, 211 Brush Brook Road, Dublin NH 03444; **James Kocher**, 6700 Persimmon Tree Road, Bethesda MD 20817-4320.

Ann Lesch reports that in late August she left Villanova University in Philadelphia, where she had been professor of political science since 1987, to become dean of humanities and social sciences at the American University in Cairo. Her new boss is Ford alumnus **David Arnold** who was named AUC president last year succeeding the late **John Gerhart**.

Ann notes that she worked in Ford's Cairo office from 1980 to 1984 when John Gerhart was representative, returning in 1999-2000 to teach international relations at Cairo University under a Fulbright award. As a parting honor from Villanova, she won the outstanding faculty research award earlier this year.

She also notes that she has co-edited a book with the former dean of agricultural sciences at Gezira University published by the Red Sea Press (PO Box 1892, Trenton NJ 08607) titled *Coping with Torture: Images from the Sudan*. Ann maintains her Philadelphia address—1326 Spruce Street, PA 19107

Two former National Affairs program officers, **Anita Miller** and **Louis Winnick**, were among seven

individuals honored for their roles in the creation of Neighborhood Housing Services of America (NHSA) at a 30th anniversary recognition breakfast held at the National Press Club in Washington on September 10. Miller was cited for "her early and sustaining support" of Neighborhood Works, a network of NHSAs and more than 250 community-based nonprofit housing and community development organizations, while a program officer at the Foundation and member of the Federal Home Loan Bank Board. Winnick was recognized for his leadership in securing NHSA's "first investor" while a senior Foundation executive.

History Revisited

By **Richard Magat**

Some 30 years ago, an ambitious oral history of the Ford Foundation was conducted. Two historians (**Charles Morrissey** and **Ronald Grele**) interviewed 73 staff members and trustees. When funds ran out, there was no will at the top to continue the project, even though at least 20 key figures had still not been interviewed. The results are in the Foundation archives.

In the last four years, another oral history of sorts has been conducted, though not under Foundation auspices. The later project arose from a desire of the late **Harold (Doc) Howe** former

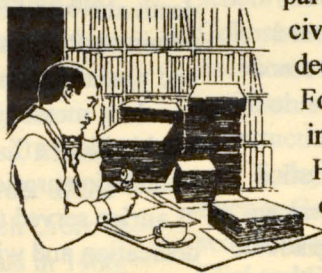
Foundation vice president, to gather the facts of the effort by Foundation president **McGeorge Bundy** and Father Theodore Hesburgh, president of the University of Notre Dame, to obtain amnesty for various classes of Vietnam War offenders.

Howe appointed a committee consisting of Stephen Bundy, one of Bundy's sons, now a professor of law at the University of California, and three former staff members, **Peter Bell**, **Sanford Jaffe**, and **Richard Magat**. A historian, Geoffrey Kabaservice, was engaged to do the research and interview women and men who might shed light on the Vietnam amnesty effort.

The results of Kabaservice's research are reported in a new book, *The Guardians: Kingman Brewster, His Circle, and the Rise of the Liberal Establishment* (New York: Henry Holt and Company). In addition to Bundy, the book details the leadership contributions of close colleagues of Brewster, president at Yale (1963-77), including Cyrus Vance, John Lindsay, and Elliot Richardson.

As Kabaservice relates it, Bundy and Father ~~Hesburgh~~ met with President-elect Jimmy Carter to discuss the amnesty question. Upon taking office, the President granted a pardon to almost all draft evaders of the Vietnam era, and the government dropped cases against remaining draft fugitives and assured non-registrants they no longer faced prosecution.

Kabaservice also describes Bundy's leadership at the Foundation, particularly in higher education, civil rights, and school decentralization, and his post-Foundation career. He interviewed Father Hesburgh, Howe, and members of his committee; Mrs. Mary Bundy, Bundy-era trustees James Ellis, J. Irwin Miller, Patricia Wald, and Robert McNamara; and staff members **Susan Berresford**, **Siobhan Nicolau**, **Marshall Robinson**, **Terry Saario**, **Stuart Sucherman**, **Francis X. Sutton**, **Franklin A. Thomas**, **F. Champion Ward**, **Will Hertz**, and **George Zeidenstein**.



New Directions

(cont. from p. 1)

Margaret Hempel, Kerwin Tesdell, and Sheila Gordon agreed to lead an ad-hoc committee to consider new directions for LAFF, including changes that might be made in program offerings and organizational structure and strategies to reach more potential members. Their first task is to form a nominating committee to identify a new slate of officers. If you have ideas for new directions or would like to be part of this effort, please contact sheilagordon@interfaithcommunity.org.

Brazil Honors Ed Schuh

Regents Professor **G. Edward Schuh**, who was an agricultural advisor for the Foundation in Brazil from 1966 to 1972, was honored by the Brazilian Society of Agricultural Economics in July for his role in developing the profession of agricultural economics in that country. He is the first American to receive the society's new award, *Legendary Member of the Society*.

Schuh contributed importantly to the consolidation of two of the first graduate programs in agricultural economics in Latin America, first at the Federal University of Vicosa and later at the University of Sao Paulo's College of Agriculture.

The society cites his contribution to helping send students to American and European universities for graduate training and to promote among these students a modern perspective on economics. Many of these students studied with him at Purdue University and the University of Minnesota.

In effect, says the society, Schuh's work influenced an entire generation of students, many of whom

have occupied important positions in Brazilian national and state governments and who have been largely responsible for the modernization of Brazilian agriculture.

Schuh currently has joint appointments at the Humphrey Institute of Public Affairs, the Department of Applied Economics, and the Department of Economics of the University of Minnesota. In addition to his academic work, he has served as director of agricultural and rural development at the World Bank.

In a personal note, he advises us that he and his wife Ignez now have three grandchildren

substantial delegation of Foundation staff who had been bused to the church.

J. WAYNE FREDERICKS

Over a period of nearly a half century, **Wayne Fredericks**, who died at his home in Bronxville, New York, on August 18, served the Foundation at two separate times and in three different assignments.

Having developed an early interest in juvenile crime and delinquency in Michigan, Fredericks came to the Foundation in October 1956, to develop the Foundation's youth development initiative, which eventually resulted in \$12.5 million in grants. In 1959, he became associate director of the Foundation's South and Southeast Asia program. He then left the Foundation in February, 1961, to pursue his primary life-time interest in sub-Saharan Africa.

The seeds of Fredericks' involvement in Africa had been planted in the 1950s when his employer, the Kellogg Company, sent him to South Africa to establish a cereal manufacturing plant. There he encountered South Africa's apartheid legislation reserving selected financially rewarding occupations to whites. He saw this discrimination as unjust, and in the years that followed he worked with and befriended many leaders of the anti-apartheid movement including Nelson Mandela and Archbishop Tutu.

In 1961, the new Kennedy Administration in Washington appointed G. Mennan Williams, the governor of Michigan, as the first assistant secretary of state for African affairs, and Williams asked Fredericks to be his deputy assistant secretary. In that capacity, Fredericks initiated the first quiet contacts between U. S. government officials and leaders of Africa's liberation movements and new governments, including Kenneth Kaunda in Zambia,

In Memoriam

LAURICE SARRAF

Laurice Sarraf, who served the Foundation longer than any other staff person—a total of 50 years—died May 30 at her home in Brooklyn where she had been recovering from surgery.

Laurice joined the Foundation on November 15, 1953 as administrative assistant in the Office of the Secretary and some years later became administrative specialist in what was then known as the Humanities and the Arts program. At the time of her death she was senior grants administrator assigned to the Peace and Social Justice program.

In a message to the Foundation's worldwide staff, **Susan Berresford**, Foundation president, said that "Laurice served the Foundation with dedication and with great distinction for many years in a variety of capacities. Laurice's career was distinguished by professionalism and a strong sense of service to the Foundation, to its grantee, and to her colleagues."

The funeral, held on June 2 at St. Mary's Orthodox Church in Bay Ridge, Brooklyn, was attended by a

7 The LAFF Society

Julius Nyerere in Tanzania, and Eduardo Mondlane in Mozambique.

Fredericks' efforts in behalf of African nations won special praise from *The New York Times* for "persuading the State Department's seventh floor that Africa exists and will not go away—a considerable achievement."

In 1967, Fredericks rejoined the Foundation as program advisor in the international division, and in April, 1968, he was named head of the Middle East and Africa program, a post he held until September, 1973. In the latter capacity, he did for the Foundation what he had done in the State Department, drawing heightened attention to the problems of the newly emerging states of Africa and their leaders. The Foundation became the second stop for a parade of VIPs from Africa attending sessions of the United Nations.

At the time, the question of what the Foundation should do in South Africa sparked a lively debate within the Foundation's Africa program staff. Some program officers argued that the Foundation should support anti-apartheid organizations while others countered that anything the Foundation did in South Africa would be used by the apartheid government to justify itself to the outside world. Fredericks took the former position but made it clear to South African authorities that the Foundation was functioning independently of the government and was not relaxing its opposition to apartheid policies.

The Foundation's program in Africa was of particular interest to trustees whose overseas interests had previously been devoted largely to Europe and Asia. In December, 1969, the Africa staff, under Fredericks' leadership, presented to the board a detailed program paper on the Foundation's grant-making programs in Africa, stimulating a two-hour

dialogue between the trustees and program staff. The paper became the prototype for other comprehensive program-wide submissions to the board.

After leaving the Foundation, Fredericks was named executive director of international governmental affairs for the Ford Motor Company, where he was often referred to as Henry Ford's "secretary of state." In 1977, the newly inaugurated President Carter planned to name Fredericks as assistant secretary of state for Africa affairs, but Fredericks was injured in an auto accident and was unable to accept. Instead, he remained in the Ford Motor position until his retirement in 1987, after which he became counselor in residence at the Institute for International Education.

In 1989, Fredericks returned once again to the Ford Foundation fold as consultant to the study group on South African economic development headed by Franklin Thomas but financed by the Rockefeller Foundation. He maintained that affiliation until December, 2003.

Wayne was a private fellow who did not talk much about his personal life. Even close friends were unaware that he was among the first B-17 bomber pilots sent to Britain after the U.S. entered World War II and had flown 25 missions. Reflecting his Kellogg background, he named his plane "Snap! Crackle! Pop!" He was highly decorated, winning the Distinguished Flying Cross, Bronze Star, Legion of Merit, Order of the British Empire, and French Croix de Guerre. He was discharged in 1946 with the rank of lieutenant colonel, but recalled to active duty in the Korean War for service at the Pentagon on a joint Air Force-CIA project.

J. IRWIN MILLER

In 1967, *Esquire* magazine ran a cover story on J. Irwin Miller,

stating, "This man ought to be the next president of the United States." A quiet and modest man, Miller was embarrassed by the publicity, but the sentiment was warmly endorsed by his colleagues on the Ford Foundation's Board of Trustees.

Miller, who died August 16 at his home in Columbus, Indiana, at the age of 95, was one of the country's most creative and versatile business and community leaders, and he brought those attributes to the Foundation board over a remarkable 18-year period ending in 1979.

Miller first attracted national attention as the president and then chairman of the Cummins Engine Company, the largest industry in Columbus, 40 miles south of Indianapolis. Over a 30-year period, he built Cummins from a family business with 60 employees into a Fortune 500 company with more than 25,000 workers in 100 countries and \$6 billion in annual sales. Cummins is now the world's largest manufacturer of heavy-duty diesel engines.

At the same time, Miller directed his remarkable energy and inventiveness into making Columbus a showcase for contemporary architecture. Early in Miller's chairmanship of Cummins, he established a company foundation to foster the design of new school and public buildings in Columbus, and his commitment to excellence encouraged Columbus residents to sponsor other distinguished construction.

Today, architects and tourists flock to Columbus, a city of 39,000, to see the work of such architects as Eliel and Eero Saarinen, I. M. Pei, Richard Meier, Kevin Roche, Cesar Pelli, and Skidmore, Owings and Merrill. Paul Goldberger, architectural critic, summarized Miller's contribution: "There is no other place in which a single philanthropist has placed so much faith in architecture as a means to civic improvement."

3 The LAFF Society

Miller took an equally strong interest in national problems. Thus, he helped organize Martin Luther King Jr.'s 1963 civil rights march on Washington, earning King's praise as the most progressive businessman in America. From 1960 to 1963, he was the first layman to serve as president of the National Council of Churches and used that pulpit to champion church activism in support of civil rights and equal opportunity.

Finally, Miller was deeply interested in the arts. An accomplished violinist, he played Bach on his own Stradivarius, gave a Henry Moore statue to Columbus, and with his wife Xenia collected the works of Wassily Kandinsky, Mark Rothko, Sam Francis, and Milton Resnick. He served as a trustee of the Museum of Modern Art for five years and then became a life trustee. He was literate in Latin

and read the New Testament in Greek.

During his trusteeship at the Ford Foundation, Miller brought to the board's deliberations the experience of a practical businessman and the vision of a church leader and creative philanthropist. He vigorously supported McGeorge Bundy's push for a more active role for the Foundation in the areas of social reform and inner-city development. He was instrumental in the establishment of the Foundation-supported Urban Institute, chairing a six-man committee that nominated the institute's board of directors and drafted its incorporation papers.

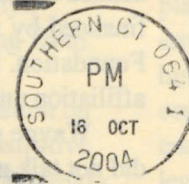
At the board table, Miller was perhaps most influential in his support for the Foundation's arts program, particularly grants to develop resident theaters, ballet companies, and symphony orchestras, and to strengthen the financial management of arts

institutions. At one meeting, he expressed his commitment to the arts by bringing his Strad along, letting colleagues and staff play it.

Based on his experience in Columbus, Miller was largely responsible for the engagement of architect Kevin Roche to design the Foundation's new building and then for acceptance by the trustees of Roche's innovative design.

During his final year on the board, Miller invited the trustees to Columbus to see first hand what had been accomplished in his home town. After touring the Cummins plant and the city's architectural sites, the trustees encountered another side of Miller's versatility. In addition to everything else, Miller was a lover of good food, employing a husband-and-wife team who had graduated from the famous Cordon Bleu cooking school in Paris.

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



Ford Foundation Archive - LAFF File
c/o Alan Divack
320 E. 43rd St.
New York, NY 10017