



# LAFF

THE LAFF SOCIETY Promoting Social and Professional Contacts Among Former Staff Members of the Ford Foundation

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## THE FORD FOUNDATION IN INDIA: HELPING SPUR "OPEN-MINDEDNESS"

GOVERNMENT OF INDIA, PHOTO DIVISION

### By R. Sudarshan

*The death of Jawaharlal Nehru signaled an end to an era of open-mindedness. It remains to be seen if India will ever recover a Nehruvian self-confidence and recreate institutions which in their heydays brimmed with brilliant ideas.*

On May 28, 1964, I was a 10-year-old carried across by waves of mourners in Delhi, from the ramparts of Red Fort towards the Yamuna, to see flames rising from the funeral pyre of Prime Minister Jawaharlal Nehru. Twenty years later, I was again a part of several processions for peace near my home in Jangpura Extension, this time fearfully watching flames leap out of shops and homes belonging to Sikhs, which had been singled out and become the target of arson in the aftermath of the assassination of Prime Minister Indira Gandhi.

In those 20 years, the idea of India, embodying diversity and democracy, tolerance and self-confidence, had given way to a closing of the Indian mind and an upsurge of xenophobia. The "foreign hand" phobia was particularly strong during Prime Minister Indira Gandhi's many years in office, especially during the internal State of Emergency.

In June 2014, an Intelligence Bureau (IB) report accused some "foreign-funded" non-governmental organizations, including Greenpeace, of "serving as tools for foreign policy interests of western governments" by sponsoring agitations against nuclear- and coal-fired power plants across the country. Their actions, according to the IB, had a negative impact on India's GDP growth!

### Receptivity to ideas

Immediately after Independence, we



**Mr. Paul G. Hoffman, president of the Ford Foundation, being received by Shri I.S. Chopra, Chief of Protocol, Government of India, on his arrival at Palam Airport on August 12, 1951.**

might have expected India to suspect the motives of imperialist powers. But there was actually no xenophobia at that time. Jawaharlal Nehru's receptivity to ideas from all quarters was phenomenal in its range and depth. S. Gopal, Nehru's biographer, points out that the socialist Nehru believed in the marketplace of ideas, not commodities. He invited a number of intellectuals to be his interlocutors. Mahatma Gandhi had affirmed with supreme confidence: "I do not want my house to be walled in on all sides and my windows to be stuffed. I want the cultures of all lands to be blown about my house as freely as possible. But I refuse to be blown off my feet by any ...."

Sardar Patel, remembered as the Iron Man, played a key role in safeguarding India's "steel frame." He granted constitutional protection to all Indian Civil Service (ICS) officers who opted to serve independent India. In 1934, Nehru had declared that he would have nothing to do with the ICS tradition, as it was neither Indian, nor civil and much less a service. But he did not object to Sardar Patel's proposal to provide constitutional safeguards to ICS officers and its

successor services.

Powerful countries will always want to advance their foreign policy agenda and they are bound to gather all manner of intelligence to that end. But this need not create paranoia and bans on foreign funds. In 1950, the United States State Department must have worried about Nehru's admiration of the achievements of the Soviet Union and his sympathy for the 1949 revolution in China. Anxiety about the advance of communism in Asia may have prompted the U.S. to encourage **Paul Hoffman**, former administrator of the Mar-

shall Plan and president of the Ford Foundation, to visit India. When Nehru learned that Hoffman wished to visit India, he sent to him a warm and welcoming letter in which he praised his leadership of the Marshall Plan and told him that India, recently liberated from colonial dominance, was more deserving of reconstruction and development than countries ravaged by World War II.

### Bold experiments

Paul Hoffman visited India in 1951, later followed by **Douglas Ensminger**, a rural sociologist from the U.S. State Department. Nehru sent them to visit a rural development project in Etawah which he greatly admired. This project was a brainchild of Horace Holmes, an agricultural extension specialist, and Albert Meyer, a city planner. Hoffman's visit led to the Ford Foundation opening its first international office in New Delhi with Ensminger as its representative. Ensminger's claim that he was Nehru's closest confidant should be taken with a pinch of salt. But it is a fact that the Indian Prime Minister granted this private American

*Continued on next page*

## India

*Continued from page 1*

foundation diplomatic privileges and authorized land to be leased to it in the Lutyens's Bungalow Zone, where an American architect, Joseph Allen Stein, built his "Steinabad" to blend with Lodi Garden.

The first project supported by the Ford Foundation was the Community Development Program. Nehru entrusted it to S.K. Dey, formerly head of General Electric in Lahore, who was called Community Development Administrator. This program created an institutional architecture for rural development in India at the sub-district level called "development blocks", each of them headed by a Block Development Officer (BDO).

Nehru turned to **Paul Appleby**, a Ford Foundation consultant, for ideas to restructure the machinery of government. He accepted Appleby's recommendation that India needed a premier institution to train officers in the art and science of policymaking. Nehru became the founding president of the Indian Institute of Public Administration in 1954. In his foreword to his first report on public administration, Appleby said: "It is my general judgment that the Government of India is a highly advanced one, and

in the revelation of the government's hospitality to criticism and its insistent search for improvement."

Nehru encouraged the Ford Foundation to prepare a report on India's food crisis. He went through the report carefully. He asked for more specific proposals to implement its recommendations. The second report resulted in the Intensive Agricultural District Programme, piloted initially in seven agriculturally well-endowed districts. These districts became the proving ground for the Green Revolution launched in 1965 under the stewardship of C. Subramaniam. The confidence which Nehru reposed in India's scientists and his encouragement to them to seek out foreign interlocutors was inspiration enough for M.S. Swaminathan to invite Norman Borlaug to India in 1963 and followed up his visit with experiments in India to adapt Mexican wheat varieties to Indian conditions.

Nehru took a personal interest in many of the innovative projects and ideas of consultants brought to India by the Ford Foundation. Wolf Ladejinsky impressed upon Nehru the urgency of land reforms to arrest the growing numbers of landless laborers. Land to the tiller became his rallying call. But it fell on the deaf ears of the Congress party's leadership in many States which remained imbued with the "old zamindari mentality," as Nehru called it. Unlike the land reforms program, which failed, there were other foreign-inspired ideas which had more successful outcomes.

Nehru encouraged the Ford Foundation to support the National Council of Applied Economic Research (NCAER) established in 1956 to provide independent policy advice to both government and the private sector. P.S. Lokanathan, its first director, left a legacy of professional integrity that has endured to this day. On the advice of Pupul Jayakar, Nehru invited Charles and Ray Eames to visit India. The 1958 Eames Report was warmly received by Nehru. It led to the establishment of the National Institute of Design (NID), which is a tribute to the genius of Indian design and what the Eameses called "vernacular expressions of design" (they wrote paeans of praise for the *lota*) and "everyday solutions to unspectacular problems". NID remains an invitation to "make in India," for civilizational reasons, not for the crass and commercial reasons now in vogue.

A remark by Vinobha Bhave, to the effect that the days of politics and religion were

gone and the days of science and spirituality had come, greatly impressed Nehru. He was struck by the symbolism of the Trimurti of Elephanta Caves gazing benignly across the Arabian Sea at the Atomic Research Centre in Trombay, a monument to the triumph of India's scientists. Nehru kept in touch with Robert Oppenheimer, listened to J.B.S. Haldane, and entrusted to Verrier Elwin plans to safeguard tribals in the northeast of India.

### Inputs for policy

Nehru welcomed the participation of a number of foreign scholars in a grand experiment of democratic socialism. He hand-picked Mahalanobis and Pitambar Pant to shape the Planning Commission. The Planning Commission and the Indian Statistical Institute were encouraged by Nehru to invite brilliant minds to visit and work in India—these included Ragnar Frisch, Jan Tinbergen, Oskar Lange, Charles Bettelheim, Richard

Stone, Simon Kuznets, N. Georgescu-Roegen, Branko Horvat, Paul Baran, Ian Little, Michał Kalecki, Nicholas Kaldor, Gunnar Myrdal and Joan Robinson.

### Nehru took a personal interest in many of the innovative projects and ideas of consultants brought to India by the Ford Foundation.

No other institution anywhere in the world would have welcomed, with such supreme self-confidence, such a vast range of ideas and debates concerning India's most important policy choices. Milton Friedman visited India and criticized the Mahalanobis model. Nehru, ever an ardent disciple of Harold Laski, did not find those ideas compelling.

The death of Nehru signaled an end to an era of open-mindedness. The Planning Commission's collaborative project with the MIT Center for International Studies ended in 1964. Sukhamoy Chakravarty, Kirit Parikh, Henri Lefebvre, Richard Eckhaus, Alan Mann, all scholars of impeccable integrity, came under the Central Intelligence Agency (CIA) cloud. This was the moment when the Planning Commission became fearful of foreigners. It remains to be seen if India will ever recover a Nehruvian self-confidence and recreate an institution which in its heyday brimmed with brilliant ideas. ■

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### The LAFF Society

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# SOUTH AFRICA: SHARING THE CREDIT

## To the Editor:

The three articles on The Ford Foundation in South Africa (Summer 2014) describe, in detail that I had not previously encountered, the Foundation's pioneering grant-making during the apartheid period. **Sheila McLean's** contribution is particularly important since it covers Ford's bold venture in the public interest and human rights field at a critical time in recent South African history.

Two additional points:

One, Sheila and **Bill Carmichael** encountered skepticism about Ford's making any grants of any kind in South Africa within the staff of its Africa program as well as from its officers and board. I recall a number of staff meetings in which **Wil LeMelle** and **David Smock** took the position that the apartheid government would cynically use such grants to "justify" current governmental policy: "How bad can we Afrikaaners be if we permit grants to opposition groups or individuals?" Sheila and Bill demonstrated convincingly that there were individuals and organizations in South Africa courageously fighting

apartheid and that they were worthy of FF support.

Two, in its focus on the Ford Foundation's initiative and Sheila and Bill's leadership, there was only passing reference to other U.S. foundations that were also making cutting-edge grants in South Africa in the 1970s and 1980s. The list includes the Kaiser Family, Kellogg, MacArthur, Mott and Rockefeller foundations, the Carnegie Corporation and the Rockefeller Brothers Fund, and I may be missing a few more.

Moreover, with the end of South Africa's apartheid policies starting in February, 1990, the involvement of U.S. foundations in South Africa sharply increased. A study by the Foundation Center revealed that foundation giving in South Africa by 2004 totaled \$32.4 billion, including more than 1,000 grants from more than 60 foundations.

Special credit should be given to Michael Sinclair, a native South African, who organized and led the Kaiser Family Foundation's programming. Kaiser did for the field of public-health programs and organizations

in South Africa what Ford did in public-interest law and human rights, and it continued its pioneering efforts with the spread of AIDs. Equally important, Mike organized and led an influential "interest group" on South Africa for member foundations of the Council on Foundations. Jim Joseph, then the president of the Council, became the U.S. Ambassador to the new Nelson Mandela government.

In summary, the Ford Foundation initiative in South Africa was an essential part of a much larger multi-foundation effort to oppose apartheid and to deal with the oppressive social and economic conditions that it created. Take a well deserved bow, Ford Foundation, but let others join in the credit.

## Will Hertz

*The writer was a program officer in the Foundation's Middle East and Africa program from 1968 to 1973 before becoming assistant secretary. After joining the Mott Foundation in 1981, he organized that foundation's program in South Africa.*

## THE PRESIDENT'S MESSAGE

**This Newsletter's** report on the New York chapter's meeting, Tell Us Your Stories, animates me for several reasons, among them because it realizes a primary LAFF mission: to maintain bonds among former colleagues through shared experiences.

Second, it serves to enliven our chapters, as evidenced in the recent Manila meeting and others that **Suzanne Siskel**, our Vice President, is encouraging.

Third, in these "best of times, worst of times," *this epoch of belief and incredulity*, recounting the solid memories of our efforts to build a better world gives me hope that promise will ultimately best despair. Positive reflection on the past re-energizes, provides example and inspires recommitment.

Which brings me to the Ford Foundation History Project, Darren Walker's welcome initiative to delve into the Ford archives, which past President **Luis Ubiñas** had deposited at the Rockefeller Archive Center in Sleepy Hollow, N.Y. Darren's charge to Patricia Rosenfield, who leads the project with her colleague, Rachel Wimpee, is to elucidate the relevance of past Foundation programs for its future strategies.

To date, Patricia and Rachel have completed reports on arts and culture, civil rights, civil society, fellowships, South Africa and urban grant making. They are now reviewing the Foundation's written record of its work in International Affairs and Human Rights, and, as Patricia framed her request to interview me, "there is nothing like person-to-person interaction to help us understand this history".

Memory, as I have experienced in a writing workshop I am attending on personal history, is part fact and part interpretation (maybe even, as one participant insists, part fiction). Diverse angles of vision deepen, extend and provide a check on memory in ways that enrich our knowledge and understanding of both the object we are remembering and ourselves. Sharing our experiences prods memory, fills out the written record and enlarges the facts and interpretations we recorded in the memoranda and reports that comprise the archive. LAFF's members' story telling can aid in learning the lessons of the past and putting them in the service of the future.

Jim Smith, Vice President and Director of Research and Education at the Rockefeller Archives, and I once talked about co-hosting a series of conversations with LAFF members about Ford Foundation history. I wonder if the Ford Foundation History Project could be a venue for prodding our individual and collective memories in ways that might contribute constructively to the Foundation's current efforts?

We are living once again through difficult times, witness to events that cause fear, revulsion and even disbelief. We temper these with memory—of other difficult times that came and went, of better times, and of our and others' efforts to remediate and do good. It is what enticed us to careers in philanthropy and to the heady and wonderful years we spent at the Ford Foundation. Let's continue to fill in those memories, meeting together, and writing!

**Shep Forman**

## WE'RE ON FACEBOOK

A Facebook page has been created for members of The LAFF Society to complement the newsletter and website—and bring us further into the social media age.

The page will enable members to catch up with friends and colleagues by posting entries and commenting on what has been posted, or simply browsing to see what others are saying.

Some 100 members had signed into the group at the time this issue went to press. Other members who want to join can search "The LAFF Society" on Facebook and ask to join the group.

## GOT AN IDEA? WRITE IT FOR US

We can always use articles from members, on any subject and in any style.

Recent issues provide a good example of the range of material we are always looking for, both serious and light, laudatory or critical. These may include surveys of Foundation work, such as articles on South Africa in the Summer 2014 issue and on India in this issue; personal observations on programs the Foundation has been involved with; reminiscences of an individual's Foundation experience or accounts of the work a member is doing now. Or anything else you might want to share with old friends and colleagues on what you've done or are doing now.

If you have already written something you'd like us to re-print, have an idea for an article or want to suggest a story, please contact the editor, John LaHoud, at [jlahoud25@hotmail.com](mailto:jlahoud25@hotmail.com)

## CHAPTER NEWS



## TELL US YOUR STORIES

The New York chapter used the occasion of a gathering December 1 at the Foundation to open a new initiative by LAFF called the Recollections Campaign, an opportunity for members to share memories from their time at Ford.

Members came from all over the country, including San Francisco, Vermont and Washington, D.C., and some had worked abroad, especially in the Cairo and New Delhi offices. The format of the gathering enabled them to talk about their own experiences and comment on those of others at the event.

The idea for the initiative came out of last summer's meeting of LAFF's executive committee, when members discussed how best to maintain a continuing connection among colleagues through sharing recollections of time spent at Ford.

Following the meeting, **Suzanne Siskel**,

a vice president of LAFF who is working with all the chapters to foster their connections with their members and the Society as a whole, wrote to the chapter heads encouraging them to plan meetings with varied formats that enable members to share their stories, such as open-ended conversations and meetings structured around a theme.

"Collectively," she wrote, "we hold much of the history beyond the written official record of the Foundation's accomplishments, both small and large. Our stories illuminate many significant moments of 20th century history.

"...we supported processes of decolonization around the world and fledgling democratic institutions in Eastern Europe, Asia, Latin America and South Africa.

We underwrote civil and human rights movements, anti-poverty and educational



**Clockwise, from top left: Lance Lindblom (l.) and Henry Saltzman; Betsy Campbell (l.) and Starry Krueger; Ann Garvin (l.), Margaret B. Hempel, and Larry Cox; A chance to share.**

reform programs in the United States and abroad, and galvanized the philanthropic community globally in response to the AIDS/HIV pandemic.

"This history can be enriched further with our individual and collective recall," she wrote. "Hence, the suggestion that we create a platform for us to tell some of our stories in new ways....And we are particularly eager to elicit members' suggestions for how we can create a more permanent home for our recollections."

One step toward this goal has been the creation of a special section on the home page of the LAFF website titled "Tell Us Your Stories", in which members are urged to write of their experiences and comment on what others write. It is in the upper right corner of the page.

And before the new initiative was developed the LAFF chapter in the Philippines held just such an event as was envisioned. When **Rosalia Sciortino**, who works in Bangkok for the Southeast and East Asia International Research Development Center, attended a conference in Manila early last year, LAFF members there used the occasion to socialize and share memories over lunch at the Bistro Remedios. ■



**Lunch at the Bistro Remedios in Manila with members of LAFF's chapter there. Back row, left to right, are Regina Sison, Max Paulan, Rizalee Imao, Chingkel Juan, Arnel Penaverde, Minie Manalese and Nene Guevara; front row, left to right, are Carrie Tharan, Megs Gatus, Rosalia Sciortino, Mary Racelis and Solita del Castillo.**

# FROM THE ACLU: “EDWARD SNOWDEN WIRED”

PHOTO BY LAURA POITRAS

**A**nthony Romero, executive director of the American Civil Liberties Union (ACLU) and a member of LAFF’s advisory board, traveled to Moscow early last year to meet with Edward Snowden, the former contract employee of the National Security Agency (NSA) who in June 2013 stunned the world when he provided classified materials to The Guardian newspaper in England and The Washington Post that provided expansive details on the surveillance practices of the United States government.



**Anthony Romero, right, meeting with Edward Snowden in Moscow.**

“As a result,” wrote Romero in the summer issue of the ACLU’s magazine *Stand*, “he is now being pursued by the most powerful government in the world. He faces a life of exile or imprisonment. He’s physically isolated from his family, friends and lawyers. He’s in the middle of an international maelstrom, having provoked the ire of U.S. government officials, and has even had threats made on his life....”

“In July (2013), the ACLU began providing Snowden with legal counsel. After ‘chatting’ with him several times over encrypted channels, I flew to Moscow in January to meet him.”

Following are excerpts from Snowden’s responses during his conversation with Romero, which appeared in a question-and-answer format in the magazine:

“My main purpose...was simply to allow the average American to understand the policies of their government that they weren’t asked about. And to allow us, as a civil body, to decide if we thought this was the right thing and the direction we want to continue in....Being able to give that back to my country—being able to give the media its voice back, being able to give the public its voice back—this was about getting our seat back at the table of government....”

“Now if I had my way...I would see the government step back from dragnet surveillance, the sort of indiscriminate monitoring and collection of records from people even when they’re not suspected of any crime or any sort of wrongdoing, and instead focus those resources...into the traditional methods of investigation and collection that we

know work and keep us safe. Where the government focuses on individuals they suspect to be dangerous actors—people who have committed a crime or are planning to commit a crime—and really use the full range of their authorities, the totality of their capabilities, on the basis of warrants and reasonable suspicion.

“Because we really need to think about whether we want to live in a country where every time we pick up the phone, every time

**In July 2013, the ACLU began providing Snowden with legal counsel. After ‘chatting’ with him several times over encrypted channels, Romero flew to Moscow in January to meet him.**

we write an email and every time we make a purchase, it’s recorded. I don’t think that’s good for Americans and I don’t think that’s good for democracy....”

“America has been through civil liberties crises before. We’ve been in situations where what was lawful was out of step with what was right. And, just like then, I think we can turn that back. I think we can re-establish that we have certain values that we’re not willing to abandon, and that the Bill of Rights still means something....”

“Whether you’re a government employee who took an oath to the Constitution or a private citizen who supports civil liberties, we all have to do what we can to restore the

balance of our rights....”

“I think the 21st century Fourth Amendment can actually be the same as the 20th-century, and the 19th-century and the 18th-century, because it’s written in such clear terms that it doesn’t need to be rewritten. It’s couched in language like ‘unreasonable search and seizure,’ right?...It’s not reasonable for the NSA to collect every phone call of every American, or even the phone numbers or anything like that, without a suspicion justifying it. I sat at that desk, I named the targets, and I can

tell you, it’s dangerous and unnecessary. We don’t need it to do the job....”

“Speaking truth to power is a dangerous thing, and I knew it would come with a price. But I swore an oath to defend the Constitution of the United States and I witnessed the NSA violating it on a massive scale. I knew what I had to do: I kept my oath....”

“Federal courts have ruled the programs I revealed are Orwellian and likely unconstitutional, Congress has spent more time trying to restrain out-of-control spies than we’ve seen in 40 years, and two separate White House panels concluded the programs never stopped a single domestic terrorist attack....”

“None of that would have happened without the involvement of ordinary citizens in this debate, and that’s why an informed public is—and must remain—the foundation of our system....”

“These programs have been defended on the ground that they keep us safe, but the record shows...they’ve never stopped a terrorist attack. They’ve never even discovered an unknown terrorist plot. But they’ve cost us billions and billions of dollars that could have been applied to effective means of investigation....”

“And if you think it’s not good for our country to give up our civil liberties in exchange for programs that don’t make us safer but actually put us at risk by wasting resources, you should come together with one voice, call Congress, and say it’s time to end mass surveillance.” ■

## IN MEMORIAM

**Richard A. Hopkins**, who was Director of Fixed Income Investment at the Foundation when he retired in 1995 after working for more than 30 years in the treasurer's office, died in August at his home in Rowayton, Conn. He was 84.

For many years he oversaw the Foundation's dealing in bonds, including those purchased in private placements, which sometimes had to be renegotiated. He was responsible primarily for credit analysis.

"The Foundation just didn't rely on the rating agencies," recalled **Jerry Anderson**, who, while in both the general counsel's and the treasurer's offices, worked with him.

"It frequently fell to me, as house counsel for all endowment management matters, to take to Dick some seemingly innocuous request for some modification of a private placement bond or indenture.

"Always Dick would want to know what we were going to get in return for our approval of the requested change. He was very tough about that, but he always prevailed."

Mr. Hopkins was graduated from Amherst College in 1951 and then served in the Navy, retiring in 1955 with the rank of Lt(jg). He then earned a master's degree in business administration from the Wharton Graduate School at the University of Pennsylvania in 1957.

He was a member of the board of directors of the Connecticut Conference of the United Church of Christ and served the church nationally as a member of its Board for Homeland Ministries, the Pension Board and the United Church Foundation.

Survivors include his wife of 52 years, Heather S. Hopkins, five children, seven grandchildren, and a brother.

**Earl F. Cheit**, a former program advisor to the Foundation in higher education who while a professor at the University of California at Berkeley wrote what *The New York Times* called "a sobering, influential report saying that two-thirds of the colleges and universities in the United States were in or near grave financial difficulty" died August 2 at the age of 87.

He worked for Ford for 20 years, from 1962 until 1982, and also was a senior advisor on Asia Pacific Affairs for The Asia Foundation and associate director of the Carnegie Commission on Higher Education.

Dr. Cheit's prescient book, "*The New Depression in Higher Education*", which was sponsored by the Carnegie commission, found that 70 per cent of American institutions of higher learning were either in financial difficulty or "headed for trouble".

He said college costs were rising faster than income, and while the universities needed to cut costs and raise tuition, they also needed more funds from the Federal and state governments to prosper. A two-year follow-up study said the institutions still were "living on borrowed time".

Both reports shed light on financial difficulties that continue to plague colleges and universities as student costs rise, state legislatures cut funding for public institutions, full-time professors are let go and replaced by adjuncts, facilities have been closed and online courses continue to be introduced to reach more students more cheaply.

Dr. Cheit earned undergraduate and law degrees and a doctorate in economics from the University of Minnesota. He taught at St. Louis University in the 1950s and then joined Berkeley, where he taught at and later became director of its Institute of Industrial Relations. He was twice dean of Berkeley's Haas School of Business and later became the campus's executive chancellor.

When the free speech protest erupted on the campus in 1964 he was elected to an emergency committee of the academic senate to deal with the growing movement. He attributed the protest to "under-administration", and said there was not enough money to enable student and faculty voices to be heard.

Dr. Cheit is survived by his wife of 63 years, the former June Doris Andrews, two daughters and two sons, and three grandchildren.

**Deborah Geithner**, wife of **Peter Geithner**, a former president of The LAFF Society, died August 12 at her home in Orleans, Mass., from pancreatic cancer. She was 76.

During most of their 54 years of marriage Peter worked in the Foundation's international division and Deborah was with him in postings in Zambia, Zimbabwe, India, Thailand and China.

She was described by family and friends as a "force of nature", a teacher and pianist who loved Chopin and founded and played with the Cove Chamber Players of Cape

Cod. She also had performed at the Weil Recital Hall in New York City.

In addition to her husband she is survived by two sons and a daughter, nine grandchildren and two brothers and a sister.

A video tribute to her by members of Ford's China staff has been posted on the LAFF website.

**David T. McDonald**, 81, who had worked for the Foundation for 20 years in the comptroller's office in New York and abroad until he resigned in 1985 as its Risk Manager, died November 13 at his home in Richmond, Va.

Mr. McDonald joined Ford in 1966 as a senior accountant in the comptroller's office and two years later went to Beirut as the Overseas Accounting Advisor for the Middle East and Africa office.

He returned to New York in 1971 to be the Foundation's accounting advisor, then received a series of promotions over the next several years, first as Assistant Director of Taxes and Insurance, then in 1974 as Assistant to the Comptroller and Manager of Taxes and Insurance and, in 1977, as Director of Taxes and Insurance, which later was changed to Risk Manager.

He is survived by his wife, Janice, two sons and five grandchildren.

**Ruth Neumann**, who had worked in the Office of Reports, now the Office of Communications, as a graphics specialist until her retirement in 1985, died October 15.

Ms. Neumann joined the Office of Reports in 1977 as a production and design assistant and was promoted to administrative assistant two years later. She became the assistant administrative officer in 1981 and then manager of graphics a year later, a position she held until her retirement.

She was also the "tireless graphics editor" of the first several issues of this newsletter, said **Richard Magat**, co-founder of The LAFF Society, one of its editors for many years and her boss in the Office of Reports.

**Ursula Kreutzer**, 90, who had worked primarily in the Office of Reports until her retirement in 1989, died last March.

She began work at the Foundation in 1977 as a part-time secretary in the library until she went to work as a secretary in the Office of Reports a year later. She became a staff assistant and then was promoted to senior staff assistant in 1979. ■

## The LAFFing Parade

**Rona Kluger** has been involved with a grassroots effort to stop “wholesale destruction” of the landmarked historic South Street Seaport district in New York City, opposing a proposed project that includes a tower that “would obliterate the Brooklyn Bridge vista”.

Her group, Friends of South Street Seaport (FOSSS), is “a very small core group right now, formed by folks who started going to meetings of a coalition called Save the Seaport. The issue,” she says, “saving the historic and landmarked South Street Seaport from completely inappropriate development, sounds like your usual development versus preservation battle. In fact, the august New York Post recently editorialized in favor of the developer and called those opposed ‘crazies.’”

The “bottom line,” she says, is whether “this historic area, and the vista of the Brooklyn Bridge (all public property) constitute an asset for New Yorkers, future as well as present. What is a treasure that we all pretty much agree is ‘hands off’ and what is permissible to have in play? The field of urban study and planning is ripe with new ideas and out-of-the-box thinking, and there is so much that could be done down here that could build on the old and irreplaceable. Instead, we are stuck in the same old paradigm of inappropriate development versus preservation.

“We are, in other words, a test case down here. Or, as we used to say at Ford, a ‘model for replication.’”

Rona worked at the Foundation from 1976 to 1979 in the National Affairs office and the Office of the Secretary and General Counsel before becoming a program associate at the Robert Sterling Clark Foundation. After seven years there she became a private consultant and at one point worked for Ford’s Middle East and Africa program as well as Clark and the Nathan Cummings Foundation. She’s also done work for the New York State Council on the Arts, Atlantic Philanthropies and the Aga Khan Foundation.

She has also worked for many years with **Sheila Avrin McLean**, including serving as vice president of McLean’s consulting company.

**Brian Mori’s** play *Hellman v. McCarthy* was selected as part of a new series of Off-Broadway productions appearing on New York City’s public television station Channel Thirteen and available online. The

*Continued on next page*

## PERSONALS



**CHRISTMAS AT FORD** Several LAFF members attended the annual Christmas caroling and holiday luncheon December 19 at the Foundation, described by one as a “beautiful affair”.

Some 20 staff members, standing at the bottom of the atrium stairs, were accompanied by bell ringers, a pianist and the Eroica Brass Quintet.

Darren Walker, president of the Foundation, welcomed the staff members, their families, former staff and guests who were served coffee, tea, eggnog and donuts before the performance and then had lunch in the building’s dining room.

Enjoying Ford’s annual Christmas caroling and holiday luncheon were, above, left to right, **Michael Seltzer, Dianne DeMaria, Rusty Stahl, Kathy Blomquist, Nellie Toma, Deborah Bloom, Laurice Wassef, Marjorie Johnson and Janice Molnar.**



**BRANT ASHABRENNER** enjoys his new great-grandson, Neo Lukas Fagon. Brant, who worked in the Jakarta and Manila offices from 1972 to 1980, lives in Williamsburg, Va., with his wife, Martha, both of whom turned 93 last year. They are in good health, enjoying and maintaining their art collection. Their phone number is (757) 565-0394.

**WILL HERTZ** asks the timeless question, “Where do Jewish residents of Thornton Oaks go for dinner on Christmas?” The answer, of course, is “They go to a Chinese restaurant.”

Will and his three friends live at the Brunswick, Maine, retirement home which had closed its dining room for Christmas Day, hence their excursion ala *A Christmas Story*. That’s Will on the left. The picture was taken with the camera of his friend Elliott Schwartz, and the women are Lois Lamdin and Eileen Kleinkopf.

For the second consecutive year Will presented a concert at Thornton Oaks of unusual Christmas and Hanukkah music, using YouTube videos and CDs, and lit the Hanukkah candles in the residence dining room.

LAFF members may recall that for many years Will, who was a program officer in the Middle East and Africa program and then acting secretary of the Foundation, lit the Hanukkah candles as part of its annual Christmas carol program.

He’s a former editor of the newsletter and a prolific contributor. A letter from him appears on page 3 of this issue.

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## LAFfing Parade

play was the second presented in the series, “Theater Close Up, Thirteen”, and premiered in October.

The play, inspired by the literary feud between Lillian Hellman and Mary McCarthy, focuses on McCarthy’s appearance on the Dick Cavett television talk show in 1979. Dick Cavett played himself in the stage production at the Abingdon Theater and again in the Channel Thirteen presentation.

The producers of the television series described the play as a “roller coaster ride filled with comedy and pathos.”

Mori worked for the Foundation for 24 years in the Rural Poverty and Resources and Community Resource Development units. He now is a consultant in the Metropolitan Opportunity and Education and Scholarship units.

**Omotade Akin Aina** is leaving the Carnegie Corporation of New York for Nairobi, Kenya, to run the Partnership for Social and Governor’s Research in Africa (PASGR), which was created to “foster a new generation of policy-savvy researchers, activists and administrators who have the capacity to help translate research into public policy.”

Aina will be continuing work he’s been involved in over the last 16 years, including a decade with the Ford Foundation’s office in Nairobi before leaving in 2008 to work for Carnegie.

“Africa has been the singular issue in my life,” said the native of Nigeria. “It’s where I grew up, just before independence in 1960. I was old enough to see the struggles.”

Aina has been working through the Developing and Retaining the Next Generation of Academics in African Universities initiative to strengthen post-graduate programs, foster disciplinary networks and fellowships, and advance academic leadership and policies across sub-Saharan Africa.

The initiative, begun in 2008 by the Carnegie Corporation and funded as well by the Ford, MacArthur, Rockefeller, Kresge, Mellon and Hewlett foundations, is designed to strengthen African universities to enable them to be full-fledged partners in development. It has emphasized improvements in libraries, labs, journals, broadband connectivity and female enrollment.

A major effort he will pursue with PASGR is to retain the gains made over the last several years, said Aina, challenged in particular by the combination of the loss of

older generations of academics, a shortage of scholars with doctorates and an ongoing “brain drain”. More than 20,000 professors leave the continent annually for more attractive opportunities elsewhere.

He sees promise in the way people are responding to the work he has been involved with for nearly two decades, starting with his tenure at Ford. “For the first time in a long time,” he said, “Africans are saying they value their universities. And we are seeing people we have invested in stay on the continent.”

**N. Bird Runningwater**, director of the Native American and Indigenous Program at the Sundance Institute, has been named one of 10 Native Americans “Who Are Making a Difference” by the online news site BuzzFeed. He was cited because he “endeavors to bring new Native voices to documentary and feature film.”

He worked in the Media, Arts and Culture Program at the Foundation from 1996 to 1998. ■