

LAFF

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

Summer 2006 NO. 46

The LAFFing Parade

Frederick M. Bohen was given the David Rockefeller award for extraordinary service to Rockefeller University to mark his retirement as executive vice president last November. Fred served as special assistant to Mac Bundy from 1968 to 1972.

Fred came to the Ford Foundation after serving as a member of Lyndon Johnson's White House staff working on "Great Society" legislative initiatives and operations. After Ford, he returned to Washington as chief of staff in the Department of Health, Education and Welfare, and twice ran unsuccessfully for Congress from New Jersey. He then became vice president for finance and operations at the University of Minnesota and senior vice president at Brown University, and since 1990 has served as chief operating officer at Rockefeller.

Enclosing a lifetime membership check to LAFF, Fred writes: "I plan to continue to live in New York City and to summer in Maine. I'm a trustee or director of several institutions, enough to keep me on my toes. I hope to participate in LAFF activities, which I enjoy."

George Rosen has just published his autobiography, *Globalization and Some of its Contents—the Autobiography of a Russian Immigrant*. His tenth book, it includes a chapter covering "Almost a decade in India and Nepal, which includes his experience with Max Millikan's Center for International Relations at MIT and the Ford Foundation in Kathmandu and Calcutta."

Rosen is emeritus professor of economics at the University of Illinois at Chicago and book review editor for the journal *Economic Development and Cultural Change*. He has taught at Jilin University and the Johns Hopkins-Nanking program in China, has done extensive economic research in India, and has been affiliated with the U.S. State Department, the RAND Corporation, and the Asian Development Bank. The book is available from George
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YUM and a Pig Named Ford

by Nick Menzies

Nick Menzies, a program officer for Rural Poverty and Resources at the time of the event described below, is now with the Sierra Institute for Community and Environment in Taylorsville, California.

It was a chilly afternoon in early April, 1993. The low benches were full of excited, expectant villagers. The village head and the Party Secretary ushered the guests of honor into the seats with the best view of a trestle padded with straw and sacking that stood in the middle of the circle of observers. Finally, the appointed pig-minder appeared leading the pig named Ford, a large, vigorous beast, who knew exactly what was expected of him. Climbing onto the trestle, he performed perfectly.

Peter Harris, the Ford Foundation's representative for China, and I were then led into a nearby house to peer down a microscope to see for ourselves that Ford was, truly, a fertile stud. His progeny would soon populate the village with piglets, which would be ready for market in three months rather than the nine months or more that had been the norm in the past.

A stud pig doing his duty in a remote village in southwestern China may not be the most obvious place to look for evidence of a "resource for innovative people and institutions worldwide" in action. For the farmers of Laobao Zhaizi in Yunnan province, however, investing in the pig named Ford was perhaps the first time they had ever had an opportunity to decide for themselves the most effective way to extricate themselves from the poverty that dominated their lives.

The Foundation had opened its office in Beijing in mid-1988—a time when economic and political reforms were be-



The pig named Ford and his first born.

ginning to change the face of China but were also exposing a widening gap between rich and poor, especially in rural areas. The central government had—and still has—ambitious goals for the eradication of rural poverty, backed by generous funding for the State Council's "Leading Group on Poverty Alleviation," established in 1986. Policy and strategies were, however, based on the assumption that low productivity of agricultural crops was the root of poverty, and that low productivity would best be
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The LAFF Society

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at 5830 South Stony Island Avenue, Chicago, IL 60637.

Alan Jenkins, formerly with the Human Rights program at the Foundation, has been appointed executive director of the Opportunity Agenda in New York City. The Opportunity Agenda is a communications, research, and advocacy organization dedicated to building the national will to expand opportunities in America in partnership with social justice leaders, policymakers and social scientists. For more information: www.opportunityagenda.org. ▲

WRITE! WRITE!

You wouldn't want a newsletter with blank pages, would you? Then please set pen to paper or fingers to keyboard and send in recollections, news of yourself, comments, or anything you think would be of interest to your colleagues.

The newsletter depends mainly on contributions from you and fellow LAFF Society members.

Send material to the editor of the next edition, Richard Magat, Alger Court, Bronxville, NY 10708, rimgat@gmail.com ▲

President's Message

For those of us responsible for the LAFF Newsletter, this has been one of its most painful issues since it reports the passing of six remarkable and beloved former Foundation staffers—Jose Barzelatto, Jack Bresnan, Dick Fehnel, Bill Gormbley, Jim Ivy and Elizabeth Paschal. Each of these people contributed immeasurably to the work of the Ford Foundation, and they earned the deep respect and continuing affection of their colleagues. They will be sorely missed.

Remembering such extraordinary people is one of the responsibilities of the LAFF Society, and we will continue to report such sad news as it occurs. But the task also creates a challenge for us—to perpetuate what we still consider a vital organization through the recruit of new members and the enlistment of their active participation. As your president, I am taking a number of initiatives with these objectives in mind.

First, with Barry Gaberman's help in making the arrangements, I had a constructive conversation about relations between the Foundation and the LAFF Society with Marta Tellado, Ford vice president for communications. Marta grasped the significance of LAFF's membership, and agreed to explore ways in which we could make departing staff members aware of LAFF and provide them an opportunity to join on their retirement.

We also discussed ways in which the

Foundation and LAFF could work more closely together for the mutual benefit of current members. I have sent Marta a copy of the directory and have asked Dorothy Nixon to send her the most recent newsletter and all subsequent issues by e-mail. I also promised that we would routinely send her announcements of LAFF events, particularly in New York City, and would welcome the attendance of current Foundation staff members. She will see that the announcements are circulated within the Foundation.

Marta in turn will inform us of relevant upcoming Foundation events and invite LAFF members to attend. She regretted that we had not had our conversation before a recent press conference in Washington announcing a major new commitment to the International Fellowship Program. She would have been pleased to have had alumni attend.

Meanwhile, with our active encouragement, the development of LAFF regional chapters is moving head. Please see the reports in this issue of the LAFF Newsletter of chapter doings in Boston, Washington, New Delhi and Manila. We will cover in future issues the chapter meetings in New York and Bangkok.

Your help in bringing in new members and in volunteering to help—for example, by getting a website/list serve up and running—would be greatly appreciated.

Peter F. Geithner

William P. Gormbley

William P. Gormbley, Jr., a Foundation staffer from 1962 to 1985, died March 3 at Norwalk, Hospital, at the age of 86. With a Harvard doctorate in business administration and teaching experience at Boston, Syracuse and Harvard Universities, Bill joined the Foundation as a program associate in the Economic Development and Administration program where he was responsible for the final phases of the major program to reform and strengthen American business schools. In 1970, he was named director of personnel for the Foundation, a position in which he became known and respected by the entire Foundation staff.

A review of Bill's services to the Foundation and his extensive consulting assistance to other nonprofit organizations following his retirement is planned for the next issue of the LAFF Newsletter. ▲

Chapter News

Boston:

The Boston chapter held its inaugural event on May 12 at the Harvard Faculty Club, attended by 14 former Foundation staff and spouses including LAFF president Peter Geithner. The event, including a business meeting, cocktails and dinner, was hosted by Lincoln Chen and organized by Joan Kaufman.

Over dinner, everyone (spouses included) spoke about their association with the Foundation and their current work. The highlight was Verne Atwater's account of his role in winning approval of the plans for the landmark Foundation building in New York. Verne is writing a book on his years at the Foundation, and will summarize his remarks for a future issue of the LAFF newsletter.

At the business meeting, we discussed ideas for future gatherings in Boston that might include a larger group of Ford-associated participants such as former and current Foundation fellows in the Boston area. Gowher Rizvi, who was unable to attend the dinner, has volunteered to host the next gathering in the autumn.

Washington:

The first LAFF reunion in Washington, DC, took place at the Cosmos Club on April 25, with LAFF president Peter Geithner and some 25 foundation alumni and spouses based in the greater Washington area attending. Carl Green was the organizer, and Gabe Mehreteab hosted the wine and cheese gathering.

The event brought together several generations of LAFFers and re-introduced many former friends and colleagues. It also served to recruit several new LAFF members, and additional LAFF events are planned for the future.

The featured speaker was the Foundation's senior vice president Barry Gaberman, who provided a fascinating comparison of the Foundation he joined in 1971 and the Foundation today. He noticed such major differences as the current focus on gender, human rights and civil society, and today's operating environment in which the Foundation has a much larger grant budget but is no longer the biggest player in the philanthropic field.

New Delhi:

The LAFF chapter hosted Dennis and Sudha Gallagher and Kevin and Celia Mansell over lunch in New Delhi in March. The Mansells were visiting from London – Kevin was a training associate in the New Delhi office in the early 1970s. Dennis and Sudha were with the office at the same time as Kevin and still live in Delhi.

The luncheon was held at the Russian Cultural Center, just down the road from where the Foundation's New Delhi office operated from 1952 through mid-1968. The event was organized by F.C. Bhambri, retired director of administrative services, and included 15 retired staffers and their spouses.

According to Bhambri's report, the group recalled the good old times spent together in the Foundation. In addition, the conversation covered many topics such as the India of the fifties compared to the present times, the need for a second Green Revolution, the need for universal education, empowerment of women, benefits of development to reach the needy population, and of course the current cricket matches between England and India.

Manila:

A LAFF chapter is now in the throes of organization in the Philippines under the leadership of Mary Racelis, former Foundation assistant representative, and Solita P. Del Castillo, former liaison officer.

Solita reports that the original group of Foundation staff in Manila makes it a point to meet for lunch on the occasion of anyone's birthday or a visit from an ex-staff member now based abroad. The group (all senior citizens now) consists of eight former staff members. Solita also keeps in touch with a younger group. In addition, Mary, who recently joined LAFF, had a reunion of alumni had her home about six months ago.

New York:

At this writing, the New York chapter is planning an afternoon meeting at Marymount College on May 30. The speaker will be Gary Sick, now at Columbia, on the subject, "What's the Matter with Iran (or Is It Only Iran?)". A report on the meeting will be included in the next issue of the LAFF Newsletter.

Jack Bresnan

As we go to press, we have just learned of the death on May 24 of Jack Bresnan in New Rochelle, New York, at the age of 79 after a long illness. Jack served the Foundation from November, 1953, until June, 1982, including two tours of duty in Indonesia and nine years as head of the Foundation's Asia & Pacific Program in New York.

After working for the United Press in Philadelphia and the U.S. Information Service in Greece, Jack joined the Foundation as a consultant in the Office of Reports (now called the Office of Communications). He then joined the Office staff as an editor, and followed that assignment as a researcher in the Office of the Secretary.

In October, 1958, he transferred to the staff of the South and Southeast Program and devoted the next 24 years to various overseas-development assignments related to that geographic region. This included two tours of duty in Indonesia – as assistant representative from October, 1961, to June, 1965, and as representative from July, 1969, to June, 1973.

As a result of that experience, Jack became particularly devoted to Indonesia and its culture, and this became a major research and training interest. On his retirement from the Foundation he joined the Columbia University faculty as executive director of its Pacific Basin Studies Program and founding director of its Seminar on Southeast Asia. In 2003, he received the Indonesian government's highest award given to a foreigner in recognition of his teaching and research and his efforts to send some 5,000 Indonesian economists and other scholars to the U.S. for advanced training.

A longer review of Jack's service to the Foundation and Indonesia is planned for the next issue of the LAFF Newsletter, including memories of Jack by friends and colleagues. Meanwhile, Jack's family asks that donations in his memory be made to the high school in Wyndmore, Pennsylvania, of which he was a graduate. The La Salle College High School's address is 8605 Cheltenham Avenue, Wyndmoor, PA 19038. ▲

solved by a combination of scientific management and technical inputs.

Statistics collected by the Chinese authorities, the World Bank and others showed a genuine and unprecedented reduction in the level of poverty in rural China. However, the figures masked the fact that the most significant changes had been the result of the decollectivization of agriculture during the early 1980s, which allowed farmers to grow and market their own crops. Despite the best of intentions, the poverty-alleviation program revealed many of the weaknesses of hierarchical, centralized planning.

In Yunnan, for example, the program invested heavily in plastic sheeting to increase germination rates of tobacco and corn crops. Plastic sheeting increased yields, but was too expensive for farmers to buy without a special subsidy for poor areas, while the price for corn in the officially controlled grain market was too low to make a significant difference to household incomes. Again, improved resource management focused on reforestation and improved pasture. The former often took over village grazing land, and the latter required intensive seeding and controlled grazing barely feasible for families for whom livestock represented a sideline activity.

Shortly after the Beijing office opened, Peter Geithner, the first representative in Beijing, Lee Travers, the first program officer in Rural Poverty and Resources, and I developed a three-pronged strategy to try to find “new answers to old questions.” (I had started as a resource specialist with Winrock International under a Foundation grant, then had taken over from Lee when he left in 1990.)

First, to counter the conventional wisdom that poverty was due to “unscientific agriculture”, the Foundation funded high-level centers in Beijing such as the Chinese Academy of Social Sciences to carry out

research on why rural poverty had become so deeply entrenched.

The second element took advantage of the Foundation’s offices in neighboring countries to organize study tours and training opportunities for senior government officials in Yunnan—one of China’s poorest provinces—as well as for provincial level officials and young researchers.

The third and perhaps most visible part of the strategy was an experiment in improved land and resource management, based on the principle that farmers were the best judges of the constraints they faced in improving their livelihoods.

The Yunnan Upland Management program (YUM), launched in early 1990, brought together 12 research and training institutions based in the provincial capital of Kunming under the aegis of the provincial poverty alleviation bureau. The YUM program had four novel features:

1. YUM worked with some of the poorest communities in the province. Previous projects had selected better-off communities in the expectation that success would be more likely there, and that the demonstration effect would therefore be more striking.

2. The teams working in each village consisted of young staff drawn from several different institutions and disciplines—in contrast to the standard policy for one institution (with one specialized area of expertise) to be responsible for one village.

3. The teams lived in each community for several months, listening and learning from farmers (women, not just men) to identify opportunities for change. The Foundation’s earlier partnerships in southeast Asia in developing rapid rural appraisal methods were a rich resource in training the teams.

4. The outcome of this participatory process was a menu of six to ten possible activities in each village giving farmers freedom of choice. Previous poverty alleviation projects had been picked by the

bureau, there was usually only one activity, and everyone in the village was expected to participate in it.

Some of the YUM village activities proved to be less successful than others, while some were overtaken by more politically prestigious projects such as large tea plantations, or national reforestation projects. In the long run, the YUM program itself lost momentum and came to an end after ten years. Its legacy, though, is very much alive.

Some 60 young people studied in neighboring countries earning Masters’ degrees and PhDs in innovative approaches to rural development. These YUM ‘graduates’ are now leaders in their research institutions, or have founded NGOs that collaborate with government and international agencies on a host of activities that operate on the principles of participatory development.

For example, the YUM teams soon learned that restricted access to forest resources led to the paradox of some of the poorest communities being surrounded by some of the country’s finest forests. This has led to further work with forestry departments, first in Yunnan and then in Sichuan province, on community participation in forest management. This in turn has led to current support for consultations within the State Forestry administration in Beijing to determine potentially significant changes in national forest management policies.

Most importantly, the YUM program demonstrated that the greatest resources for change in rural areas are the wisdom and experience of the communities themselves. When all members of a community participate in considering the challenges of the future, and where they have access to technical assistance to work on the problems they have identified, innovative solutions are likely to emerge.

In the village of Laobao Zhaizi, the pig named Ford was one such solution. ▲

Oops!

Talton Ray: The last issue of the LAFF Newsletter reported in error that contributions in memory of Talton Ray could be made to Angel Flights, North Andover, Mass. Talton’s family advises us that contributions should be made to a memorial fund in his name at the Mt. Hope Housing Corp., Attention: Shaun Belle, president, 2003-05 Walton Avenue, Bronx, NY 10453.

Missing Spring Issue? Some members failed to receive the Spring 2006 issue of the LAFF Newsletter, which featured the obituary of Marshall Robinson. If you are one of them, you can obtain a copy from Dorothy Nixon, at dnixon@comcast.net ▲

Some “Retirement” Thoughts

by Barry Gaberman

Barry Gaberman, who is retiring this year as senior vice president at the Ford Foundation after 35 years on the staff, received this year’s Council on Foundations’ Distinguished Grantmaker Award. To mark the occasion, the Foundation News published a long interview with Barry. His provocative answers to two questions caught this editor’s eye.

“Wise heads” in the field are supposed to be able to expound on lessons they’ve learned—or unlearned. Can you give us a couple?

How a foundation enters a new area of work is important, but how it exits is important, too. Sometimes we don’t do the latter as sensitively and responsibly as we should. You owe it to the grantees you’ve been working with to tell them that a reassessment is under way and to give them a sense of it and a time frame for it.

If you decide your foundation should extricate itself from a project, that has to be done with as little damage to the grantee organization as possible. And, putting up resources will allow it time to readjust. If, as a result, you can’t move on to a new project as quickly as you’d like, that’s one of the costs of leaving a field of work in a responsible manner.

Another lesson involves professionalization, and its intended and unintended

consequences. In the early days, bright generalists largely ran foundations. Then they started hiring program officers who were professionals in their fields and who could engage the grantees intellectually. That was the intended consequence.

Unintended was that specialists are prone to fund discrete projects and to have less concern for the organization and its overall capacity—therefore, more project support, less core support. Nowadays we’re in a second phase of professionalization, one that requires us, as foundation officials, to be dual-skilled—to have a mastery of a subject but also the skills of a capable grantmaker.

Personal lessons aside, what do you think about the state of the grantmaking art?

A couple of trends concern me. The first involves the important question of foundations’ role in society. One view embraces an activist role for them, utilizing foundations’ unique abilities to take on sensitive issues, support things that require a subsidy, act flexibly and make mid-course corrections, act rapidly as well (as in tsunami and post-9/11 relief), conduct pilot and demonstration projects — all of that often unlike government and for-profit institutions.

But in this country and elsewhere, there’s now a different, competing view of the role, one that sees foundations as more passive and status-quo oriented. That view has an intellectual underpinning and is not easily dismissed. It’s found by and large among people who want to narrow and limit our role—those who, for example, espouse the premise that governments shouldn’t confer tax exemptions on organizations that turn around and criticize those governments.

Another concern is that it’s quite in vogue to talk about “strategic, developmental” philanthropy, as distinct from “charitable,” as if the first represents a higher order. That’s very tricky. There are 70,000 foundations in the United States—the vast majority of them small, local and understaffed. When we describe the kind of philanthropy those foundations practice, it tends to sound pejorative or dismissive. But what they do in their communities – support the Boy Scouts, for instance – may be every bit as useful and important as what we big foundations do. These small, local foundations build social capital, and rather than suggesting that they are not strategic, perhaps we should refer to their activities as “social capital philanthropy.” ▲

Gulf Hurricane Follow-up: Ford Foundation

Last October a special issue of the LAFF Newsletter reported in some detail the prominent roles played by LAFF members in the nation’s response to the devastation resulting from hurricanes Katrina and Rita. At the same time, we reported briefly on the response of the Ford Foundation, then in the planning stage.

The Foundation has since committed \$12 million to address the recovery needs of the most disadvantaged communities in the Gulf of Mexico area and to help meet longer-term rebuilding efforts. Initial grants included a contribution of \$1 million to the American Red Cross for its relief work and longer-term grants to community foundations and other organizations that work directly with low-income communities in the rebuilding of homes, small businesses and neighborhoods.

Grantee organizations included the Enterprise Corporation of the Delta, Foundation for the Mid

South, Greater New Orleans Foundation, and the Ashé Cultural Center, a community-based arts and cultural organization.

In February, Ashé received a \$220,000 grant for the “Mardi Gras Service Corps,” under which some 3,000 visitors volunteered their assistance to neighborhood organizations and local residents in cleaning, removing debris, installing drywall and painting. Participants included business visitors, tourists and college students on spring break.

In January, Ford Foundation president Susan V. Berresford joined 19 other philanthropic leaders in a meeting at the White House with President Bush to discuss recovery efforts in the Gulf states. The president was joined by First Lady Laura Bush, Chief of Staff Andrew Card, Deputy Chief of Staff Karl Rove, and federal officials involved in relief and rehabilitation efforts.

Berresford emphasized how foundations and local charities are playing a vital role in the first stages of recovery in helping meet the immediate needs of families and neighborhoods while longer-term government programs are being fine-tuned. She described how Ford and other donor foundations have enabled the Enterprise Corporation of the Delta to make over 400 loans for critical home repairs, replacement of destroyed vehicles, and rental deposits on new apartments.

She also highlighted how a number of large foundations have helped cover administrative costs of new relief-oriented foundations created after Katrina to enable them to channel donations directly to people in need. This strategy was employed by Ford and other foundations in the wake of 9/11 and proved effective in speeding the charitable response. ▲

Memories: Jim Ivy

Jim Ivy, who served the Ford Foundation for 27 years in seven different geographic locations—probably a record for Ford staffers—died May 5 at Santa Rosa, California. Just before his death, Jim wrote two “memory” pieces for the LAFF Newsletter, one on the Foundation’s early days in Pasadena and the other on his pre-Foundation experience in China. In this issue we are remembering Jim through recollections of his Foundation service and his piece on Pasadena. His article on China will appear in a future issue.

Jim Ivy: the Foundation Years

Jim came to the Foundation in February, 1953, as associate director of administration in the Foundation’s Pasadena office. He retired in March, 1980, as assistant to the vice president for administration and officer in charge of logistical services in the Foundation’s new home in New York City. In between, he was assistant representative in New Delhi, director of personnel in both New York offices, deputy representative in Nairobi, and associate representative in Cairo.

Tributes to Jim’s service and character would fill this newsletter. Instead, we are quoting from the memories of two staff members who worked with him in his overseas assignments. We invite other LAFFers to contribute their thoughts for a later issue.

From Chuck Roberts:

Jim had a long and varied career with the Foundation, including at least three stints in the New York office and three overseas. I think Jim started in New Delhi, had a hand in establishing the Lagos office, and finished up as Representative in Cairo.

Jim was one of nature’s noblemen. With his quiet low-key style, Jim was at his best when the going was roughest. During the difficult Nasser days in Egypt, his leadership sustained staff morale, nurtured contacts at the highest government level, and left a legacy of goodwill for his Foundation successors.

From Bill Irelan:

Jim was a great friend and mentor for me and many others at the Foundation. In the integrity of his character, his optimistic personality and his concern for his fellow man, Jim in my view personified the humanitarian ideals that the Ford Foundation as an organization has always sought to attain. Jim was a quiet giant in his field. This is indeed the passing of an era.

Early Days in Pasadena

By Jim Ivy

In response to a thoughtful e-mail from Peter Geithner, I casually mentioned that I was one of the few LAFF members still around who go back to the Foundation’s Pasadena days. This suggested to LAFF editors that I might do a piece on the Pasadena era since some of the newer LAFF members may not be familiar with that chapter of the Foundation’s history.

The pleasant city of Pasadena in Southern California is the home of a range of national and international institutions and culture treasures. It is home of the annual Tournament of Roses Parade held each New Year’s Day (117 years as of now), followed by the Rose Bowl college championship football game. Pasadena is also the home of the California Institute of Technology (Caltec numbers 30 Nobel Laureates among its alumni and faculty), of the Jet Propulsion Laboratory, of such famous cultural icons as the Paul J. Getty Museum of Art and the Huntington Library, and of the Actors’ Studio where many of today’s film stars received their early training. Pasadena was also the first home of the Ford Foundation as a national and international philanthropy.

On completion in 1951 of the year-long Gaither Study Report that blueprinted the Foundation’s future, the trustees—with a little prodding by the IRS—decided to formally organize the Foundation as a national and international philanthropy to carry out the report’s broad program objectives. Henry Ford II, as chairman, offered Paul Hoffman the position of president.

During and following World War II, Hoffman had rendered valuable services to several war-related efforts in Washington culminating as the administrator of the hugely successful Marshall Plan. He promised his wife, who was in ill health, that when he finished his Washington services he would return to their home in Pasadena. As a condition of accepting the

presidency, he insisted that the Foundation be located in Pasadena.

Hoffman believed, moreover, that a philanthropy of Ford’s size should be located in a quiet, pleasant and scholarly environment conducive to thoughtful thinking and fresh and innovative ideas without the hustle-bustle and pressures of a large metropolitan setting. He also favored a location not readily accessible to grant-seekers’ pressures, which would be an undue distraction of staff time. The trustees accepted Hoffman’s conditions, much to their later regret.

To set up shop, the Foundation purchased a mansion in an exclusive part of Pasadena for the offices of the president and the four associate directors (as they were titled). The mansion became known as “Turk House.” Additional office space was leased on Green Street in downtown Pasadena for staff.

Apparently satisfied that the organizational aspects were completed, Hoffman undertook an extensive trip to the newly independent countries of India and Pakistan. He made substantial commitments to both countries not only in financial terms but also in technical assistance to help ensure sound economic and social programs to improve the living standards of their people and encourage the development of institutions along democratic lines. (Roughly like the Marshall Plan) He also had a special interest in Indonesia.

The trustees were troubled by a lack of consultation with respect to many of the commitments made by Hoffman, feeling that they were unable to fulfill their policy-making responsibilities. They were also frustrated by the distances and time in attending board meetings since many were from the east. The associate directors at Turk House seemed to agree on little other than to agree to disagree.

The staff was quite small, with Carl Spaeth, on leave as Dean of Stanford Law School, clearly the senior, with John Howard “second”. Carl had his own assistant, brought with him from Stanford.

Phineas Quinn and Clarence Thurber, ranked as professional staffers, each had a secretary recruited locally. Carl lived at the Athenaeum at Caltech and often returned to Stanford on weekends. Howard, Quinn and Thurber became long-term members of the Foundation's professional staff.

Pasadena had very nice apartments, and many chose to find and rent their own accommodations. John Howard had a large lovely house, which, it was reported, was used for some film shots for "Gone With the Wind." In other words, it was free market according to taste and pocketbook. As far I know staffers were pleased with their living accommodations.

Turk House was stately with large grounds and a swimming pool. In those days, that part of Pasadena was an escape for top Hollywood types, either for rest and relaxation or partying. I don't know whether the Foundation had a real-estate tax exemption on the mansion—it's a good question, though. Those beautiful mansions are fast disappearing to be replaced by unsightly apartments.

Two station wagons (Fords, of course) and drivers shuttled between Green Street and Turk House, about 10 to 12 miles round trip, taking documents back and forth. They also carried Green Street staffers who might have a scheduled meeting with one of the associate directors, VIPs and other guests. Gene Stedman handled the "motor pool".

Staff normally had lunch at one of the nearby small restaurants/cafes. No dining rooms-cafeteria. Accommodations for visitors were usually arranged at the elegant Huntington Hotel—good food and service. Staff were often invited to join them for lunch.

I came to the Foundation after several years in a number of administrative positions for the U. S. Government in China. My posts there, first as an army Lt. Colonel and then as a civilian, included Shanghai, Tientsin, and Chungtu, and I was caught in the Chinese civil war with a series of harrowing adventures and misadventures. I will deal with my Chinese experience in a later piece. What's relevant here is that, after leaving government service, I turned down a managerial position with Sears to join the Foundation's Pasadena staff.

I should make it clear that, in Pasadena, I was not personally involved in all the

events described in this article. However, everything taking place within the Foundation was common knowledge not only to the staff but also to many outsiders evenly remotely acquainted with the Foundation's activities. There were no secrets; everything was there to see or feel.

In 1952, to further exacerbate the lack of strong leadership at the top, Hoffman took a leave of absence to campaign for Dwight Eisenhower. It became apparent that changes had to be made. The trustees decided that Hoffman had to go and that the Foundation should move to New York where many felt it should have been located from the beginning.

Knowing that Hoffman would not go to New York, this decision was a gentle way of firing him. Rowan Gather then became president, and the Foundation moved lock stock and barrel to New York. Thus, the plug was pulled on the Ford Foundation's Pasadena "experiment."

A small New York office had been opened in New York, and that office contracted with Seven Brothers Moving and Storage Company to handle the moving of Foundation furniture, equipment, files, etc. Each staff family making the move was contacted in Pasadena by the moving company to take inventory and make final arrangements.

Did the townsmen of Pasadena care about the Foundation's departure? Probably not. The Foundation did not seem to make a big splash in Pasadena—given Caltech and other world class institutions and activities. Henry Ford II himself handled the departure very professionally—after the decision was made, there was a small reception at Turk House, several persons made brief statements, and Hoffman was presented with an engraved silver tray.

Of the four original associate directors, Robert Hutchins refused to move to New York. Rowan Gaither became president, and the other two soon left the Foundation of their own accord to return to their previous professions. Ironically Hoffman's wife passed away not long after, and he moved to New York, married Anna Rosenberg, retired U.S. assistant secretary of defense, and became head of the United Nations Development Program, never to return to Pasadena to live. Hoffman died October 7, 1974.

(Jim moved to New York with the Foundation and then through a number of assign-

ments to the position of assistant to vice president Arthur Trottenberg and officer in charge of logistical services, division of administration. After retiring from the Foundation in March, 1980, he returned to Pasadena where he lived until his death.) ▲

In Memoriam

Jose Barzelatto

Dr. Jose L. Barzelatto Sanchez, director of the Foundation's program in Reproductive Health and Population from September, 1991, to January, 1997, died in April in Rockville, Maryland, the day after his 80th birthday. Most recently, he served as vice president of the Center for Health and Social Policy, based in Pelham, New York

Jose, a Chilean-born doctor who began his career in endocrinology and nuclear medicine, became a leading advocate for reproductive and sexual health. He understood that preventing and treating disease requires more than a medical approach. As a physician and ethicist, he recognized gender equality and discrimination as key factors in public health long before these aspects came into the mainstream.

"The needs of women must drive global population policies," he told an interviewer. "Woman should be the subjects and not the objects of policy. The whole concern should not be the number of people in the world, but the well-being of people in the world, and, in particular, of women because they have been discriminated against by patriarchal societies."

During the course of his career, he directed the Special Program of Research, Development and Research Training in Human Reproduction at the World Health Organization in Geneva and was the author of more than 100 publications. He joined the Foundation in August, 1989, as senior program officer in the Urban Poverty Program, and was then named director of Reproductive Health and Population.

Elizabeth Paschal

Elizabeth Paschal, who served the Ford Foundation from June, 1951, until her retirement in November 1, 1964, died in February at her home in Menlo Park, California, at the age of 103.

With a doctorate in economics from the University of Wisconsin, Paschal had a long and important career as an economist before joining the Foundation family. She taught economics at Marietta and Eureka

Colleges, New Jersey College for Women, and the University of Utah; did research at Brookings; supervised the Rocky Mountain Region of the Consumers Purchase Survey of the Bureau of Labor Statistics; and was chief of the Program Planning Branch of the Bureau of Old Age and Survivors Insurance of the Social Security Administration.

She joined the staff of the Foundation-affiliate Fund for the Advancement of Education and then served as assistant to the president. In October, 1959, the Fund was absorbed into the Foundation as its Education program, and she was named associate program director. In those capacities, she

carried a wide range of responsibilities, including program planning, conferring with grant applicants, and preparing reports on small colleges, programs for gifted and talented children, and higher education for Mexican and Native Americans.

Richard Fehnel

Richard Fehnel, who served in the South Africa field office from August, 1998, through November, 1999, died in May. He served first as program officer in higher education and then as acting representative.

Alice Brown remembers Dick: "Those of you who knew Dick may recall his

passion and dedication to improving the quality of South African Higher Education in particular and promoting a social justice agenda more broadly speaking. Over the last few years, even as he battled lung cancer, Dick continued to work on efforts related to the transformation of the higher education sector in South Africa and workforce development policies and programs in South Africa's key development industries. Among other attributes, I will remember Dick as a wonderful and thoughtful friend, colleague and mentor who always had a great collection of jokes to share." ▲

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