

THE LAFF SOCIETY

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

WINTER 2000

NO. 23

The LAFing Parade

Jose Barzelotto is vice-president of the Center for Health and Social Policy, in Merritt Island, Florida. The center, which also has offices in San Francisco and Manchester, Vermont, was established in 1996. It serves as an advocate in support of policies "that protect vulnerable populations, improve social justice, and increase access to health and other human services. It conducts public policy, research, and educational activities. Dr. Barzelotto also serves as an advisor on reproductive health to Public Radio International.

Richard Magat's book, *Unlikely Partners: Philanthropic Foundations and the Labor Movement* (Cornell University Press, 1998) has received the 1999 Distinguished Book Award from the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).

Paul Nachtigal (Education), headed a two-year study of rural education for the National Institute of Education, published as *Rural Education: In Search of a Better Way* (Westview) after leaving the Foundation. There followed a 15-year hitch with the Mid-Continent Regional Educational Lab and four years as codirector of the Annenberg Rural Challenge. PO 1546, Granby, CO 80446

Deceased: **Therese Nadeau**: of Gloucester, Mass.

Too Much of a Good Thing Can Be . . . Wonderful! —May West

by **RICHARD LACEY** (PUBLIC EDUCATION, 1975)

When I turn 61 this June, I'll celebrate in my customary way—by running a 100-mile trail race. I will run the Ice Age Trail, which meanders through the Kettle Moraine forest, near Milwaukee. I'll run all day and all night to finish under the



limit—28 hours. Despite the 160 hills on that course I'll feel as exhilarated as a teacher whose students finally "get it."

I started running to excess in 1973, when **Ed Meade, Doc Howe, Marge Martus and Josh Smith** sent me on the road to check on funded Education Division grantees and check out proposed urban school projects. Over the years as staff and consultant, I learned the art and science and joy of exploring cities on foot—jogging through every imaginable kind of neighborhood—insulated wealth, numbing poverty, staunch middle-class bastions, at all hours of the day and night: New Orleans, Boston, Dallas, San Francisco, Minneapolis, Chicago, Santa Fe, Denver, Philadelphia, and a dozen others. When you can cover 20 or so miles at a fair clip, you can cover a lot of territory safely, even places that the cabdrivers avoid. I ran sprints at Yale, but could not understand how anyone but extra-terrestrials could run cross-country. After graduation, I took it easy for a

(cont. on p. 4)

The LAFF Society

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

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Women's Drive: Inside and Outside

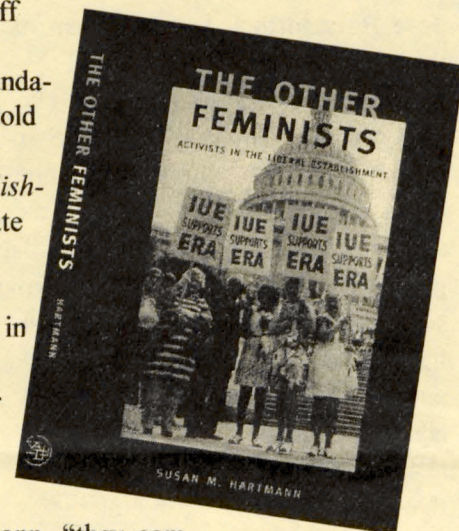
What they've been doing is applying pressures rather judiciously, never to the point where the male leadership feels so threatened that he reacts negatively. . . . The screw is tightened each day very carefully.

So wrote **Mitchell Sviridoff**, the Ford Foundation's vice president of National Affairs, as women on the Foundation's staff patiently but persistently began working to elevate the status of women inside the Foundation and across the country. Their story is told in a major (44-page) chapter of *The Other Feminists: Activists in the Liberal Establishment*, by Susan M. Hartmann, an Ohio State University historian (New Haven: Yale University Press).

The book explores the roles of women in male-dominated liberal institutions—Ford, the International Union of Electrical Workers, the American Civil Liberties Union, and the National Council of Churches. Though many of them would not have called themselves feminists, writes Hartmann, “they compelled their organizations to eliminate sex discrimination from their own policies and practices and to advocate feminist goals in the policy arena.”

Even by 1980, the array of women's organizations Ford supported was astonishing—the Women's Equity Action League (WEAL), *Ms. Magazine*, the Women's Action Alliance, the Feminist Press, and more. Internal change came late; in 1971 all 13 senior officers were men, as was every member of the Board of Trustees. Although assistant general counsel **Sheila McLean** and program officers **Siobhan Oppenheimer-Nicolau** and **Mariam Chamberlain** supported feminist initiatives, they did so, Hartmann observes, in response to efforts set in motion by junior-level women who found themselves in jobs that failed to match their expectations or educational attainment.

Feminist activity was triggered in May 1970 by **Janet Koriath**, a staff assistant, and 150 other women who submitted a memo to President **McGeorge Bundy**, listing twenty women qualified to serve on the Board of Trustees. The status of women was also raised the same month at an all-day Foundation convocation held in response to the invasion of Cambodia and the killing of students at Kent State and Jackson State universities. Soon thereafter, another staff assistant, **Gail Spangenberg**, sent Bundy a long memo urging examination of Foundation practices affecting women. Bundy talked with her for more than an hour and soon appointed a committee to examine the role of women at the Foundation. Spangenberg cultivated higher-ranking women such as Chamberlain and **Elinor Barber**. Together they consulted outside experts on women in higher education and persuaded the male leadership of the Education and



Generation Gap

Most essays and other contributions to The LAFF Society's newsletter come from alumni of the early 1980s and earlier. They're swell, but we are convinced that there's a lode of other interesting material from more recent FF alumni.

We're looking for everything from a few words about your activities after leaving the Foundation to comments of up to 750 words, reviews of Foundation-related books, excerpts from things written by former staff, etc.

Absent more material from all cohorts, *The LAFF Letter* can't come out as often as it does. So please take pen, or quill, or typewriter, or PC in hand and send something off, to Mary Camper-Titsingh, 531 Main St. Apt. 1110, New York, NY 10044.

Whereabouts?

Mail not delivered. Does anyone have a current address for **Gordon Berlin** (formerly at Manpower Demonstration Research Corporation), and **James T. Ivy** (not at 550 Battery St., San Francisco).

Research Division to place women's concerns at the top of a list of new program options.

In the next few years, two women joined the Board, the male-female salary gap narrowed, maternity leave and day-care policies were reformed, and the number of women in professional staff positions increased. Among women promoted were Koriath, Spangenberg, **Susan Berresford**, **Kathryn Mitchell**, and **Terry Saario**. The senior staff had only one woman, but in 1980, Berresford broke through the "glass ceiling" by becoming a vice president.

Spurred by a petition by 122 staff members, Bundy approved an external affirmative action program for grant recipients. It required them to submit a statement of their policies on opportunities for women and minorities.

Junior-level women also stimulated action in the National Affairs Division, and 37 minority women, a Concerned Minority Women at Ford, persuaded the Foundation to expand training for minority women, to make day care a top priority, and to tackle programs associated with teen-age pregnancy.

Among outside experts the Foundation consulted were Ruth Bader Ginsburg, later Supreme Court justice, Congresswoman Barbara Mikulski, and such sociologists as Alva Myrdal and Lee Rainwater. During discussions Ford women gave vent to their own frustrations. Oppenheimer-Nicolau, for example, said she had suffered from accusations of being an "irresponsible, selfish, rotten woman who is not paying proper attention to her children." In time Foundation staff themselves became experts on women's issues. Saario, for example, wrote an article on sex-role stereotyping for the *Harvard Educational Review*, and **Doc Howe** testified at a Senate hearing on the Women's Educational Equity Act of 1973. "Professionally socialized to be accessible to new ideas and determined to avoid headline-grabbing demonstrations, male leaders at the Foundation responded positively to feminist visitors and . . . their female subordinates," Hartmann concludes.

Not all the pressure was genteel. During Congressional hearings in 1973, Fran Hoskin of the National Organization of Women, urged that Congress terminate the tax-exempt status of foundations that continued to practice discrimination. But two years later her colleague, Mary Jean Tully, wrote, "Among the giants, only the Ford Foundation has moved in all the appropriate ways to meet the needs of feminists."

NOW was among several organizations that received funds related to legal aspects of women's issues, including the NAACP and Mexican American Legal Defense funds, the American Civil Liberties Union, and the Women's Equity Action League.

In the 1970s, the Foundation provided \$1 million for fellowships that supported "path-breaking work among the first generation of women's studies scholars," Hartmann notes. There followed grants for research programs at Stanford, Radcliffe, the University of Arizona, Spelman, and other universities and colleges. Other grants addressed the condition of the poor, working-class, and minority women—through support of such agencies as the National Committee on Household Employment and the Black Child Development Institute. The Foundation also targeted women in blue- and pink-collar jobs with projects to boost female participation in trade union leadership, work in nontraditional fields, such as coal mining, and to combat sex discrimination in civil service jobs.

Catching up with other major divisions, the International Division established

a Committee on Women, chaired by Barber, in April 1974. It stimulated field offices to support projects to promote awareness of women's issues and experimental programs. In Bangladesh, for example, programs ranged from a pilot project for rural women's cooperatives to training to encourage women's participation in government policy planning.

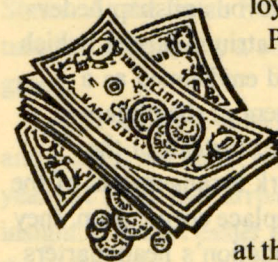
Wide as the Foundation's programs for women were, Hartmann notes that little support went for such areas as lesbian concerns, abortion rights, and such priorities of radical feminists as violence against women. Still, funding on behalf of women continued to increase after Franklin A. Thomas became president in 1979, and Berresford's rise to the presidency, Hartmann says, symbolized Ford's commitment to internal affirmative action and key goals of the women's movement outside and its respect for staff members—"the lively characters," as Howe dubbed them, who played the key role in promoting those goals.

Dues and Don't

Do pay your dues. Don't delay. The annual tab is \$7.50 and should be sent to Mary Camper-Titsingh, 531 Main Street, Apt. #1110, New York, NY 10044.

So far dues cannot be paid by credit card, and certainly not on-line. The LAFF Society owes a certain loyalty to the U.S. Post Office.

You can see how far behind you are in paying your dues by looking at the mailing address. The number after your name is the last year you paid.



The FF Building's Debut - II

by LOU WINNICK

The first installment of this article covered the development of the Foundation's landmark building and the praise heaped on it over the years. This final installment deals with less cheering recollections.

One problem was the slithery varnish that coated the wooden floors. It created a potential slip-and-fall liability sufficient to bring glee to the city's tort bar. That was remedied, but more vexing was the refusal of the building's metal framing to anodize to its proper color in New York's environment, then more polluted than now. Only assiduous corrective treatments produced the desired tone, a dark somber bronze to harmonize with the lighter-bronze window blinds and the deep aubergine of the garden's paving bricks.

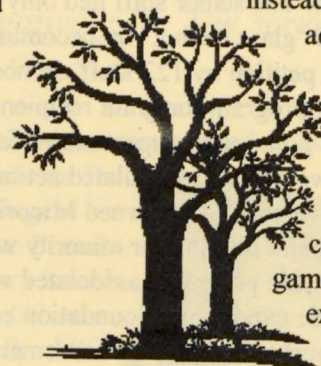
Worse yet was the leak-plagued roof, a defect found in works of distinguished architects from Frank Lloyd Wright's most celebrated houses to I.M. Pei's apartments at Kips Bay, a half-mile south of the Foundation. After years, the bedeviling perforations in the Foundation's roof were sealed.

The most grievous mishap bedeviled the enclosed atrium-garden, which the designers had envisioned as a functioning element of the philanthropic enterprise. Instead of the conventional work arrangements of the typical, commonplace corporation, they viewed the Foundation's headquarters as a kind of global forum, a continuous in-gathering of the world's best minds,

presenters of innovations for the advance of global welfare. Not for them the conventional business mode of negotiations conducted in an office, with one party seated by a desk and an aspiring other before it. To escape that, each large office was furnished with sofas, chairs and small tables. An even more appealing model was classical Greece's lyceum the *al fresco* clustering of contemplative minds engaged in an exchange of stimulating ideas. To advance this model, the designers scattered benches at inviting locations through the terraced atrium, upon which applicant and Foundation officer would engage in tranquil discourse in a sylvan surround.

Alas, harsh reality trumped this lofty idea. To circumvent a zoning ordinance that would have required the garden area be open to the sky, the Foundation entered into a covenant with the City Planning Commission that permitted a roof in return for offering the garden as a municipal amenity, freely accessible to the public during daytime hours. The public took ample advantage of the arrangement. Architectural students, foreign tourists, guided groups, and multitudes of the idly curious came, to look around and perhaps to cast a prayerful coin into the ornamental pool. But a less welcome contingent arrived, especially inclement weather-street-people, some of whom sprawled on the lyceum's benches, disporting themselves in bibulous companionship. Others stretched out to snooze. One low-life, I personally observed, waded barelegged in the pool, perhaps for a foot bath, but more likely to dive for small treasure in the pool's coin-carpeted bottom. Soon the benches were banished. Thereafter, any program officer inclined to pursue the pretend-lyceum style would have to do so standing up.

Every grizzled apparatchik who underwent the passage from the nondescript not-architecture of the Foundation's 477 Madison Avenue digs in invited to deliver further memories. Why the new building took a 43rd instead of a 42nd Street address? How the



towering magnolia tree succumbed to flaws in the climate controls? The game is fun. Every extraction from the *pinata* of stored mementos adds one more chorus to the way we were.

One of my own vivid recollections is the building's architect, Kevin Roche, on one of his initial inspection-rounds, imperiously commanding **Liz Wood**, my secretary at the time, to remove her pocketbook from the top of her desk—and forthwith.

Too Much of a Good Thing...

(cont. from p. 1)

dozen years, but felt inspired by fellow Yalie Frank Shorter's gold medal in the 1972 Munich Olympics. I ran my first of a dozen New York City Marathons—26.2 miles—along with 200 other pioneers on a hot, humid September day in 1973. Jackie Onassis paid for the T-shirts, which advertised Olympic Airways. A much tougher course than the five-borough version, it was run entirely in Central Park (including those hills in the north section). This November, nearly 32,000 runners will run through all five boroughs, and I say God bless every one of them.

I've run a couple dozen marathons

since then, including seven in Boston. For a couple of years I was Metropolitan masters champion at 50 miles, but younger speed merchants have put those trophies out of reach. What hurts most in these races is hearing the spectators cheer me on, "Lookin' good, old timer!"

The sport of ultra-running—a catch-all term for any race farther than the conventional marathon distance of 26.2 miles—is growing in the U.S. and worldwide. Remember when President Kennedy urged every American to walk 50 miles in a day? Last year over 500 hardy souls completed the JFK 50-mile trail race within 12 hours and the Appalachian Trail and the C&O canal towpath. Nearly 15,000 runners complete the 52-mile Comrades Marathon in South Africa (that's on my schedule for 2001) in 13 hours. There are about 9,000 ultrarunners in North America—about 1 in 35,000 people—and some 56,000 ultrarunners worldwide. And ultrawalkers number about 45,000. Last year I started ultrawalking because it is easier on the joints, especially the knees, and because late in a long long race, I can actually walk faster than I can run!

I ran my first ultra in Central Park in 1981, a 50-mile race in perfect weather, and I finished in 7 ½ hours, more than twice my average marathon time, under three hours. I ran my first trail ultra in 1990, the Vermont 100, with 13,000 feet of climb at 85 degrees in midday, just under 23 hours, about three times as long.

Because they began as endurance horse races, many of the ultra runs take place in spectacular wilderness areas—the Sierra Nevada range in California, the Wasatch Front (Utah), the Colorado Trail, the Kettle Moraine forest (WI), the Massanutten Mountain trails in Virginia.

Some are high-altitude affairs (Wasatch in Utah has 26,000 feet of

climb, and the weather is unpredictable.) I've run in six feet of snow (California), eight inches of torrential rain (Utah), and desert heat (117 degrees at the Western States 100 mile in 1993). Some "ultras" are shorter than a marathon. The 18-mile Escarpment Trail in the Catskills is so tough it took me 5 hours to finish two hours behind the women. But I removed the six-day, 150 mile "Marathon des Sables" across the Moroccan Sahara from my "to do" list. Crazy I'm not.

To answer common questions: No, we don't stop, except to grab something to eat and drink. And no, we don't sleep. Is this a male-dominated sport? Not at all: Women are increasingly among the top finishers, and they may even have an advantage over men at long distances.

My family's attitude is a mixture of amusement, tolerance and resignation. My daughter Eleanor "crewed" four of the toughest 100 mile mountain races in one summer, and my wife, Ruth, hauled my gear (bottles, clothes, flashlights, medical supplies) in Vermont.

I've never encouraged, much less urged, anyone in my family to run, but everyone is active. Ruth works out at a health club, and feels better than she did at 25. Eleanor completed the 500+ mile AIDS bike ride in California last year. My son, Alex, was an outstanding high school athlete but he's never threatened to run a hundred miles.

When I told **Terry Saario** that I'd run the Superior Trail 100 in her neck of the woods, she asked, "Was it fun?" For me and many others who don't take these things seriously, the answer is yes. We get to regress to childhood, playing in the woods all day and night, messing around outdoors, running through mud and up mountainsides, discovering new places, equivalent to weeks of backpacking, and share a lot of camaraderie. But as **Doc Howe** observed recently, it's not something

McGeorge Bundy would have called "fun" (though Mac went out of his way to encourage my first effort at a marathon).

How long does it take to run 100 miles? It depends on the course. The Wasatch Front took me 35 hours, 48 minutes. Would've been a minute faster, but I broke my collarbone at 99 miles and had to ease my way over the finish line.

Except for a few races, such as Western States and the JFK 50, these events get precious little publicity, even when records shatter. Who has heard of the annual 12-hour Broadway Ultra Society race in Crocheron Park, Queens? For most of us who were running cautiously at 96 degrees in July, that was a low-key affair with plenty to eat and drink, a day-long picnic on the run.

Charity or memorial events provide an excuse for some races. The 1999 Labor Day "Pioneer Trek" reminded us of how hard our predecessors toiled to lay the groundwork for our sport. We ran one hundred hot and humid miles in three separate 33 1/3 mile races on New York City park roads, each race in memory of individual pioneer ultra-long distance runners.

As for moral support from the Ford community, **Ed Meade** was always interested in the latest adventure and the one to come. My former colleague, **Marge Martus**, was my cheerleader and hostess at Western States. At the finish line, the temperature had dropped to a cozy 106 degrees.

After the post-race hoopla, Marge and I could not resist reflecting on our years at Ford. We arrived at one insight: It's a lot easier to run 100 miles through the Sierra Nevada mountains at 105 degrees than it is to change the public schools!

Hail the Nine-Day Week

Among the many proposals for the new year, the new century, and the new millennium, **Harold Howe II** (Doc), erstwhile vice president for Education and Public Policy has presented the results of his research into the papers of the late Dr. Carlos M. Varsavsky, and Argentinean astrophysicist. Readers of The LAFF Society newsletter (No. 20, Winter 1999, p. 1) will recall that in an article on the Foundation-wide Public Policy Committee, Doc cited a \$10,000 grant for Varsavsky's study, "On the Possibility of Changing the Present Seven-Day Week" as one of the Committee's most famous grants.

Varsavsky failed to obtain \$1 million grant to try out the scheme in a small village on the edge of Hudson Bay. He died unexpectedly in 1983, and his papers resided unused in the Foundation archive. Doc obtained a copy so that he could write a brief essay about the possibilities of the nine-day week. It is now available.

Doc points out that while days and years are determined by the movements of the earth, earthlings control the week and the month, and through history weeks have been made up of three, four, five, six and ten days instead of the present seven. "The major shortcoming of the seven-day week," writes Howe/Varsavsky, "has kept most human activities turned off for two days every week or else kept going with expensive, time-and-a-half pay. During those two days, it is difficult to get your car fixed, your toothache attended to. Schools, colleges, and numerous other institutions are closed. . . . Never go in for an operation on Friday; your surgeon is likely to be golfing Saturday if post-operation troubles appear."

Varsavsky solved the problem

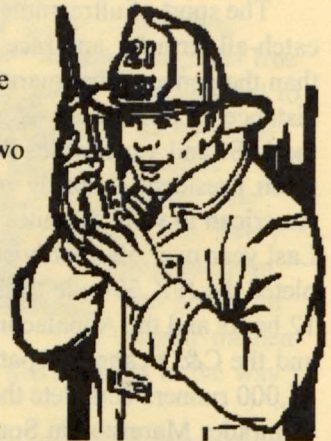
Close Encounter

LAFF's indefatigable Secretary-Treasurer, Mary Camper-Titsingh, who grapples with mailing list foibles, negligent dues payers, and The LAFF Society's parlous finances, faced a far more formidable challenge last fall in a devastating forest fire surrounding her family's ranch on Palomar Mountain near LaJolla, California. Started with a trash fire, it raged for four days, destroying all the trees and chaparral in a 2000-acre area.

Miraculously, her son, a friend and many of the 1,350 fire fighters on the scene were able to save three homes and several outbuildings on the ranch. "There were 25 fire engines, six bulldozers, nine air tankers, two air attack planes and three helicopters involved in fighting the blaze," she wrote a month later. One firefighter, from New Mexico, was killed when a huge boulder rolled down the side of a canyon and crushed him.

Told by the Forest Service to evacuate, Mary's family were loading precious articles into trucks and cars when a California Department of Forestry officer asked for volunteers to go into her canyon to save her family's homes. The crew cut firebreaks around the ranch and lit backfires that denied the forest fire any underbrush or trees in its path. "All of our garden sprinklers and those on our roofs were spraying water far and wide and luckily low winds and high humidity also worked in our favor," she recalls.

"It looks like Dante's Inferno all around us and the dust from ashes seeps into the houses through every crack. But we have our homes and we are so very thankful for that," she continues. "We gave a huge 'thank you' party to honor the brave fire fighters. Eighty guests from near and far joined us on one of those perfect summer evenings when the moon and stars as well as warm breezes make it good to be alive."



with a "continuing week" of nine days so that all modern activities in human affairs would be in full normal action for 360 days of a year—10 months of four nine-day weeks each. People in the vast variety of jobs would be divided into three "cadres," two of which would be on the job and the third at leisure. The normal work period would be six days and the period of leisure three days. Five days would be set aside for celebration of selected events like Christmas and the Fourth of July.

Among the advantages:

- More efficient use of buildings and

other facilities. Schools, for example, will be open and working 360 days a year, yet individual teachers and students will enjoy 120 days of leisure.

- Morning and evening traffic jams would be reduced because about one third of car drivers will be sleeping late and off the evening highways in their three-day leisure weekends.
- Because service activities would be operating every day, we could get our cars fixed during our three-day weekends. Museums would never be closed, and neither would most stores.
- Religious organizations would get a boost. One day of each three-day

leisure period would be available for those who would want it for religious purposes.

The productivity of capital would increase and therefore opportunities for work as well. Varsavsky worked these out in detail for manufacturing, extractive industries, transportation, wholesale and retail commerce and other fields.

Difficulties might arise, of course. Suppose a young woman is in love with a young man in cadre A when her job puts her leisure time in cadre B? Dr. Varsavsky's response to such issues was to emphasize the flexibility of the nine-day week concept. Howe also points out that the study, completed in 1975, did not address "the rampant new semi-religion in the United States—the worship of professional football, basketball, baseball, wrestling and other activities" that dominate the leisure of the seven-day week. But Howe guesses that the nine-day week with its three successive triads of leisure "might open up new opportunities for more. . . reward-ing leisure time that that provided by the hours on end of beer drinking seated before the boob tube watching muscular mayhem." Or it might result in three Super Bowls.

In the 1990s Howe wrote about the virtues of the nine-day week to President George Bush and President Gorbachev of the Soviet Union suggesting they get together on a jointly supported model of the nine-day week for a period of ten years to learn more about the possibilities of improving peoples' lives. "Sad to say," Howe reports, the letter to Gorbachev was never answered, and Bush's answered "by one of his minions in two-and-a-half-pages of turgid prose."

Copies of Doc's 2700-word essay are available on request—Harold Howe II, Kendall at Hanover, 80 Lyme Rd., #145, Hanover NH 03755-

0218. Please include a 33-cent stamped 4 x 9 envelope with return address.

Remembering John Howard

by FRANCIS X. SUTTON

(This is an excerpt from a longer tribute to John Howard, director of the Foundation's International Training and Research program from 1954 to 1966, who died last year at age 87. It may be obtained from Frank Sutton at 80 Bellair Dr., Dobbs Ferry, NY 10522, e-mail fxsutton@aol.com). Persons with additional recollections are invited to send them to Mrs. Margot Howard, 1 Hillside Place, Chappaqua, NY 10514

John Howard began his career at Harvard in considerable remoteness from charity or philanthropy. After obtaining his doctorate in physical chemistry, he continued as a member of the select Society of Fellows. But, greatly influenced by William Foote Whyte, he sought a career with more immediate contact with human affairs than work on polyatomic molecules. He joined Whyte's research team in Boston's North End, whose work resulted in the noted *Street Corner Society*.

After obtaining a law degree at the University of Chicago, John contributed to wartime and post-war services on such subjects as Lend-Lease, German reparations, and atomic energy and served as a special assistant to Dean Acheson. One of the first employees of the newly reorganized Foundation in 1951 he, like many early Ford staffers, came from exciting experience in U.S. foreign aid having served as deputy chief of the American Mission for Aid to Greece in 1946-

7.

His academic credentials made him the logical man to be put in charge of quickly blossoming activities that became the International Training and Research (ITR) program. Although he had been to India and Pakistan when Paul Hoffman was starting the Foundation's development programs there and wanted to continue to have a role in them, he had to pursue his international vocation through American academia.

John turned what might have been a frustrating confinement into a great achievement. The 1956-1966 presidency of Henry Heald were the years of the Foundation's greatest financial strength (in constant dollars) and it could affect higher education as it could not thereafter. As John recalled in his oral history, Heald "had no use for ITR at first," and even its celebrated Foreign Area Fellowship Program "was under attack all the time." But in time John and his staff had persuaded Heald and the Foundation's board to commit some \$270 million to an unprecedented expansion of international studies in this country—a total far larger than the Foundation put into other fields such as business education, the behavioral sciences, or the humanities.

The Foundation had recognized the importance of international studies years before the launching of Sputnik in 1957 brought passage of the National Defense Education Act of 1958 by a nation belatedly worried about the quality of American higher education. The infusion of federal monies still left a great deal for Ford to do, and Howard orchestrated appeals from the presidents of the country's leading universities to secure great bursts of funding before his ITR was terminated by McGeorge Bundy not long after he took the reins of the Foundation. Bundy (also a member of Harvard's

Society of Fellows) had strongly supported international studies as dean at Harvard, so the demise of ITR seemed incredible to John at first, but it did happen amid fervent public declaration of the Foundation's pride in what John and his colleagues had wrought.

John Howard was able to find Life After the Ford Foundation by launching an International Legal Center (later called the International Center for Law and Development), thus continuing his many years of work in making Ford a far more important patron of legal institutions and studies around the world than other major foundations had been. Like so many of our generation he believed that reason and lawful discipline were necessary ingredients for progress for all. A clarion call for "law and development" sounded in the 1960s, in the surge of passion for human rights. We still have the benefit of many leading lawyers who studied abroad under John's programs. The critiques we now hear of democracies without proper means to sustain the rule of law sound very much like

what John and other pioneers of the "law and development" movement were saying some three decades ago.

John and his first wife, Dorothy Koch, had four children. In 1970, after Dorothy's death in 1966, he married Margot Betz, a veteran of the Foundation-supported Harvard advisory project to the Shah's government in Teheran. Old New York friends had the pleasure of seeing them at the Council on Foreign Relations or as faithful subscribers to the Chamber Music Society of Lincoln Center. And they did not neglect The LAFF Society's big events!

Book Collaboration

Two alumni have collaborated on publication of a biography of Hugh S. Knowles, who developed a tiny microphone for the NASA spacecraft, Polar Lander, which was scheduled to arrive on Mars in December, but failed to do so. Knowles' microphone is the

same type as used in millions of hearing aids around the world and cost NASA only \$15.

His biography, *Now Hear This*, was written by **Susan Goodwillie** (Middle East and Africa) and published by the Francis Press, an independent book publisher started in 1996 by **Talton Ray** (Program Related Investments). Located in Washington, D.C. (3029 Ordway Street NW 20008), The Francis Press specializes in biographies and memoirs of persons who have had remarkable lives but whose stories have never been told.

Knowles (1904-1988), who revolutionized the hearing aid industry with his tiny microphone (smaller than the eraser on the end of a pencil), was one of the leading acoustical engineers of the 20th century.

Goodwillie, by the way, ran into another former Ford person while trekking through a national park in Nova Scotia—**Lillian Trager** (assistant representative in West Africa). She had heard of Trager but never met her. Trager was unaware of the LAFF Society, but eager to join.

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