



LAFF

THE LAFF SOCIETY Promoting social and professional contacts among former staff members of the Ford Foundation

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LAFFing Parade

N Bird Runningwater, director of the Sundance Institute's Indigenous Program and a member of LAFF's executive committee, has been selected a member of the Academy of Motion Picture Arts and Sciences, which nominates and votes on the Oscars.

There are 8,000 members in the Academy, men and women working in the film industry who have "distinguished themselves by their contributions to theatrical motion pictures".

Bird is one of 842 artists selected for this year's "class" of new members, who also include the singers Adele and Lady Gaga and the actor who plays Spider Man, Tom Holland.



According to the Academy, "A total of 29 percent of the new class...are people of color, marking an 8 percent increase in that statistic since 2015." Half the new members are women.

Bird worked at the Ford Foundation from 1996 to 1998 in its Media, Arts and Culture program, which introduced him to the world of filmmaking and propelled him on a path he had not considered.

He earned a bachelor's degree from the University of Oklahoma in journalism and Native American Studies, and then a master's from the University of Texas' Lyndon B. Johnson School of Public Affairs. His first job was with Ford, and not the governance and policy position he had studied for. "It was completely serendipitous," he told *Indian Country Today*, a daily digital news service. "That was my introduction into media and film."

According to Sundance, he has "identified, developed and gotten made and distributed 37 films written, directed and produced by Native American and Indigenous filmmakers....140 different Indigenous filmmakers have been identified and supported by the organization. *Continued on page 7*



Lyndon Johnson and Civil Rights leaders Martin Luther King, Jr., Whitney Young and James Farmer meeting in 1964. Wikimedia Commons

MANAGING POVERTY: LESSONS LEARNED IN MAKING A DIFFERENCE

By Roland Anglin

I came to the Foundation from academia in 1992 to serve as a program officer in what was then the Urban Poverty Program, the unit that supported the field of community and economic development, or CED, often shortened to community development. It was two months after the uprising in Los Angeles following the acquittal of police officers involved in the beating of Rodney King.

My first official day saw me in Los Angeles to observe a meeting of what was at the time called the Mature CDCs initiative. Composed of the first generation of community development corporations supported by the Foundation, this was the first attempt to revive a set of organizations buffeted by declining public support for community and economic development.

I was a deer in the headlights in the room with CDC leaders such as Pete Garcia, president of Chicanos Por La Causa in Arizona, and Ted Watkins of the Los Angeles-based Watts Labor Community Action Committee (WLCAC). All the other attendees were consequential leaders in their communities. I would

like to think that in the ensuing years I gained their trust and respect because I listened to their needs and, with other program staff, worked to help them extend their impact.

But on that day and in that room, I was simply a novice program officer with much to learn.

That first day gave me a glimpse of the complexity to come. The Los Angeles uprising contained causal elements of earlier urban uprisings that helped birth the CED field. So naturally the question of just what we had accomplished as a nation came up.

Settling into the job thrilled me no end. There was a lot to learn. My colleagues and I were working in a CED landscape that now included national intermediaries and a growing group of CDCs whose focus was housing rehabilitation and development. Community and economic development was increasingly identified with, and by, housing development. This was quite different from how the field began, and this emerging focus caused a great deal of tension among practitioners.

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The field of community and economic development has a long and storied relationship with the Foundation, beginning in the late 1950s with grants known as the Gray Areas program to address juvenile delinquency in cities. Principally, the Gray Areas program supported initiatives to build institutional structures in communities that served youth through workforce training and expanded recreational opportunities. Similar to the settlement house movement, these initiatives were neighborhood based, though the focus and underlying principle was that youths needed opportunity as distinct from an emphasis on individual deficits.

The development of this concept and its implementation are discussed in *Inventing Community Renewal: The Trials and Errors that Shaped the Modern Community Development Corporation*, a rich history and chronology of the CED field told by individuals present at its inception. Edited by the late **Mitchell Sviridoff**, a former Ford vice president, it includes articles by, among others, **Franklin Thomas**, a former Foundation president.

This important view, that opportunity and preparation were the keys to poverty reduction, linked well with the ferment of the 1960s and Lyndon B. Johnson's Great Society and the War on Poverty. It was truly a remarkable period in our nation's history when discussion of eliminating poverty was seen as a real possibility. The Ford Foundation was at the table as federal policymakers

fleshed out Johnson's main anti-poverty effort, the Office of Economic Opportunity, and its maxim: "Maximum Feasible Participation" of the poor in efforts to address poverty.

There was a clear and bold view that opportunity existed in America, and the poor, often socially and geographically isolated, could access mainstream society through internal organization of political, cultural, social and economic life in low-wealth communities.

It was a simple and powerful theme: the poor are no different in their aspirations, and through a combination of breaking the isolation, political empowerment and assisted self-help, poverty could be eliminated.

It was truly a remarkable period in our nation's history when discussion of eliminating poverty was seen as a real possibility.

This theme ran through not only the Great Society but also Sen. Robert Kennedy's initiation of and support for a bold experiment in 1966 that resulted in the Bedford Stuyvesant Restoration Corporation (BSRC), one of the nation's first Community Development Corporations (CDCs). BSRC and its vision commanded the attention of New York's business and philanthropic communities and attracted significant federal dollars for its various programs.

This unique experiment hosted expansive programs in workforce development, the arts, housing rehabilitation, youth development, entrepreneurship and other areas designed to provide opportunity to people and develop place. This stunning example of what a community-based organization could accomplish, if given resources, led to federal legislation and support for national replication.

Again, the Foundation was a driving force in building out the field by seeding local CDC examples that could then compete for government support. Make no mistake, there was a great deal of churn in this nascent field and much was learned about building local community organizations to address poverty. Looking back, the lessons seem mundane: successful CDCs were the ones with good, politically savvy leaders who developed a palpable vision and a realistic plan for execution over time. A little luck did not hurt.

By the late 1970s and early 1980s, it was clear that the public will to address poverty alleviation and the myriad challenges facing cities was waning. The CDC model as the centerpiece of community and economic development was still fragile. With federal dollars drying up, the emerging field faced an existential challenge: not enough

capacity and shrinking support.

The Foundation supported innovation in the form of national and local intermediaries that would build the organizational and technical capacity of CDCs to do economic development. One of the most successful and prominent CED intermediaries, the Local Initiatives Support Corporation (LISC), began as a project of the Foundation with Mitchell Sviridoff, then the vice president for National Affairs, leading the way. Ford also played a role in developing the Enterprise Foundation, now Enterprise Partners, and many others.

Spurred on by a national crisis of housing affordability and supply, these intermediaries focused CDC attention on housing rehabilitation and production. The advent of the Low-Income Housing Tax Credit (LIHTC) in 1986 strongly encouraged this focus and helped CDCs gain capacity in a narrow but critical part of economic development. As successful as the CDCs and intermediaries became at the beginning of the 1990s, the end goal of poverty alleviation was not lost but became fuzzy at best.

The gift of working at the Ford Foundation is that you are expected to use the resources available to you as program staff to advance the field. My initial challenge was to find a niche in a quite visible and stable portfolio. I did not have the luxury of a tabula rasa, but I asked the same question as if I did have a blank slate: What are the needs of the field?

In the mid-nineties, three field needs emerged: raise the profile of community and economic development in the public imagination; create a range of leadership development opportunities for existing and new people for the field; and balance the rise of the CED national intermediaries through encouraging local and regional capacity-building partnerships composed of local philanthropy, major corporations and the public sector.

Of the three, I look back at the support of the Community Development Partnership program as a significant contribution. We began with about 10 and reached a high of about 25 such partnerships across the country. The partnerships stabilized and enhanced the local field through local knowledge, relationship building and customized capacity-building support.

In many cases, the national intermediaries came in after the partnerships emerged and added a layer of support that moved forward local efforts in an organic way that lessened tensions over who steered the ship. Many of these partnerships continue to build the capacity of CDCs or have morphed into agencies that address broader local and regional development.

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Despite grant making in the three “needs” identified and some tangible success in the field at large, legitimate questions were being asked about the impact of CDCs and CED on the reduction of poverty. Yes, CED and CDCs could lay claim to being the largest producers of affordable housing, but did that move the needle on poverty? The answer is no.

The original intention of CED, which was to promote economic and political opportunity and mobility, came at a time when policy makers and the public conceived of poverty in spatial terms. There was an implicit notion that if you could fix the problems of a neighborhood, however defined, poverty reduction would follow. By the 1990s, urban economies, much less neighborhood economies, were threatened by globalization of jobs and capital. CDCs, or any neighborhood strategy, could not staunch the impact of massive economic change.

As the renowned sociologist William Julius Williams reported in his important book, *When Work Disappears: The World of the New Urban Poor*, work has all but disappeared for low-skilled residents of urban neighborhoods, resulting in intergenerational, and often racialized, poverty.

As much as I admired the history of CED, the reality is that poverty had become a moving target by this time. Moreover, it was, and still is, unfair to ask nonprofit organizations laboring under trying fiscal constraints to stem the tide of increasing income inequality, and the close nexus of race, class and poverty.

Reflecting on the Foundation’s role in building the CED field, whatever its limits, still fills me with continued awe and pride. I left the institution with many experiences that still serve me well. Even now, as dean of the Maxine Goodman Levin College of Urban Affairs at Cleveland State University, I find that my outlook on organizational practice is inspired by my time at the Foundation.

More important, my Ford experience forced an intellectual and professional search for what can make a difference in poverty. The Community Development Partnerships gave me an appreciation of what a dedicated, directed ecology can accomplish. So, when the collective impact models around improving educational outcomes and postsecondary attainment emerged in recent years, I became an admirer, though a critical one (nothing is ever perfect).

For me, the entry point in poverty reduction, given widespread upskilling, is improving primary and secondary education that leads to a post-secondary credential. Improving post-secondary attainment in this coun-

try requires a local attainment ecology that is driven by goals, data and accountability. CED can play an important role as part of a larger opportunity ecology.

A good example can be found here in Cleveland. It has been said that Cleveland’s Slavic Village community was ground zero for the subprime loan crisis. First settled by people of Czech and Polish descent, the community saw an influx of African Americans in the 1980s and 1990s. By 2009, the community, while struggling with increasing poverty and crime, was stable. In fact, it never turned into



Repairing homes at Slavic Village, Cleveland.

an all-black community. Slavic Village had adjusted to population shifts and was poised to make an economic comeback. That did not happen. Loose mortgage underwriting standards and improper housing valuations came together to devastate Slavic Village.

The Slavic Village Development (SVD) organization has been a seminal force with a history of leadership effectively advocating for and advancing the community. When leadership for this important organization was needed in the aftermath of the crisis, it turned to an innovative leader, one of our Levin graduates, Christopher Alvarado.

Alvarado and his staff of 14 professional and administrative staff focus on revitalizing the Broadway Street main corridor through the provision of new-home construction opportunities, the rehabilitation of nearly 200 previously vacant and abandoned homes, and the administration of several housing programs to help residents stay in their homes to raise their families and age gracefully and independently.

In addition, he and his staff provide technical and financial assistance to commercial businesses through storefront renovation programs, oversee recruitment programs for new businesses and residents, and administer planning services, infrastructure improvements and grant programs for the

Slavic Village neighborhood.

It is not an exaggeration to say that SVD under Chris’s leadership has reinvigorated the neighborhood’s housing and retail markets. This is what you expect from a good CDC and its leadership.

Realizing that housing alone would not bring back the community, SVD partnered with the Third Federal Foundation (the philanthropic arm of a local bank committed to staying in the community) and more than 70 youth- and family-oriented organizations and schools to form the Slavic Village P-16

Partnership, a collective impact effort that is improving educational outcomes for students through enhanced learning environments, quality after-school programs and housing stability initiatives that restore wealth and create a higher quality of life for families throughout the neighborhood.

This encompassing effort focuses on providing and coordinating enrichment programs, family support systems and connections to public service organizations, all dedicated to student success along the educational pipeline, beginning in kindergarten and continuing through high school. High school students

in Slavic Village’s P-16 Partnership are then provided internships and academic credit for working for partner employers.

Has it worked? The partners are making very steady progress. Slavic Village is a much more stable community now than it was a decade ago, but its stability rests not with rehabilitated housing but with the opportunities that are now available to parents and children through the Partnership.

My cautious embrace of collective impact examples such as the Slavic Village P-16 Partnership does not ignore structural problems of racial and class bias, nor does it jettison place development. It does recognize, as Senator Kennedy once said, that in viewing poverty “you have to grasp the web whole”. Grasping one side of the web collapses the other ends, leaving nothing but meaningless strands.

I keep this imagery in mind every day as dean as we go about our mission of community development, engagement and training leaders for the public and nonprofit sectors. Much needs to be done in Cleveland and the nation to reduce poverty and encourage opportunity for all citizens.

We may never see a time again where this country’s public policy aims to eliminate poverty, but we have learned important lessons about how to manage poverty. These lessons are needed now more than ever. ■

By Lincoln Chen

This is my final and fourteenth year as president of the Rockefeller-endowed China Medical Board (CMB). It will have been my career's longest job, since all my previous jobs have been 5 to 10 years.

In 2014, CMB celebrated a century of work begun by a Rockefeller vision (Senior was the originator but Junior was the activist philanthropist) to build a modern medical school, the famous Peking Union Medical College and Hospital, one of China's most advanced medical institutions today.

A century ago, the discovery of the "germ theory" ushered in hopes for a revolution in health. China then was characterized in the West as the "sick man of Asia". Many believed that modern medicine could reduce human suffering and prolong life. Life expectancy had been in the 30s, whereas today it is in the 70s, similar to the United States.

CMB today has 20 staff members divided equally between headquarters in Cambridge, Mass., and two field offices in Beijing and Bangkok. Its endowment is about \$275 million, enabling it to spend \$12 to \$14 million annually for direct operations, a recent change from an earlier grant-making classification since money is no longer the major impediment in China or Asia.

Throughout this long history, CMB's mission has remained constant: to promote Chinese and Asian capacity to advance health equity and quality of care. Its health professional education program builds on the century-long focus of medical education for physicians, nurses and allied health professionals. The health policy sciences program seeks to equip Chinese scholars to investigate the factors that can improve the performance of China's national health reform.

CMB also broadened its geographical reach over the century. About one-third of its program now is in Asia outside of China. In Southeast Asia, it recently began an innovative Equity Initiative. Partnering with Atlantic Philanthropies, this CMB program seeks to inspire and equip young professionals to advance social justice and health.

In its China health equity program, CMB has focused on primary health care and worked with under-served schools and in Western provinces. In its China quality-of-care work, it has aimed to improve the residency training at PUMC Hospital and a

CHINA, GLOBAL HEALTH AND THE ROLE OF THE CHINA MEDICAL BOARD



The Peking Union Medical College Hospital

consortium of nine of China's leading hospitals for quality professionals to set examples throughout the country. Recently, CMB expanded graduate medical education for nurses, especially nurse practitioners who can help China's primary health care.

The Ford Foundation's connection to this work is extensive. I spent 14 years as Ford Foundation program officer and representative in Bangladesh and India. My long tenure reflected an earlier Ford employment pattern, including Ford-salaried loan to a scientific organization and a one-year sabbatical at a university. Interestingly, even though I am Chinese-American, my knowledge of Asia comes from my overseas experience with Ford exclusively in South Asia.

Several other former Ford people have been involved with CMB. Recently deceased **Tom Kessinger** (Indonesia, India) was a member of my selection committee; **Tony Saich** (China) just completed his term as board chair; and **Suzanne Siskel** (Indonesia, Philippines, New York), LAFF's co-president, is a trustee guiding CMB's Southeast Asia work. **Peter Geithner** (India, Thailand/Southeast Asia, New York, China) worked part time as senior management advisor for more than a decade before his death. CMB's field offices in Beijing and Bangkok were

built on people, experiences and lessons from Ford's Asia experience.

Unfortunately, the recent United States-China "trade dispute" has dramatically changed the harmonious relations between the two nations. Not unique to China, registration and oversight of foreign NGOs by Public Security has intensified. In the United

States, a hostile atmosphere has grown for Americans wishing to cooperate with China. While reporting is mandatory, China's NGO registration system has not impeded CMB's work, but it has entailed more administration.

Indeed, we should recognize that political tensions cannot be completely divorced from overseas philanthropy. CMB was asked to leave China in 1951 after the Communists took over, although that same government came to New York City to invite CMB back in 1981. During those 30 years, CMB worked in 18 other Asian countries supporting more than

100 medical schools.

One lesson of a historic foundation is that, while its mission is enduring, its strategy has to adapt to changing contexts, constraints and opportunities. CMB no longer depends upon one-way United States-China knowledge-technology transfer. Whereas China in the past sought access to modern medical sciences, it today participates at the frontier of science and technology.

It should be understood that professional quality depends upon modern education, but China has ancient wisdom that is valuable too. Traditional Chinese medicine has contributed to such breakthroughs as Artemisinin, the only drug effective against malaria. Given that China and the United States now have similar non-communicable disease profiles, much can be mutually learned.

China's health reform faces challenges not dissimilar to United States reforms: universal coverage, financing, new technologies, cost escalation and access by the disadvantaged. Perhaps most promising is the growth of China's global health engagement: health aid, Ebola control and strengthening the UN.

Distinctive to health is the understanding that gains in anybody's health is not at the expense of others, but that advances can contribute to the sharing of better health for all. Indeed, China's growing role in global health promises to improve health for everyone worldwide, including Americans. ■

By Joan Kaufman

Since the LAFF event in March at the newly renovated Ford Foundation building, I've been thinking of the many ways the Foundation influenced my career before and after my stint as a program officer in the China Office, and all the intersections of people, places and issues that came together and formed a trajectory for the social justice issues I have worked on.

Those intersections have been China, health and women's rights and a story that began in 1980. I have lived and worked in China three different times since then for more than 15 years, with my time as a Foundation program officer right in the middle of an arc of work focused on advancing justice on reproductive health and rights, HIV/AIDS and women's rights.

With two degrees in China Studies, a master's degree in public health and a newly published book on the China population program based on my master's thesis, *A Billion and Counting*, I was hired in 1980 by the United Nations Population Fund (UNFPA) as its first international program officer for the newly opened UN office in China. Deng Xiaoping had invited the UN to China in 1979 to assist with the "Four Modernizations" and one of them was to quadruple GDP by the year 2000. So the government needed to know the precise population and UNFPA was invited in to help with the census and train demographers, among other things.

My initial contact with the Ford Foundation came when I flew to New York from Berkeley for the interviews and was promptly introduced to **Bud Harkavy** of Ford, who was the "go to" person for global population issues and a close collaborator with UNFPA.

I spent four years with UNFPA in China until 1984 and made deep friendships with many Chinese academics and officials that continue to this day. China then was nothing like what it is today, and I often look back at those days in disbelief at the subsequent transformation of the country, remembering clearly how challenging it was to live there as a Chinese-speaking American working for the UN (obviously a spy!).

I also recall the sigh of relief and beginnings of change after the "Gang of Four" trial during my first year there. I have witnessed the remarkable transformation of China in one generation, and that perspective has been important in understanding the place in both

THROUGH THE YEARS IN CHINA: A STORY OF "INTERSECTIONS"



On the memorable visit to Yunnan in 1990, from the left, Lincoln Chen, the author, Jose Barzelatto, an unidentified host for the group, Zhang Ye and Peter Geithner.

more open and more challenging times.

When I left UNFPA in 1984, I began a deferred doctorate at the Harvard University School of Public Health and eventually returned to China in 1987 to conduct dissertation research on the one-child population policy with funding from the Rockefeller Foundation, which was interested in getting a foot in the door to work on population issues there. It was at Harvard that my contacts with Ford deepened.

Lincoln Chen had just left India as the Foundation's representative and arrived at Harvard as my department chair, where he joined my dissertation committee. This was the late 1980s and the global HIV/AIDS epidemic was gaining steam. Lincoln launched a new global initiative at the department, "The AIDS and Reproductive Health Network", which I became deeply involved with, spending several years immersed in the AIDS response in Africa, Mexico and Thailand and serving as a consultant for the newly launched WHO Global Program on AIDS. When **Peter Geithner**, Lincoln's close colleague and friend who was the Foundation's first China representative, approached him

around 1990, two years after the Foundation opened its China office, about exploring whether the China office should add a reproductive health program portfolio, I began my relationship with Ford.

The Foundation, under **Jose Barzelatto**, was expanding its global work on reproductive health and rights in the lead-up to two big

UN-sponsored conferences: the ICPD (International Conference on Population and Development, which took place every ten years) and the Beijing Women's Conference (Fourth World Conference on Women). The Foundation was helping to shape a new global women's rights and sexual rights framework to replace the focus on population control, which often had been pursued at women's expense. Peter contracted with me to do a year-long needs assessment for the China office, during which time I got to know Peter and the staff.

One of my fondest memories is the visit that Peter, Lincoln, Jose and I made to Yunnan along with **Zhang Ye**, Peter's assistant and his "right hand woman" in the office, who later directed the Asia Foundation's China Office and even later worked with Lincoln at the China Medical Board. The new program began in 1991 and I led several Ford projects in Yunnan during that first phase.

My connection became official when I joined the office as the second program officer for gender and reproductive health after the Beijing Women's Conference in 1995 and inherited an incredible portfolio from my predecessor, **Mary Ann Burris**, that helped shape the burgeoning Chinese feminist movement.

In the lead-up to the Beijing Women's Conference, the office helped establish a group of women's NGOs, supported a group of women's studies scholars and supported government initiatives focused on women's legal and social rights. These groups and individuals were the main partners and counterparts for global organizations that attended the NGO Forum and cemented transnational civil society relationships that have flourished to this day.

After I arrived, I continued to work with these groups to advance work on women's rights, such as domestic violence and migrant labor rights, and expanded the portfolio to address the reproductive rights challenges of the population policy and the emerging HIV/

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AIDS epidemic. Subsequent program officers (**Eve Lee**, then **Susie Jolly**) continued and expanded some of the earlier work and especially built out the work on sexuality and sexual rights initially as part of a Foundation global “Big Bet”, while moving the portfolio into other important directions before it ended several years ago.

The Ford Foundation played a truly unique and critical role in China in the 1990’s at a time when no other private foundation was on the ground. Unlike the UN and the bilaterals that could only partner with government agencies, the Foundation made grants directly to a wide range of actors. We partnered with academics, NGOs, local government organizations and mission-driven individuals who were promoting social change.

I was drawn deeply, as I am today, to the social justice agenda that was community oriented with a focus on local voice and participation in governance through NGOs or local mechanisms, and the ability to link those to national and local policy change. These are the issues I continued to work on after leaving the Foundation in 2001, both in my academic research, in particular the Global Gender and Health Equity Network and the Community Based Counseling for Chinese AIDS Orphans project, and in work with other mission-driven organizations, including the International AIDS Vaccine Initiative, where I trained clinical trial communities about the research process and their rights.

In an article I did with the China portfolio’s three other program officers, Mary Ann, Eve and Susie, for a volume on *Philanthropy for Health in China*, edited by Lincoln Chen, **Tony Saich** and **Jennifer Ryan** with a forward by Peter Geithner and published in 2014, I reviewed some of the impacts of the Foundation’s reproductive health portfolio in China over its 30 years. Those impacts were far-reaching and span many issues. Just one, the China Domestic Violence Network, funded in the late 1990s, moved domestic violence from a personal family matter that the police refused to intervene in to a new national law that also saw the Foundation’s China office’s law program providing crucial support for training judges and legal organizations to defend women.

Early grantees, both individuals and their organizations who started working with us around the time of the Beijing Women’s Conference, coalesced into the network and moved those issues forward, many while leading other important initiatives, such as the Women’s Media Project and the Women’s Law Center.

Similarly, Foundation support for a Quality of Care initiative with the national family

planning commission in the 1990s helped transform the coercive family planning program into one that paid attention to contraceptive choice and rights, began a long overdue assessment of the negative demographic and social impacts of the program, and eventually helped lead to the end of the one-child policy.

The portfolio’s work on sexual rights, in conjunction with the worldwide initiative, opened the space for LGBTQ rights in China. The work on HIV/AIDS built a vibrant NGO community that has continued to partner with government on the response and helped institute global norms about community engagement in governance of the AIDS response.

The Ford Foundation played a truly unique and critical role in China in the 1990’s at a time when no other private foundation was on the ground.

The key to many of these long-term initiatives that spanned the life of the portfolio were a set of local and national champions supported by the Foundation who advocated and liaised with government to change policy. Among these was China’s leading bioethicist from the Chinese Academy of Social Sciences, Qiu Renzong, who we worked with from the earliest days of the program and who organized, advocated and influenced policy on such varied issues as feminism and women’s rights, LGBTQ rights, the rights of HIV infected persons and coercion in the family planning program.

The Foundation also provided core funding to the academic sexuality research field and linked it to gender studies, the HIV/AIDS epidemic, and youth sexuality health and rights initiatives, and to global actors doing the same.

These China programs were not working in isolation. The Foundation in New York and its many field offices during the years I worked in China were funding similar work and supporting global networks through coordinated grant making that connected the global dots to inspire and mobilize a global movement for change. Helping to build these transnational networks has always been a critical contribution of the Foundation in China and elsewhere. Ford’s reproductive health program built global and regional networks and joined with other like-minded donors at that time, such as the McArthur Foundation.

After I left the Foundation in 2001, I returned to Harvard as a Radcliffe Fellow for a year, writing about the impact of the Beijing Women’s Conference on China’s emerging feminist movement and developing a new

initiative. I began the AIDS Public Policy Program at Harvard’s Kennedy School aimed at mobilizing an urgent response to the AIDS epidemic in China, in partnership with Tsinghua University.

It was clear that significant policy and governance changes were needed to move the needle on China’s AIDS epidemic. Foundation colleagues surrounded me. I worked closely with Tony Saich, a former China representative who had created the Chinese Leaders in Development program, which also partnered with Tsinghua University at that time. A few years into it, a colleague from the Foundation’s Vietnam Office, **Lisa Messersmith**, joined me to expand the AIDS Public Policy Program to Vietnam using our assembled faculty and curriculum.

During those years, I was also affiliated with Brandeis University’s Heller School for Social Policy and Management. To my delight, the Heller School was the home of the second highest number of Ford Foundation International Fellows, a program that I worked on in China when it began. It was a delight to teach those scholars and host additional scholars funded by the China Medical Board, led then by Lincoln Chen.

And, to my great enjoyment, I got to work with Peter Geithner again. Peter was connected to Harvard in numerous ways, many focused on China and philanthropy, and he was also serving as a senior advisor to Lincoln and the China Medical Board. Peter roped me into helping organize the Boston LAFF chapter and together we pulled together the many Boston-based Foundation colleagues and organized quite a few fun gatherings. Peter also mobilized a Beijing LAFF Chapter, of which I am an active member and which has been a wonderful way to keep former and current China staff and program officers connected.

I moved back to China in 2012 as the director of the new Columbia Global Center in Beijing, one of eight established by Columbia University to expand its global footprint. One of the highlights of that stint was working with the Foundation’s China Office to host a series of roundtables and events on “Beijing + 20”, commemorating the twentieth anniversary of the 1995 Beijing Women’s Conference and taking stock of the state of women’s rights in China, together with many former and current Foundation grantees and other experts, younger and older.

I moved to my current position in 2016 as the Academic Director for the new Schwarzman Scholars Program, modeled on the Rhodes Scholars Program at Oxford but based in China at Tsinghua University and

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LAFfing Parade

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More than 120 films written, directed and produced by Indigenous filmmakers have been curated by Runningwater to premiere at Sundance Film Festival.”

Bird wrote about this work in the Winter 2018 issue of the LAFF newsletter in an article titled, “Nurturing Native American Filmmakers”.



Brandee McHale is the new president of the Wells Fargo Foundation, which describes its mission as “using philanthropy and business expertise to help solve three critical issues: housing affordability, financial health and small business growth”.

The financial services institution has pledged to provide \$1 billion from both the foundation and its business into efforts to make housing more affordable, and selected Ms. McHale specifically to lead that effort.

She was a program officer at the Ford Foundation from 2005 to 2007, during which time, she has noted, “I developed a portfolio of investments that supported the efforts of low-income households to achieve financial success and also helped to establish a business case for financial inclusion.”

She was most recently president of the Citi Foundation and director of its Corporate Citizenship efforts. She joined the Citi Foundation as its chief operating officer after leaving Ford.

She is a member of the boards of Living Cities, Prosperity Now, Local Initiatives Support Corporation and America’s Promise Alliance.



Sonali Mukerjee’s prowess as a tennis player and now a coach was highlighted in an article in *The Hindu*, a Madras newspaper that is one of the more influential dailies in India.

“I am passionate about” coaching, she said in the article published in the August 10 edition. “It is a priority for me. Aside from coaching, I play with friends a couple of times a week. It gives me immense pleasure, and an outlet from the stressful life in New York. I regularly watch tennis on television, and make it a point to attend the U.S. Open two or three times every year.”

That stressful life is as grants manager of the Altman Foundation, after having worked in Program Management at the Ford Foundation from 2001 to 2009.

She began playing tennis when she was 11, training at the South Club in Kolkata (Calcutta), capital of West Bengal in her

native India. She was a member of the Indian women’s team at the Asian Games in 1982 and received a full scholarship from Barton College in North Carolina, helping the college’s team win all-district and all-conference championships.

After graduation she moved to New York City and worked for UNICEF before beginning a career in philanthropy, first with the Carnegie Corporation and then, after earning a master’s degree in public policy, with Ford.



Graham Macmillan has been named president of the VISA Foundation, the philanthropic arm of VISA, whose “central focus... is committed to helping low-income, financially underserved micro and

small enterprises around the world to thrive and prosper”.

Since 2016 he had been working at the Ford Foundation as senior program officer for Mission Investments, a \$1.25 billion program of impact investments and program support. His primary responsibility was to oversee efforts aimed at “strengthening institutions and applying technologies to change how capital markets allocate investment to be more long-term and sustainable”.

Before Ford he was Director of Corporate Social Responsibility and Business Partnerships at the Citi Foundation.

Through the Years in China

aimed at training future global leaders to bridge China and the World on global affairs, never more important than at this difficult time in US-China relations and reconfigurations in the world order.

I work with many former grantees at Tsinghua, including our Schwarzman College’s very own Dean, Xue Lan, a longtime colleague from my years with Ford China, the Kennedy School and the Columbia Global Center. I am based in New York but spend a lot of time in China, truly my second home after all these years. I don’t know what the future holds, but I am sure it will keep circling back to the many inspiring Foundation colleagues and friends who continue to change the world for the better and with whom I have intersected over a very interesting career. ■

Joan Kaufman is Senior Director for Academic Programs, Schwarzman Scholars, and a lecturer in Global Health and Social Medicine at the Harvard Medical School.

IN MEMORIAM

James R. Huntley, who worked in the Ford Foundation’s international programs in the mid-1960s, died April 12 at his home in Sequim, Wash., at the age of 95.

Mr. Huntley was hired in 1965 as a program associate in International Affairs and was named a program officer in the International Relations office the following year. He resigned from the Foundation in 1967.

His life-long career in international affairs began after he earned a bachelor’s degree from the University of Washington in 1946 and went to work for the United States foreign service in postwar Germany, where he helped in the country’s reconstruction and development of democratic institutions.

“Simply put,” he had said, “democracies very rarely make war on each other. If you want to create peace, then create more democracies.”

He pursued that vision after earning a

master’s degree in international relations from Harvard University, initially with the United States Information Agency in Belgium. He then conceived and began the Atlantic Institute in Italy and France, was secretary general of the Atlantic Colleges in England, was a research fellow at the Battelle Memorial Institute in Seattle and headed the Atlantic Council of the United States in Washington, D.C.

He also was the leader of discussion groups organized by the Mid-Atlantic Council in several cities, co-founded and advised the Council for a Community of Democracies and wrote several books on NATO, the European Union and unity among democracies.

He is survived by his wife of 52 years, Colleen Grounds Huntley; two sons and a daughter; 17 grandchildren and 9 great-grandchildren. ■

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ACCESS TO CIVIL JUSTICE USING NONLAWYERS: A STUDY

Mary McClymont has written a report based on a study she made of the use of nonlawyer “navigators” in state courts to help people who cannot afford lawyers.

“A stunning 86% of the civil legal problems of low-income Americans receive inadequate or no legal help,” she writes, “and an estimated 30 million people each year are reported to lack legal representation in the state courts.”

These people, her study found, “are at risk of suffering dire consequences for their families, their homes and their livelihoods”.

McClymont prepared the report for the Justice Lab at the Georgetown University Law Center, where she is a senior fellow and adjunct professor. The full report, titled “Nonlawyer Navigators in State Courts: An Emerging Consensus”, is available at www.bit.ly/NavigatorReport.

It is based on a study of 23 programs already operating in 15 state courts and the District of Columbia to assist

self-represented litigants, describes those programs and offers “practical considerations” for creating and implementing new programs.

Navigators are defined as individuals who do not have full, formal legal credentials, such as a law degree, but who assist litigants with basic civil legal problems. “They do not,” the report states, “operate under an attorney/client relationship and they are part of a formal program and institutional auspices that provides specialized training.”

The need to “mitigate this crisis”, McClymont writes, has been supported by the chief justices and “top administrative officials” of state courts, who have called for “100% access to effective assistance for essential civil legal needs... through a continuum of meaningful and appropriate services”.

McClymont had two stints at the Ford Foundation in its Peace and Social Justice program, initially from 1998 to 2000 and then from 2006 to 2008. ■

PROFILE OF DARREN WALKER IN THE NEW YORK TIMES

The Ford Foundation’s emphasis on combating inequality is explored in a profile of the foundation’s president, **Darren Walker**, in the July 12 issue of *The New York Times*.

The article, titled “The Man With the \$13 Billion Checkbook” <https://www.nytimes.com/2019/07/12/nyregion/darren-walker-ford-foundation.html>, quotes one source that “It’s hard to overemphasize how little inequality had been a philanthropic concern over the last half-century. He took on a great challenge. There’s been no figure with greater influence in the sector than Darren Walker.”

“In place of charity,” notes the article, “he promised a push for justice.”

One source observes that Walker “is an amazing politician of straddling the world of old money and directing it for causes that speak to the current moment of inequality, while attempting at the same time to speak the language of social justice. It’s a high-level carnival juggling act that he’s attempting to pull off. It’s pretty hard to imagine anyone doing it with 100 percent success.”

The article notes that lack of full achievement. “The contradictions in his work are still there,” it states. “Reform is slow; capitalism has its own oceanic momentum... Ford’s endowment still includes stocks that work against the foundation’s mission...” ■