

LAFF

THE LAFF SOCIETY For the men and women engaged in Life After The Ford Foundation

Winter 2006 NO. 44

The LAFFing Parade

Omitted from our account in the last issue of the talk given by **Anthony D. Romero**, executive director of the American Civil Liberties Union, to assembled LAFF members in September was an expression of appreciation to **Radhika Balakishnan**, who arranged the site of the meeting—Marymount Manhattan College on the upper East Side.

Ruth Mayleas, who was a program officer for the arts in Education and Culture in the 1980s and early '90s, is a producer of *Women in Theatre*, a television series in which noted women who create, produce, design, and perform in the contemporary American theater are interviewed by Linda Winer, theater critic for *Newsday*. The program, which began in the fall and ran through early December, is seen on CUNY (City University of New York) TV (Channel 75). Among the women interviewed were Angela Lansbury, Joanne Woodward, Anna Deavere Smith, Jane Greenwood, Anne Bogart, and Tina Howe. The entire *Women in Theatre* series, the fall series was the third, will become part of the Theatre on Film and Tape Archive at the New York Public Library for the Performing Arts at Lincoln Center. Each episode can be seen in streaming video on CUNY TV's web site www.cuny.tv. The series receives support from a half dozen foundations, including Ford.

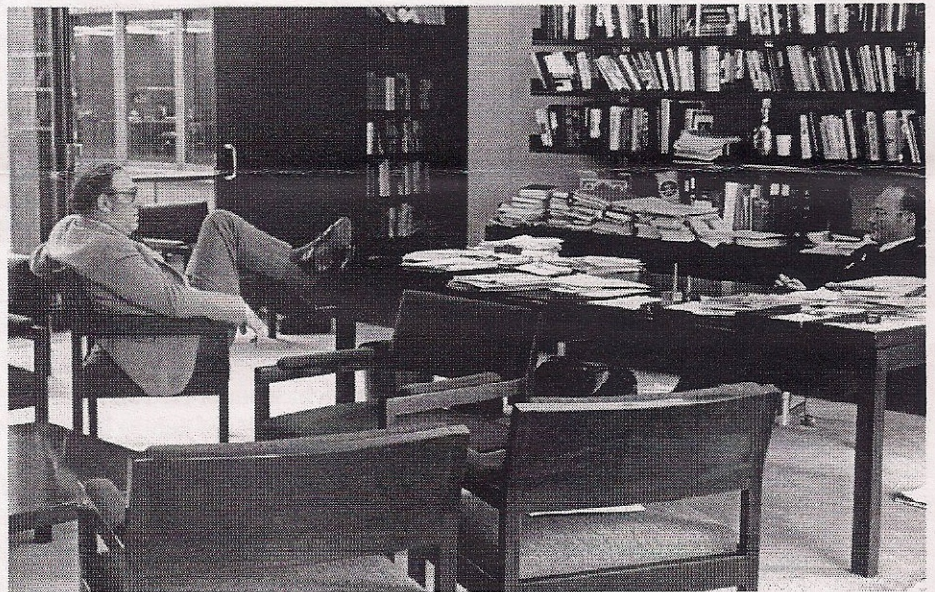
F. C. Bhabri, our faithful New Delhi correspondent, reports on a reception the India Chapter of LAFF had in October for **George Rosen**, who was visiting the subcontinent with his wife, an anthropologist who focuses on India. He writes in part: "We had a very useful and open interaction concerning the economic policies of the Indian government, including the reasons for the slow process of reforms. The survival of the central government depends upon the support of several of its partners,

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The Friendly Legacy

by Richard Magat

*In the award-winning film *Good Night and Good Luck*, the careers of the two television news stars, Edward R. Murrow and his producer and comrade Fred W. Friendly (played by George Clooney), are followed no further than their 1954 expose of the demagogue Senator Joseph McCarthy during the witch hunting era of the Cold War. Murrow died in 1965, and Friendly went on to become president of CBS News. But after his television triumph, Friendly forged another major career, as an influential advisor to the Ford Foundation.*



Fred Friendly (left) conversing with McGeorge Bundy in Bundy's office. Friendly was hired by Bundy to advise him on public television.

Friendly's career at the Foundation began with a telephone call from McGeorge Bundy, newly named president of the Foundation. Friendly had just resigned from CBS in a bitter dispute when the network aired a rerun of *I Love Lucy* instead of broadcasting crucial testimony in the Senate Foreign Relations Committee's hearings on the Vietnam War. Bundy phoned Friendly at the suggestion of another Establishment figure, Walter Lippmann.

Bundy and Friendly had a five-hour dinner, the essence of which was the dilemma Friendly describes in his book, *Due to Circumstances Beyond Our Control*. "With its \$2 billion revenue, commercial television [can] do all the things that television should be doing, but because of its stockholders, it does not feel that it can afford to appeal to excellence. Inversely, noncommercial...television, which has the time and the impetus to pursue excellence,

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including the powerful leftist parties. We also exchanged views concerning the faster rate of reforms in China due to its different political system. We briefly touched upon the subject of marked improvement in Indo-US relations. The other points highlighted were the need for spreading education in the rural areas, control of population, removal of criminal elements from present day politics, and strong measures to root out corruption. The discussions were very frank and animated and proved mutually rewarding." Dr. Rosen, of the University of Illinois at Chicago, is a specialist on Indian economic policy and U. S.-Indian relations. He is the author of *Contrasting Styles of Industrial Reform: China and India in the 1980s* (University of Chicago Press 1992). Bhambri@hotmai.com

Sheila Nelson, our ever helpful point of contact with the Foundation, reports that she recently has been in touch with a member of one of LAFF's most exclusive groups, our centenarians. She is **Elizabeth Paschal** of 555 Glenwood Ave. Apt. A302, Menlo Park, California, who celebrated her 103th birthday on Nov. 11, 2005. She began in 1951 with the Foundation's Fund for the Advancement of Education as a staff associate and retired in 1964 as associate program director for the Education program. ▲

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does not have the technical, economic, and professional resources to provide it." The Foundation was then the major private source of aid for noncommercial television, having committed \$120 million since 1952.

Friendly had barely unpacked his pencils when he engineered a revolutionary proposal for the financing of noncommercial television. The bombshell was delivered in a proposal Bundy presented to the Federal Communications Commission. It called for using profits from the satellite relay of commercial television shows to finance noncommercial television. Dubbed "the people's dividend," the proposal hit the front pages throughout the country and provoked a national debate. It also stirred controversy, particularly on the part of the Communications Satellite Corporation and the American Telephone and Telegraph Company, which argued that commercial carriers should operate satellites. Although the proposal was not adopted in its original form, it helped prepare the ground for limited federal funding of noncommercial television and radio.

In what appeared on the surface to be an incongruous relationship—Bundy, the Boston Brahmin-bred former dean of Harvard, and Friendly, the rough-and-tumble veteran of the media wars, became close friends, in "a bond of absolute affection," recalls Stuart Sucherman, a colleague. "Bundy admired Fred's dynamic creativity. He got a kick out of Fred and vice versa. There was a lot of joshing back and forth, very charming, and very genuine." Although Friendly had the modest title "advisor," he occupied an office on the executive 10th floor, a few steps from Bundy's (see photo, p. 1).

One of his most enduring creations at the Foundation was the Media and Society seminars, which arose from his effort to "stop judge and journalists from shouting at each other" recalls his widow, Ruth Friendly, who is an official of the renamed Fred Friendly Seminars. Designed as problem-solving guides to social issues, the seminars frame issues in hypothetical cases, which are thrashed out by the Socratic method. They are aimed at causing participants to see problems from the other's vantage point. As Friendly put it, "Our job is to make the agony of decision-making so intense you can escape only by thinking."

Some 600 seminars have been held (nearly 100 televised), drawing such participants as Presidents Carter and Ford, members of Congress, business, military, and educational leaders and experts in fields ranging from genetics to the Bill of Rights, from child welfare to terrorism.

Friendly was particularly concerned to illuminate Constitutional issues. Several seminars dealt with the subject, and their transcripts were incorporated in his book, *The Constitution: That Delicate Balance*. He always carried a copy of the Constitution with him.

To offset efforts by the Nixon administration to diminish public affairs broadcasting, Friendly persuaded the Foundation to come to the rescue by increasing its support of dozens of non-commercial stations and the National Educational Television and Radio Center. He also shepherded creation of the Public Broadcast Laboratory, a prize-winning series of weekly cultural and public affairs programs. And he guided the Foundation's support for the Cable Television Information Center, a valuable resource that helped cities diversify and make sophisticated use of cable franchises.

For many years, Friendly was an inspirational teacher at the Columbia Graduate Journalism School. At his memorial service, in 1998, Joan Konner, former dean of the school, called him "an...example of and expression of the school's principles, standards and ideals: responsible journalism practiced as a public service." ▲

Gordon Berlin Heads MDRC

LAFF makes no claim to being timely in reporting the news, but we really are late in acknowledging the appointment of **Gordon Berlin** as president of MDRC, a social policy research organization. It happened more than a year ago.

Berlin worked for the urban poverty program at the Foundation in the 1980s, specializing in youth employment, welfare reform, and related social policy issues. He had come from the U. S. Labor Department where he was program analyst and project officer in its Employment and Training Administration. He left Ford in 1987 to become executive deputy administrator for management, budget, and policy of the New York City Human Resources Administration, where he worked for **Bill**

Grinker, also a former Ford program officer, who headed that agency.

According to MDRC, Gordon joined that organization in 1990, and has overseen its "efforts to identify cost-effective public policies that could meet the education, employment, and income needs of low-income populations." Early in his tenure there, at the behest of the Canadian government, Berlin founded a sister research company modeled on MDRC, the Social Research and Demonstration Corporation, where he served as executive director for seven years.

In 2004 he was named executive director of MDRC and later that year president, succeeding Judith M. Gueron, who began with the organization soon after its founding in 1974 and served as president since 1986, taking over from Grinker, who left to join the Koch administration.

A nationally recognized expert on poverty and youth policy, Berlin is the author of numerous publications on employment and social welfare issues, and has a particular interest in school- and community-based programs for disadvantaged youth struggling to stay in school and making the transition to adulthood.

MDRC, formerly the Manpower Demonstration Research Corporation, is a nonpartisan research firm created by Ford and six federal agencies in 1974. Noted for the rigor and reliability of its research, MDRC has conducted influential studies for federal, state, and local government and foundations on a range of social policy issues. With offices in New York and Oakland, it has a staff of 170 and an annual budget of \$32 million. Another Ford alumnus who works for MDRC is **Sharon Rowser**, who is with the Oakland office. www.mdrc.org ▲

Carl Green: An Update

We are in receipt of a letter from **Carl Green**, stimulated by our piece a few issues ago about his "former comrade-in-arms" **David Finkelstein**, former Ford East Asia specialist-turned globe-trotting journalist. Providing a personal update, Carl writes:

"As you may recall, I enjoyed the double honor of being the first and the last Ford Foundation representative in Japan, having held that position from 1975 to 1980, after having spent two years in New York as a program officer for Japan and East Asia. Those were very interesting

years to be in Japan as it was emerging as a major economic power, and I think we did some useful things to develop communications among Japanese policy thinkers and their counterparts in the United States and Europe.

"Since then, my involvement with Japan has continued in a variety of ways. During the 1980s and 1990s, I was back in law practice in Washington and deeply entrenched in the battles raging around U. S.-Japan trade. These were exiting times, when American self-confidence was at a low and Japan was seen by many as a great threat. In the midst of all that, I went back to Tokyo in 1987-89 to run the local office of Milbank, Tweed, Hadley & McLoy.

"Returning to Washington, I became a member of the faculty at Georgetown University Law Center, teaching international trade and Japanese law. My main focus, however, was a program I developed at Georgetown called Asian Law and Policy Studies, which brought together Pacific region government officials, scholars, and practitioners for research and conferences on intellectual property, competition law, direct investments, and other such topics.

"After doing some consulting work for Hitachi and serving on the board of the Hitachi Foundation, I moved, through some osmotic process, into the Hitachi, Ltd. Washington office in 1997 and have been there ever since as senior representative. My activities for Hitachi include government relations, corporate social responsibility, and association activities.

"Over the years I have been quite active in international affairs organizations including the Council on Foreign Relations, the Asia Society (board member and chairman of the Washington Advisory Committee), the Japan-American Society of Washington (past president), the World Affairs Council of Washington, DC, and various others.

"In addition to all I owe to the Ford Foundation for the great experiences I had on staff, I received perhaps its best grant of all--30 years ago I married Pamela Wattenberg, whom you may remember as the 10th floor receptionist, and have been celebrating ever since." www.hitachi.com ▲

Ford and Katrina

In reporting in the last issue about the prominent roles played by LAFF members

in relief efforts in the wake of Hurricanes Katrina and Rita, we noted that Ford's trustees had approved a \$10 million appropriation to assist local and community-based groups in the devastated region. Further details about the allocation of these funds are provided in a Foundation press release dated Nov. 2. The funds include a contribution of \$1 million to the American Red Cross for relief work throughout the affected area immediately after the hurricane. Other grants will focus mainly on longer term efforts in the Gulf region to create affordable housing, job training, and access to employment; to foster cultural revitalization and small business development; to revive and strengthen higher education; and to address environmental issues. Among the organizations receiving grants to date are the Enterprise Corporation of the Delta, the Foundation for the Mid South, the Greater New Orleans Foundation, and the Ashe Cultural Center. ▲

Warren Ilchman: Philanthropy Spokesman

Warren Ilchman, director of the Paul and Daisy Soros Fellowship Program for New Americans, was among two dozen presenters who gave talks on timely social, political, and personal issues at Brown University's commencement/reunion weekend in May. Warren was observing his 50th reunion at Brown. He spoke on the origins and growth of American philanthropy, how it compares with the experience of other countries, and factors that might adversely affect American philanthropy in the years to come.

Warren has had a varied career both before and after Ford, where he served as a program advisor in the International Division with a special interest in Asia from 1978-80. His current assignment is directing the charitable trust that annually supports 30 immigrants or children of immigrants in their graduate studies. The Soros, both Hungarian immigrants, established the trust in 1997 with a gift of \$50 million in order to "give back" some of their wealth to the country that had afforded them and their children such great opportunities. In 1948, as a member of the Hungarian ski team at the Olympic games in Switzerland, he defected, making his way to the United States where

A Plea for News

Editing this newsletter can be a relatively easy job or a nail-biting episode if the mails don't produce the raw materials. This issue came together without much angst—a lot of interesting material arrived unsolicited. Keep it flowing—news about yourself and other LAFFers, reminiscences of the Foundation, essays and comments that you think will interest your fellow readers. Please send your contributions to the editor of the next newsletter—Dick Magat, Alger Court, Bronxville, NY 10708 or by e-mail at rimagat@gmail.com

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he established a firm that engages in port development, off-shore terminals, and bulk handling projects in 90 countries. Mrs. Soros also grew up in Hungary, came to the U. S. on a student visa, studied at Columbia University and the New York University School of Social Work, and has worked extensively as a counselor to terminally ill patients and their families.

From 1993-97 Warren was professor of political science and executive director of the Indiana University Center on Philanthropy. His other assignments, in reverse order, were president of Pratt Institute in Brooklyn, executive vice president for academic affairs and founder director of the Rockefeller Institute of Government at the State University of New York in Albany, dean of the college of liberal arts and the graduate school at Boston University, professor of political science at the University of California, Berkeley, and assistant professor of political science at Williams College. His Ph. D. is from the University of Cambridge.

His most recent books are *Philanthropy in the World's Great Traditions*, Indiana University Press, 1998, and *The Lucky Few and the Worthy Many: Scholarship Competitions and the World's Future Leaders*, also Indiana University Press, 2004, which he

co-edited with his wife, Alice Stone Ilchman and Mary Tolar. The latter study addresses issues of identifying leadership and creativity in the young, alternative methods of selection, evaluation of scholarship programs, and looks at the backgrounds of American Rhodes Scholars.

Mrs. Ilchman has had almost as varied a career as her husband. From 1981-98 she was president of Sarah Lawrence College. She has also been chairman of the board of the Rockefeller Foundation, assistant secretary of state for educational and cultural affairs, and dean and professor of economics and education at Wellesley College. Her Ph. D. is from the London School of Economics and Politics. wilchman@sorosny.org ▲

Festschrift for John Bresnan

On November 4, the Weatherhead East Asian Institute of Columbia University presented "Legacies of Change in Southeast Asia: A Festschrift in Honor of John Bresnan" to recognize the achievements of scholar, teacher, foundation executive, and long-time senior research associate of the institute, **John ("Jack") Bresnan**. The festschrift consisted of three panels of noted scholars and analysts who offered papers on themes that have defined Jack's interaction with Southeast Asia during a career of more than 50 years. **Peter Geithner**, LAFF president, was one of the panelists, and **Frank Sutton** and **Rocky Staples** were in attendance; all three served with Jack in the one-time International Division of the Foundation. Also there were current and former staffers **Sidney Jones**, **Suzanne Siskel**, and **Rob van Leuwen**. The papers will be published in a commemorative volume.

After 29 years with the Foundation, including eight years in Indonesia, Jack retired as head of the office for Asia and the Pacific in 1982. He then began a second career at Columbia, where he served as head of the Pacific Basin Studies Program, a faculty research and graduate training

program. He is retiring after 23 years at Columbia during which he maintained an active schedule of publication, taught courses on Southeast Asia, and mentored a younger generation of scholars. The day concluded with a dinner at which messages were read from colleagues and former students in other parts of the world.

A year ago Jack was honored by the government of Indonesia for his service to that country. The president, Megawati Sukarnoputri, decorated him with the country's highest award for civilians for his contributions to education, especially his role in educating the first generation of Indonesians trained in economics and other social sciences. ▲

Honorary Degree For Tom Seessel

A press release has arrived from Thomas Edison State College in New Jersey with the news that **Tom Seessel**, a Ford National Affairs staffer from 1970 to 1974, was awarded an honorary doctorate of humane letters by the college for "distinguishing himself in executive positions in nonprofit and governmental organizations dealing with housing, community development, and environmental concerns."

From 1988 to 1998, Tom was president and CEO of Seedco, a national nonprofit community development financial institution based in New York City. He has also served as president of the National Council of Alcoholism, executive vice president of MDRC (see p. 2), a social policy research organization, deputy commissioner of the New Jersey Department of Environmental Protection, and founding executive director of the New Jersey Housing Finance Agency.

Seessel was a member of the Board of Trustees of Thomas Edison State College from 1979 to 1991 and its chairperson from 1987-89. Edison is one of the nation's foremost continuing education institutions providing college-level courses for self-directed adult students.

A graduate of Princeton's Woodrow Wilson School, Seessel was a line officer on sea duty in the U. S. Navy. His wife Diane is a clinical social worker in private practice in Hopewell, NJ, where they live. He currently is the project historian for Ford's International Initiative to Strengthen Philanthropy taking place in 13 develop-

New LAFF Directory

LAFF is assembling a new member directory. Members will be informed when it is ready, together with information on ordering and cost. Meanwhile, if there has been a recent change in your address, phone number, or e-mail, or if you are a new member and wish to be included on the mailing list, please inform Mary Camper-Titsingh at 531 Main Street, APT. #1110, New York, NY 10044. And please don't forget to include your dues (\$7.50 per year, \$25 for three years, \$50 for ten years) and information about your years of service at the Foundation and your current position.

ing countries. The assignment has taken him to offices and projects in India, Sri Lanka, Bangladesh, Russia, Poland, Israel, Ghana, Egypt, Mexico, and Brazil with Kenya coming up after Thanksgiving. Ford expects to commit \$100 million to the Initiative, mostly in the form of endowment or endowment-like support, to increase the impact of grant-making organizations dedicated to increasing political, economic, and social opportunities for the least well-off members of their societies. tseessel@comcast.net ▲

IN MEMORIAM

Word has been received of the death of **Dorothy Quinn** on Nov. 12, 2004 in her home state of Texas. Mrs. Quinn was the widow of John Quinn, who was a program advisor in education for the Asia and Pacific region and who retired in 1975.

Daphne Klein, who began with the Foundation in 1954 as a secretary in what was then called Program 1 - Overseas Development, died on Nov. 30, 2005 in Delray Beach, FL. She worked as a secretary, supervisory secretary, senior secretary, and administrative secretary in various offices, including Administrative Services, Reports, and International Division offices including the Office of the Vice President. She retired in November of 1974.

Elsie L. Manzer, who worked for the Foundation beginning in 1951 when it was headquartered in Pasadena and then in New York until her retirement in April of 1971, died on October 25, 2005. She began as secretary to Bill Nims, transferred to New York in 1953 when she became secretary to Joseph MacDaniel, Foundation secretary, and then spent two years, from 1967-69, as an administrative assistant in the Nigeria office, followed by a tour in the Middle East and Africa office until her retirement in 1971. She celebrated her 100th birthday in July.

Remembering Bob Havener

Robert D. Havener a former Ford staffer who went on to head five of the world's major international agricultural research institutions – a leadership record without parallel – died in California in August. Here are the recollections of two LAFFers who knew him well.

By Will Hertz

Bob Havener's unique career in international agricultural development began in what was then East Pakistan (now Bangladesh) in 1964 at the Comilla Academy for Rural Development, a Ford project in cooperation with Michigan State University. The academy director, Akhtar Ahmed Khan, had launched an innovative program in irrigation tube wells through the creation of a farmers' cooperative. He needed help from someone knowledgeable about cooperative management, and MSU recruited Bob, a cooperative agribusiness manager in Ohio.

Bob had never before worked in the developing world, but he caught on fast. Akhtar Ahmed, a demanding and far-seeing boss, put him to work on a wide range of agricultural development programs. Bob's resourcefulness and initiative attracted the attention of Haldore Hanson, the Foundation's representative in Pakistan, and in 1966 he recruited Bob to be his agricultural advisor in Karachi.

Bob was made for the role. Hal was bringing the Green Revolution to Pakistan, and this historic initiative required the juggling of several balls: the International Maize and Wheat Improvement Center in Mexico (CIMMYT), Pakistan Central Government, West Pakistan provincial government, Harvard Development Advisory Service, eventually an Esso fertilizer plant, and Hal and his staff.

I remember well the Sunday morning strategy meetings on the sands in front of Hanson's beach hut. Sitting around a card table were: Ignacio Narvaez, the wheat breeder from Mexico; the West Pakistan agricultural secretary; Odvar Aresvik, the Harvard ag economist; Norman Borlaug, the "father of the Green Revolution" on his frequent visits to Pakistan; other government officials, Hanson and Havener. (I apologize if I've forgotten anyone.) Havener kept the minutes and did the voluminous follow-up correspondence.

Borlaug got the Nobel, and Narvaez was decorated by the Pakistan government, but it was a group effort with Havener in a key position.

After Hal was transferred to Nigeria in 1967, his place, as convener and host, was taken by his successor as representative, Ralph Smuckler. It was a small world – at MSU Ralph had recruited Havener for East Pakistan in the first place.

My role as assistant representative was to run the Foundation's other programs in order to give Hal as much time as possible to focus on the Green Revolution. However, that nonagricultural orientation enabled me to see other sides of Havener's versatile personality and experience:

• In Ohio, Bob had an annual program on Ohio public radio on how to buy, roast, and carve a Thanksgiving turkey. He now shared his know-all with the Karachi American community.

• Bob was an experienced organizer and caller of square dancing. With the co-supervision of his wife Patty, square dancing became a Saturday evening ritual on the Havener's Karachi veranda.

• Bob was once a licensed auctioneer, and the Karachi American Women's Club put his fast-talking routine to work at its annual sale of Pakistani art for local charities.

• Bob had a booming baritone voice. His specialty, delivered after a drink or two, was "On the Road to Mandalay."

Back in Ohio, Bob had managed a cooperative meat-packing plant, developing his skills in handling and weighing hog carcasses. This came in handy when the Haveners and Hertzes shared a beach hut in the middle of an egg-laying ground for giant sea turtles. One day Stevie Havener and Mimi Hertz, our children, reported in tears that a mother turtle, after laying her eggs the previous night, had become disoriented and was dying of dehydration behind the hut. Havener converted a beach cot into a stretcher, and the two sweating families toted the turtle to salt water balancing the cot in an auto trunk. Havener estimated her weight at 250 pounds.

By Lowell Hardin

By the time Bob completed his assignment in Pakistan in 1971, his promise as a leader in international agricultural development was recognized by the New York office. However, Bob was an Ohio farm boy whose formal training at Ohio State had been in livestock management. To bring him up to speed, David Bell sent him to the Kennedy School at Harvard for a year of advanced training in development economics.

After Harvard, Bob moved with Patty to Beirut to head the Foundation's new Arid Lands Agricultural Development Program (ALAD). This program formed the basis for the international center ICARDA

(International Center For Agriculture in the Dry Areas), in Aleppo, Syria, making Bob one of the founding fathers of that important institution. Unfortunately, the Havener family got caught in the Lebanese civil war, and they were evacuated in 1976. In recent years, however, he again served that center as chairman of its board.

From Beirut Bob came back to New York as a senior program officer for agriculture, supervising projects in Asia and the Pacific. In 1978, CIMMYT in Mexico named Bob its director general – the CEO. Here he worked again with Norman Borlaug, building a network of regional offices and training programs for young maize and wheat researchers from 60 developing countries.

In 1985, Winrock International was created through a merger of three existing nonprofit development organizations on the ranch of the late Governor Winthrop Rockefeller in Arkansas, and Bob became its founding president. The organization sponsored agricultural assistance programs throughout the developing world, and Bob again joined forces with Borlaug to create the World Food Prize, which has named a laureate annually since 1987.

In 1993, Bob retired from Winrock, and he and his second wife Elizabeth (Patty had died not long after the move to Mexico) became residents of California. While Bob had said that he was retiring, nothing could have been farther from the truth. Again and again, he was called out of retirement for some new challenge.

First, he was asked to serve as project development officer for the establishment of the International Livestock Research Institute (ILRI) in Nairobi, Kenya. Then the International Rice Research Institute (IRRI) in the Philippines found itself without a director general. On short notice Bob moved to IRRI to become interim DG for more than a year.

Hardly had the Haveners returned to California when CIAT (the International Center for Tropical Agriculture in Colombia) named Bob the interim DG of that institution. That assignment lasted a couple of turbulent Colombia years during which he had to deal with the kidnapping of one of the center's staff members.

Finally, Bob was a founding member of the Consultative Group on International Agricultural Research (CGIAR), a strategic alliance of countries, international and

regional organizations, and private foundations, to support the 15 international agricultural research centers in the developing world. At the time of his death, Bob was serving on the board of the Asian Vegetable Research and Development Center in Taiwan and four or more other not-for-profit organizations.

To summarize his remarkable career, Bob played a key role in the birth of the Green Revolution in Asia. He was directly and creatively involved in the development of the 15 international agricultural research and training centers, which now span the globe in the continuing battle against malnutrition and poverty. More than 1,000 international agricultural scientists and technicians worked under his leadership at five international research and development centers.

Bob was held in such high regard by his colleagues that one distinguished scientist observed, "Bob is the only administrator I've ever known for whom I'd really like to work." Language barriers notwithstanding, Bob would be greeting his co-workers, from field hands to scientists, by name within days of assuming leadership of an institution. Without doubt, there are millions of the third world's less advantaged who are enjoying a better tomorrow today because of the accomplishments of Bob Havener and the institutions he served.

Waldemar Nielsen: Foundation Critic

Waldemar Nielsen, a trenchant critic of private foundations, and virtually the sole surviving member of the talented and contentious group that established the Foundation's program directions in its tumultuous early years, died on November 2 in New York. He was 88.

Commenting on his seminal work, *The Big Foundations* (Columbia University Press 1972), *The Times*, in a quarter-page obituary, said that Nielsen parted the curtain on the secretive world of private fortunes and public largess. "Mr. Nielsen examined, and often found wanting, the foundations' performance and the ways in which they responded to challenges to their tax-exempt status and demands for openness and diversification. He deemed them generally timid, inert, unimaginative, but saw them, potentially, as a force for public good."

In his chapter on Ford, second only in length to the "The Formidable Rockefeller Fleet," Nielsen gave it a mixed review. He wrote that the Foundation, having recently undergone a trial by fire before Congress for what were considered intrusions into the political process— voter registration grants in the deep South, for example— remained essentially undeterred in using a portion of its huge resources to help solve explosive social problems. Yet in examining a list of grants made by the Foundation, he found that less than 10 percent of its outlays could be called experimental or activist.

In a tribute to Mr. Nielsen published in *The Chronicle of Philanthropy*, Pablo Eisenberg, a long-time foundation observer, wrote that *The Big Foundations* had done "what no other writer had done before: It exposed the soft, rotten underbelly of many of our largest foundations, institutions previously hidden from public view by a veil of secrecy and silence."

Nielsen revisited the foundation world in *The Golden Donors* (E. P. Dutton, 1985) claiming that "like the giraffe, they could not possibly exist, but they do." He described them as aristocratic institutions living on the privileges and indulgences of an egalitarian society.

As unwelcome as his criticisms were, many of the larger foundations began to change their ways. Sarah Englehardt, president of the Foundation Center, said that Nielsen could be credited with the "emerging self-consciousness of foundations" and that "the new generation of leaders of foundations have been very much influenced by his work."

The Early Years

Nielsen's exposure to Ford began in October 1952 when he joined a start-up staff of high-octane individuals assembled in Pasadena by Paul Hoffman, who had been named president by the young Henry Ford II to chart a course for the Foundation. The Foundation had only recently come into possession of a huge block of Ford Motor Company stock, making it the largest private foundation then in existence. Nielsen had come to know and admire Hoffman when they had both worked for the Marshall Plan in Europe, Hoffman as head of that operation and Nielsen as director of the European Information Division. Pasadena had been chosen as head-

quarters because Hoffman had a home there.

Those early years are described in Nielsen's oral history and other personal reminiscences, available in the Foundation's archives. His recital of events, and often unflattering assessments of people, are among the most candid of the early histories.

According to **Bud (Oscar) Harkavy's** *Curbing Population Growth* (Plenum 1995), Nielsen was recruited to undertake a study on which to base a population program. (Harkavy later headed the Foundation's population program until his retirement in 1988).

"Nielsen's assignment was prompted more by internal foundation politics than by a burning concern with world population problems," Harkavy writes. Quoting from Barney Berelson's oral history (Berelson was to head the behavioral sciences program), he goes on: "Rowan Gaither, a Foundation associate director (i.e. vice president), was looking for a subject that would attract the board's support in the behavioral sciences, and he knew that two board members were interested in population because their wives were Planned Parenthood nuts and were always bugging them."

According to Berelson, Nielsen was recruited because he wasn't a "technician in the field" and would be trusted by the board and senior officers. Nielsen has a slightly different take on why he was hired. Several members of the board, he said, were put off by Berelson's use of "indecipherable" sociology jargon. The Pasadena group "was interested in bringing on someone whose manners were less elegant and whose background was more rude," according to Nielsen.

For Nielsen, who had read with admiration the Gaither Report (*Report of the Study for the Ford Foundation on Policy and Program*) which laid out a series of ambitious program goals, the attraction was the opportunity to join a "marvelously exiting and idealistic undertaking." He termed the study report "almost the quintessence of the liberal, internationalist, socially concerned outlook on life of that period. It's the best platform of ideas that any big foundation has ever started from."

Nielsen interviewed a substantial proportion of the nation's population experts, Harkavy goes on, and they were convinced

that high rates of population growth in the "underdeveloped" world, brought about by medical and technological advances, threatened economic growth and political stability. Although Henry Ford had married the daughter of a prominent Catholic family and converted to Catholicism, he had no objection to Nielsen's proposed program, especially since Gaither assured him the Foundation would not support family planning services or contraceptive research. According to Berelson, Ford remarked, "I don't give a damn what you do just as long as (Monsignor) Sheen (a prominent Catholic theologian) doesn't get after my wife."

Despite objections from Robert Hutchins, former president of the University of Chicago, who claimed the field of demography "lacked scientific basis and was dominated by charlatans," the board was not deterred and began its population work as part of the behavioral sciences program, directed by Berelson, with Wally Nielsen as his deputy.

A Total Snarl

By Christmas of 1952, three months after he arrived in Pasadena, "it was clear to me that the situation was a total snarl," Nielsen said. There was a huge clash of egos, so much so that Nielsen claimed he couldn't have a conversation with one without another wanting to know what was said. As for Hoffman, he was off campaigning for Dwight Eisenhower. That early staff "was left there without leadership to quarrel among themselves."

"The thing was so paralyzed," reported Nielsen, that he submitted a several-page letter of resignation to Gaither outlining what he thought were the management and structural problems. Moreover, he considered Pasadena a bizarre place from which to run an institution as large and prominent as the Foundation. He recalled board meetings with millions of dollars of grants on the agenda falling behind schedule and the chairman asking him to summarize his presentation in two minutes because several board members had to catch planes.

He soon got a call back from Gaither telling him not to leave, that there was going to be a complete reorganization.

It soon happened. Getting wind of the internal tensions and displaying the decisiveness that was to mark his leader-

ship of the motor company, Ford (still in his twenties) fired Hoffman and named Gaither as his successor. Nielsen became his personal assistant. But that assignment, too, was soon to breed frustration. He chafed that Gaither, who had been an attorney in San Francisco, was "the kind of lawyer that could look at a problem and imagine an infinite number of hypothetical or possible problems that he was unable to make a decision."

As for the Pasadena location, the board decided to ship the entire operation cross country to New York at considerable expense. Left behind was the brilliant and abrasive Hutchins.

Nielsen's is equally frank in his assessment of the trustees. Men of stature and influence, a good many of them, he claimed, didn't understand or support the program goals. "It was rather a social science, social-activist-supported program, which anybody who knew Charlie Wilson (of General Electric, known as "Electric" Charlie to distinguish him from "Engine" Charlie of General Motors) or Don David (Harvard Business School) and those other people knew damn well wasn't their heart's desire."

For Nielsen, the measure of these men became evident during the fulminations of Senator Joseph McCarthy and other members of Congress who charged that the government, and unaccountable aggregations of wealth like Ford, were infiltrated by communists. Several members of the staff were among those accused. The board panicked, Nielsen told Charles Morrissey, his interviewer, terrified by the possibilities that they would be exposed to criticisms as being "soft" on communism. "When the pressure was on, they chickened out."

There were exceptions, though, both on board and staff. One was Henry Ford. Despite the tremendous burdens upon him reorganizing the company and several of his officers being "just livid about this idiot foundation," he displayed strength and common sense, according to Nielsen. Another was the Foundation's lawyer, Maurice T. (Tex) Moore whose "appeals to the guarantees of free speech and civil liberties kept the Foundation from royally disgracing itself." As evidence of Ford's toughness, he cites an incident that took place at the Links Club in New York during a meeting of foundation trustees and company executives. A Ford public

relations man brought with him a box of "profane" letters and post cards the company had received complaining about the Foundation. Ford picked up the box and threw it into the blazing fireplace.

Ford eventually lost patience with the Foundation, saying in a letter of resignation during the Bundy era two decades later that it was giving insufficient attention to the preservation of the system that made its benefactions possible.

Yet the Foundation was sufficiently disturbed by McCarthy's charges that it asked its legal counsel to check names of staff and board members against those mentioned in the Congressional hearings. New employees were subjected to more intensive questioning, and FBI files were checked via the Foundation's connections with government. To his knowledge, Nielsen said, no one was discharged from the Foundation on these grounds.

Nielsen in his two books carries his analysis of the Foundation's history

through the administrations of Henry Heald, McGeorge Bundy, and Franklin Thomas. Summarizing, he says "this prodigal giant of philanthropy"....in its brief career "careened from bold attack to indecisive floundering, from conservatism to activism. It is an adolescent that has had great trouble growing up."

At the conclusion of his oral history, he was asked by Charles Morrissey, the Columbia researcher, about the satisfactions of working for foundations and whether there should be some kind of in and out rule for staff. "Oh yes, very much, certainly for professional, program staff," he answered. He recalled his experience moving from executive assistant to Gaither to the program side of the Foundation. "Earlier when I had the big office, three secretaries and all that, my days were spent with inside-the-house people on all kinds of junky little jurisdictional, budgetary, and contractual problems.

"But as soon as I moved out into a job

very much lower in the hierarchy of the Foundation, I was spending time with people like Niels Bohr in from Denmark and Jean Monnet from France... But I still was peripheral. I was really not doing any original thinking about nuclear science. I was not really involved in the conceptual or operational aspects of European integration. And it is that peripheralness to which the Foundation program officer is condemned....It's not a dishonorable profession but for the kind of people we are thinking about there is a difference between the peripheral and the central; the substantive and the formal; the authentic and the apparent."

A restless man, Nielsen did not stay long with the Foundation, moving on to head the African American Institute (he was an expert on Africa, among his other talents) and then a full-time writer and consultant to foundations and corporations. A memorial service was scheduled for him in early December. ▲

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