Giants in Their Realms:

Close Encounters of the Celebrity Kind – Vol. 1

by

Kerry J. Byrnes

Okemos High School (Class of ’63)

Giants in Their Realms: Close Encounters of the Celebrity Kind

"Giants in Their Realms" is presented in six volumes.

VOLUME ONE includes the overall Table of Contents for the six volumes.

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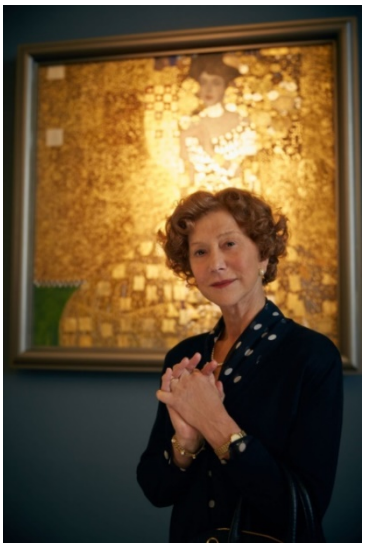
VOLUME ONE (Introduction & Chapters 1-3)

Foreword

***Outlander* - "Opening Titles"**

Strange, the things you remember. The people, the places, the moments in time burned into your heart forever, while others fade into the past. … When I was a lad, I saw no path before me. I simply took a step, and then another, ever forward, ever onward, rushing toward someplace, I knew not where. And one day I turned and looked back and saw that each step I'd taken was a choice to go left, to go right, to go forward, or even not go at all. Every day, every man has a choice between right and wrong, between love and hate, and sometimes between love and death. And the sum of these choices becomes your life.

-- Narration by Jamie Fraser (Sam Heughan) in *Outlander* – "Season 1, Episode 9: The Reckoning" – April 4, 2015



I have to do what I can to keep these memories alive. Because people forget, you see. Especially the young.

-- Maria Altmann (Helen Mirren) in *Woman in Gold* (2015)

No matter how we live or die, we all end the same – in silence. All of our hopes and dreams in life become mere echoes of a tale cut short. But if we're lucky enough, our stories live on. Our song finds voice in the hearts of those who remember us and loved us.

-- Narration by Dr. Henry Morgan (Ioan Gruffudd) on *Forever* - "Season 1, Episode 9: 6 A.M." – November 18, 2014

From when we are little and begin to understand the spoken word, our parents and grandparents tell us stories. We grow older and our horizons expand from home to school as our teachers and other children share their stories with us.

Our exposure to stories expands at school dramas or on Sunday at church, and especially when we start to read comic books, magazines, and books. This exposure to stories expanded further with the entry into our homes of radio, television, and eventually computers and the Internet, bringing stories to us through films and TV shows, later on video tapes (Beta or VHS), digital media (DVDs and Blu-ray), and recently by streaming.

***Amazing Stories* – Opening Credits**

***Amazing Stories* – "Title Theme" – John Williams**

Filmmaker Steven Spielberg captured this evolution of storytelling from times past up to the mid-1980s in the opening credits for the NBC TV series *Amazing Stories* (1985-87).

> *Everybody is a story. When I was a child, people sat around kitchen tables and told their stories. We don't do that so much anymore. Sitting around the table telling stories is not just a way of passing time. It is the way the wisdom gets passed along. The stuff that helps us to live a life worth remembering.*
>
> -- Rachel Naomi Remen, *Kitchen Table Wisdom*

> *...we have, each of us, a story that is uniquely ours, a narrative arc that we can walk with purpose once we figure out what it is. It's the opposite to living our lives episodically, where each day is only tangentially connected to the next, where we are ourselves the only constants linking yesterday to tomorrow.*
>
> -- Amal El-Mohtar

The center of each story is a person who, as Neil Gaiman wrote in *Anansi Boys*, "is a strand of the story."

> *Stories are webs, interconnected strand to strand, and you follow each story to the center, because the center is the end. Each person is a strand of the story.*
>
> -- Neil Gaiman, *Anansi Boys*

At the center of the story told herein is not a single person (myself) but rather many persons whom, over the years, I saw, met, knew, studied under, worked with, or admired for their contributions to the realms in which they became giants or celebrities.

These many persons are important to my story because they had an impact, great or small, on my personal life and/or professional career. My story is told as a reverse autobiography, sharing via a series of biographical vignettes memories of my encounter(s) with the subject of each vignette.

As Chuck Palahniuk, observed in *Haunted*:

You digest and absorb your life by turning it into stories.... …the stories that you…can tell — you can take control of those past moments. You can shape them, craft them. Master them. And use them to your own good. Those are stories as important as food. Those are stories you can use to make people laugh or cry…. To make people feel the way you felt.

A few years ago, C.K. Webb wrote: "Everyone has a story inside them. Some are bedtime stories, some thrill and others scare and horrify their readers. Find out what your story is and share it with the world. " (*Suspense* Magazine, January 2011).

You hold in your hand – or are reading on a screen – my story that I now share with you.

The world is shaped by two things — stories told and the memories they leave behind.

-- Vera Navarian*, Dreams of the Compass Rose*

We are our stories. We tell them to stay alive or keep alive those who only live now in the telling.

-- Niall Williams, *History of the Rain*)

In the end, as one looks back on his or her life, questions remain: "What was my purpose in life?" "What difference did my life, my story, make in fulfilling that purpose?"

Winter's Tale **(2014) – "Becoming Stars" – Hans Zimmer & Rupert Gregson-Williams**

Some insight on answering these questions is provided by Mark Helprin in his novel, and film of the same title, *Winter's Tale* (2014), the opening and closing narratives of which follow:

Destiny calls to each of us. And there is a world behind the world where we are all connected. All part of a great and moving plan. Magic is everywhere around us. You just have to look. Look. Look closely. For even time and distance are not what they appear to be. … We are all connected. Each baby born carries a miracle inside. A unique purpose. And that miracle is promised to one person and one person alone. We are voyagers, set on a course towards destiny…to find the one person our miracle is meant for. But be warned: As we seek out the light…darkness gathers. And the eternal context between Good and Evil is not fought with great armies…but one life at a time. … No life is more important than another. And nothing has been without purpose. Nothing. What if we are all part of a great pattern that we may someday understand? And one day, when we have done what we alone were capable of doing…we get to rise up and reunite with those we have loved the most…forever embraced. What if we get to become stars?

-- Beverly Penn (as narrated by Jessica Brown Findlay in *Winter's Tale*, 2014)

Well, I'm fairly convinced that I'm not likely in this lifetime to become a star or, at the end of my own life, whisked away to become a star, once I've fulfilled my purpose, once I've found the one person for whom my miracle, the one I was born with, was meant.

Nevertheless, as my father (see Francis Byrnes vignette) often said, one "can't quit trying."

Perhaps a reading of this memoir will provide clues as to what miracle I was born with and whether I've already met the one person for whom my miracle was meant.

"You're a galaxy full of unknown stars"

-- Amy Ryan (Olga Kurylenko) to Edward Phoerum (Jeremy Irons) in *La corrispondenza* (2015)

La Corrispondenza **(2015) - "Una stella, miliardi di stele" – Ennio Morricone**

The catastrophic event that marks the end of a star whether it is the explosion or collapse of a supernova, a hypernova, or a bynar-driven supernova enables science to understand something, which, on the hypothesis of the immortality of the stars would remain even more inexplicable to us than it already is. By virtue of the relationship between the speed of light and the distance of billions of solar systems from the earth, we continue to see dead stars even though they no longer exist. Indeed, it is precisely their destructive end that reveals them to us. An epiphany that can last centuries, months or a handful of seconds. In any case, it is the revelation of a death that occurred millions of years ago. What scientists are doing is dialoguing with that which no longer exists.

-- Edward Phoerum (Jeremy Irons) to Amy Ryan (Olga Kurylenko) in *La corrispondenza* (2015)

Preface

This "reverse autobiography" is a memoir that provides "interconnected strands" through a series of biographical vignettes about persons whom I saw, met, knew, studied under, worked with, and/or admired for their contributions to the realms in which they became giants or celebrities.

These vignettes share memories or personal reflections on the impact, large or small, that my "close encounters" with those persons had on my personal life and/or professional career, even if that "impact" was just a memorable moment — and even if some of those whose vignettes are included may not be recognized by the reader as a giant or celebrity.

The biographical information, photos, and quotes illustrating the vignettes were often captured from Internet sites discovered through Google searches, although some photos are from family records. Some biographical information for the vignettes came from Wikipedia.org, either quoted or paraphrased.

They say memories make us who we are, that the past defines us. But we can't forget to grow, evolve, because sometimes a memory can be so powerful that we get stuck in it, frozen in a moment.

-- Narration by Dr. Henry Morgan (Ioan Gruffudd) on *Forever* - "Season 1, Episode 19: Punk Is Dead" – November 18, 2014]

When I started working on this project I had no idea it would evolve to what you hold in your hands - or at your fingertips if you are reading this on a screen or as a download.

This project, *mea culpa*, devoured significant time, energy, and attention that I otherwise should have dedicated to my wife Sonia, son Shannon, and grandson Braden. Sonia's patience was greatly tested as she waited for me to bring closure on this project.

But I would not be where I am today without the support that she provided over the past 45+ years. I hope that my son and grandson will take an interest in reading this memoir to have a better idea what their father and grandfather, respectively, was up to from his earliest years as a student on through his professional career and pursuit of his interests and hobbies.

Dedication

This memoir is dedicated to Dale Brubaker who at Okemos High School taught my American Government class. His emails and his own autobiography that he shared with me sparked me to reflect on my life and inspired me to write this memoir.

Sadly, just as I was trying to reach Dale by phone to ask for an address to mail an early draft of this memoir to him, I learned that he had died two days before my call.

Acknowledgements

I wish to acknowledge the many that helped me get in touch with or provided information on the persons whose vignettes are presented.

I'm especially grateful to all who provided information for the vignettes and/or feedback on the manuscript, including Aurora Alcalá, Miguel Arce, Luis Eduardo Aybar Báez, Robet Bao (re John Hannah), David Bathrick, Marilee Bradford, Ana Maria Brown (re Albert Brown), Dale Brubaker, Michael Brubaker (re Dale Brubaker), Jon Burlingame, David Colin, Paul Conrad, Christina Denny (re Martin Denny), Martin Denny, Frank DeWald, Sarah duPont, Santiago Echavarría (re Juan Valdez), Douglass Fake, John Fitzpatrick (re Page Cook), Carlos Galván, Gus Ganakas, Peter Goldberg (re Aurora Alcalá), Eric Graeber, Thomas Hager, Kelly Harrison, Rev. Melvin Hemann, Huntington Hobbs, Lloyd Kandell, Gerald Klonglan (re George Beal), Robert Landmann, Gerry Lancaster, Zaks Lubin, Kapiolani Lyman (re Arthur Lyman), Daphne Maxwell Reid (re Tim Reid), Robert and Suzanne Morris, Marshall Olds (re Donald Yates), Larry and Connie Pettinger (re Robert E. Simon, Jr.), Paul Polak, Jeannie Gayle Pool, Risto Rasilainen, Doug Raynes (re Page Cook), Nick Redman, Wally Reese, James T. Riordan, Edna Rogers (re Everett Rogers), Patricia Sabine (re Gordon Sabine), Lawrence E. Sarbaugh, Richard and Norma Sawyer, Robert E. Simon, Jr., Craig Spaulding, Ted Spiegel, John Thomas, Michael Useem (re John Useem), Portia Vescio (re Stanley Andrews), James Washington (re Sterling Wortman), Ken Weiss, Walter C. Willett, George Wilson (re Richard Sawyer), and Donald Yates.

Dr. Erwin Bettinghaus most graciously shared his memories of colleagues from the Michigan State University Department of Communication in the 1960s -- and also provided feedback on drafts of a number of the Michigan State-related vignettes.

Further assistance was provided by Nancy Adgent, Eduardo Albareda, Clyde Beaver, William Beekman, Gustavo Bergés, Steven A. Breth, Rev. Dennis Colter, Robert L. Crom, James Dearing, Luis Gonzalez, Herman Felstehausen, Jerry Haar, Peter Kennedy, Robert Kern, Diane Konshak, Mary Ellen Lester-Stinski, Resha McCarley, Jamie Pribble, Walt Rockwood, John SanBrailo, Stephen Schor, Susan Schramm, J. David Stanfield, Don and Joanne (Ginther) Slanina, Lea Uehara, Michael Weber, Bob Wheeler, and Harry and Amparo Wing.

A special thanks to my brother, Kevin Francis Byrnes, who helped with some image captures -- and to my sister, Kathryn Anne Stephens, who helped in tracking down family photos.

Finally, thanks to Okemos High Class of '65 colleagues Rod Ellis and Wally Reese for their encouragement and support throughout the writing of "Giants" and to the Okemos Alumni Association (OAA) for hosting this memoir on the OAA website.

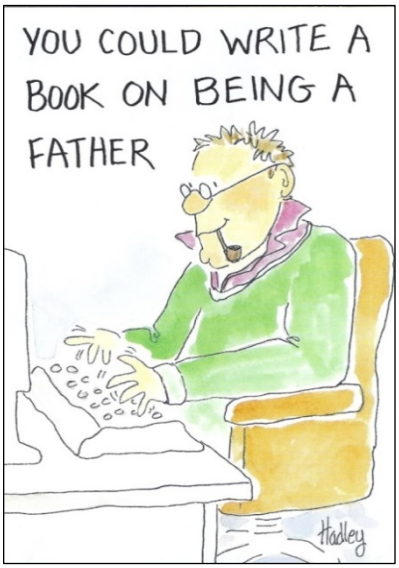
Tell the story you want to tell, and let it be as long as it needs to be. Worry about marketing it later.

-- Patricia C. Wrede

When I started writing this memoir, I had no idea what its length would become. Indeed, in the wake of telling a friend (Stephen Schor) about this or that chapter, or another vignette that I was thinking about writing, he gifted me a framed copy of the Wiley Miller cartoon shown below.

This cartoon was an inspiration to make a more concerted effort to bring closure on this project, although it actually provoked me to come up with an idea for one more – the last – chapter on my *Colorful Encounters in the Realm of Latin American Art*. Special thanks to photographer Jennifer Harrell who took most of the photos of the paintings and art objects featured in that chapter.

Further, the Father's Day card (see below) from my son Shannon in 2013 was an additional signal to bring closure on this project and get back to being a husband, father, and grandfather!



Prologue

We all enjoy the so-called "oldies," the songs we listened to and loved as a teenager. They bring back memories of the good times of our younger years, trigger nostalgia for family and friends no longer with us, and often spur a desire to go back to the "good old days" when we had the health, energy, and spring of step to do the things we once did so easily without any great expenditure of effort, even if we didn't have at that time the maturity to avoid doing or saying certain "things."

However, what one could not know back then, when the "oldies" were new, was how they might provide a window into the future, an advance glimpse of moments that were yet to come in one's life.

"Speedy Gonzalez" (1962) - Ricky Nelson

For example, think back to the summer of 1962, more precisely the last week of August, when "Speedy Gonzales" was #31 on the pop music charts in the United States. Sung by Pat Boone, the song starts with a spoken introduction: "It was a moonlit night in old Mexico. I walked alone between some old adobe haciendas. Suddenly, I heard the plaintive cry of a young Mexican girl."

I now see that this song was such a window, a leading indicator of things yet to come. Just a year before, in the summer of 1961, I met the subject of this memoir's first vignette, Donald Yates, a Michigan State University Spanish instructor.

Little did I know at the time that just two years later, in the spring of 1963, I'd take a Spanish class from Dr. Yates who encouraged me to go to Mexico for a summer study program and live with a family that, coincidentally, had a beautiful daughter who was a real motivation for me to become fluent in Spanish.

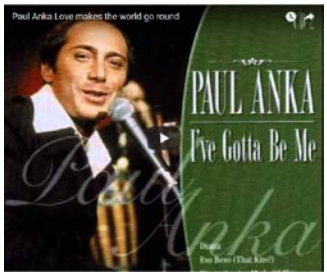
Going back to August of 1962 and Pat Boone's "Speedy Gonzales," just a month later I met the subject of this memoir's second vignette, Dale Brubaker, an MSU graduate student. Okemos High School had hired Dale in the fall of 1962 to teach several courses, including his American Government course that I took that fall semester of my senior year. As you will learn in his vignette, fifty years later, in 2012, Brubaker would become the inspiration for me to write this memoir.

"Travelin' Man" (1961) - Ricky Nelson

A year earlier, a Ricky Nelson tune, "Travelin' Man" (1961), detailed the loves of a man who travels the world and his encounters along the way a "pretty señorita" in Mexico, an Eskimo in Alaska, a fraulein in Berlin, a China doll in Hong Kong, and a Polynesian in Waikiki, among others "in every port."

As catchy as this song's melody and lyrics are, #5 on *Billboard*'s Top 100 Songs of 1961 and #1 on the Top 20 Charts in June 1961, at that point in time I had never been on a date. Further, I had no way to know that, less than two years later our family would move in March 1963 to the Philippines (see Francis Byrnes vignette in ***Academic Encounters in the Realm of Spartan Educators***).

This move set in motion a process – not gone into in any detail in this memoir – of an occasional date with young women from various countries – the Philippines, United States, Thailand, Mexico, and Colombia. Eventually I met **Sonia María Gomez Naranjo** (see vignette), a young woman from Cali, Colombia whom I would marry on August 28, 1969.



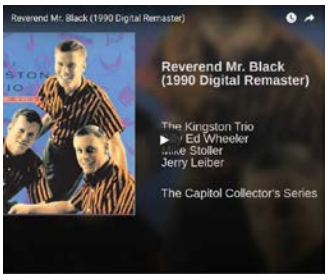
"Love Makes the World Go Round" (1963) – Paul Anka

Similarly, each travel destination recounted in Paul Anka's "Love Makes the World Go Round" (1963) predicted a city or country that for one reason or another I would eventually visit: Paris (France), Madrid (Spain), Brazil, Mexico, Honolulu, Germantown (Germany), Chinatown (New York City, Hong Kong, and Taiwan), Broadway (New York City), Rome (Italy), and Alaska and Japan, albeit the latter two only stopovers between airline flights.

Nor could I have predicted in high school the extent to which my professional career would take me to dozens of the developing countries of Africa, Asia, Latin America, and the Caribbean. Memories from my professional career and travels to the developing world are shared in the ***Professional Encounters in the Realm of Development Leaders*** chapter, here and there in other chapters, and in my Autobiography (Annex 1 is presented in Volume 6). Oh, yes, I became a "travelin' man."

During my teenage years Top 40 radio as well as a summer camp counselor's Kingston Trio albums bought onto my radar screen (before we even knew we had such) an awareness of folk music. Heavy airplay of early Kingston Trio hits ("Tom Dooley," "MTA," and "Greenback Dollar") sparked a passion to collect not only all the Trio's albums but also many albums by other folk music groups.

My passion for the music of The Kingston Trio also spurred attending their concerts where I met several Trio members, a story told in this memoir's chapter on my ***Acoustic Encounters in the Realm of Folk Musicians***.



"The Reverend Mr. Black" (1963) – The Kingston Trio

In May of 1963, The Kingston Trio's hit single "Reverend Mr. Black" was #9 on the U.S. Top 20 charts. Who could have predicted that this song about a "man in black" would just five years later lead to the first of two encounters with two "men in black" – both encounters having a turning point impact on the course of my life. Also memorable was a later near miss encounter I had with a "man in white." These "men in black" and "man in white" encounters are shared in the chapter on my ***Clerical Encounters in the Realm of Priests and Popes***.

Michigan State University "Fight Song"

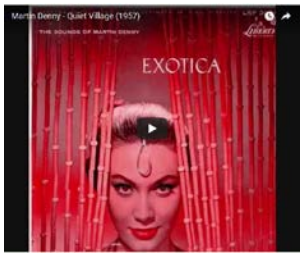
Many factors forge ties to and fond memories of one's *alma mater*. As a young boy my father took my brother Kevin and me to MSU Spartan football and basketball games, where hearing the MSU fight song forged a strong bond with MSU.

On the banks of the Red Cedar,
There's a school that's known to all;
Its specialty is winning,
And those Spartans play good ball;
Spartan teams are never beaten,
All through the game they fight;
Fight for the only colors:
Green and White.

Go right through for MSU,
Watch the points keep growing,
Spartan teams are bound to win,
They're fighting with a vim!
Rah! Rah! Rah!

See their team is weakening,
We're going to win this game,
Fight! Fight! Rah! Team, Fight!
Victory for MSU!

This song imprinted in me a loyalty to MSU, forging a bond with MSU that, despite visits to the Notre Dame and Purdue University campuses during my senior year in high school, resulted in deciding to apply only to MSU. There I spent the next five years (1963-68), memories of which are shared in ***Academic Encounters in the Realm of Spartan Educators*** and ***Athletic Encounters in the Realm of Spartan Sports***.



"Quiet Village" (1957) – Martin Denny

"Quiet Village," composed and first performed by Les Baxter in 1952, would be covered a few years later by Martin Denny's "exotica" arrangement of the same tune. Little did I know on first hearing Denny's "Quiet Village" that his Exotica take on Baxter's original composition and lush orchestral arrangement would inspire a lifelong interest in the Exotica genre and lead to meeting Les Baxter, Martin Denny, and Arthur Lyman, among other "Exoticats." The chapter on ***Tiki Encounters in the Realm of Exotica Musicians*** shares memories of my encounters with those musicians.

During the 1950s-1960s, Top 40 radio station playlists included theme songs from Hollywood films. Even if I hadn't seen a film, I often heard its theme song on a local radio station. This was the case with theme songs from Oscar-winning scores such as 1952's *High Noon* (Dimitri Tiomkin), 1954's *The High and the Mighty* (Dimitri Tiomkin), 1956's *Around the World in Eighty Days* (Victor Young), 1960's *Exodus* (Ernest Gold), 1961's *Breakfast at Tiffany's* ("Moon River") (Henry Mancini – see vignette), 1965's *Doctor Zhivago* ("Somewhere My Love") (Maurice Jarre), and 1966's *Born Free* (John Barry).

However, back then, I could not have predicted the extent to which listening to film themes in movie theaters and on the radio would spark a passion to collect film music soundtrack albums (LPs and later CDs), meet film composers, and start writing about film music. Memories of my "close encounter" in these realms are shared in ***Scoring Encounters in the Realm of Film Composers*** and ***Record Encounters in the Realm of Soundtrack Retailers and Producers*** chapters.

Perhaps it would be pushing it too far to identify other popular songs from my youth that may have been leading indicators or predictors of eventual encounters this "travelin' man" later had with the many persons about whom I write in the vignettes shared in this memoir.

Were the connections I now see between many a song I listened to in my youth and encounters I had later in life just a spurious correlation or coincidental? Or did some of those songs predict or even have a direct impact on life choices I made at each branch in the road? Keep this question in mind as you read this memoir.

Strange, the things you remember. Single images and feelings that stay with you down through the years.

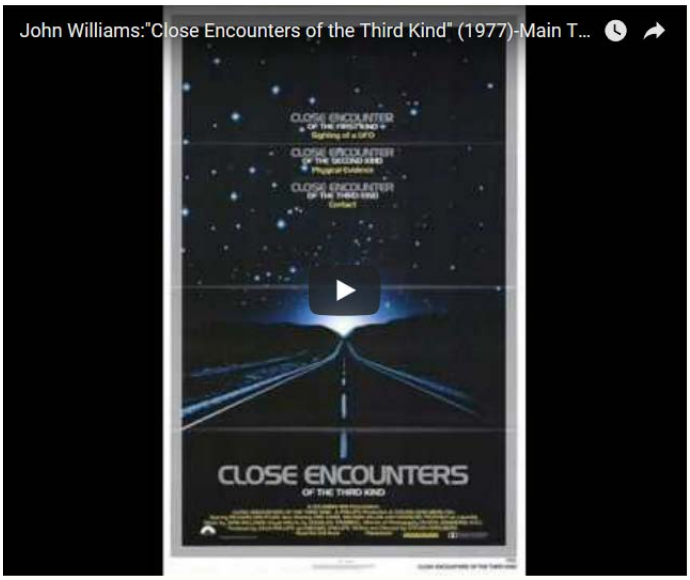
-- Claire Randall (as portrayed and narrated by Caitriona Balfe) in *Outlander*, 2014, Season 1, Episode 1: Sassenach

Flight Plan

Touch **(Fox TV Series) - "Opening" - Wendy Melvoin and Lisa Coleman**

For it is only by standing on the shoulders of the past that we can truly gaze into the future.

-- David Mazouz as Jake Bohm, *Touch*, Fox Television, April 6, 2013



Close Encounters of the Third Kind **(1977) – "Main Theme" – John Williams**

Close Encounters of the Third Kind, Steven Spielberg's 1977 film, popularized the acronym CE3K. As far as I know, I've never had a CE3K, that is, a close encounter with aliens from some other world, although "creatures from outer space" has always been a favorite film genre.

But, as this memoir will attest, I have had numerous CECKS - Close Encounters of the Celebrity Kind!

I define "celebrity" as a person widely known by the public as famous in a given field of endeavor or "realm" – in effect, as in Frank Sinatra's "New York, New York," king of the hill, top of the list, head of the heap, totally on game in his or her realm. But I also include any person who became known as a "giant" for the contributions he or she has made in their realm of professional endeavor.

Thus, the focus of this memoir is on celebrities or giants whom I have seen, met, knew, studied under, worked with, and/or admired – and who had a large or small impact in shaping my personal life and/or professional career, even if just creating a memorable moment for me!

Some of my CECKs were not with persons you, the reader, would instantly recognize as a celebrity or a giant. For some vignette subjects, you may not have had a close encounter with them even though they can legitimately claim a measure of fame because they appeared in a TV show or in a film that you might have seen. For other vignette subjects, even if you have never heard of them, they were or, if yet alive, are "giants" in their realms of professional endeavor.

Have you recently had a close encounter?

-- Bob Balaban as David Laughlin in *CETK*

While working on this Introduction, I happened to be in Guatemala City and in seat 5B of American Airlines 968, waiting for the plane to depart for its **outbound** flight to Miami and connection to AA 1094, the **inbound** flight to Washington, DC, where I would take a taxi to my home in Reston, Virginia.

This gave me the idea of organizing this memoir as a flight plan charting virtual stopovers to be made during these two flight segments, each stopover being in a realm where the meanderings of my life brought me in contact with celebrities or giants as defined.

Thus, this flight plan is a reverse autobiography; not directly an autobiography but rather a memoir sharing biographical vignettes about "giants" and "celebrities" with whom I had a "close encounter" and my reflections (presented in each vignette's "Flight Log Memories" section) on how my encounter with each vignette's subject impacted on my personal life or my professional career, in a large or even small way.

Each vignette presents a short (in some cases longer) biography about each person encountered during a virtual stopover in a given realm and then a "Flight Log Memories" section sharing memories about my encounter with that person. Where available, I include at each vignette's outset a video of the vignette's subject speaking or performing. If such a video is not available, I will try to provide a relevant video (e.g., a video about the organization the vignette's subject was associated with).

Downton Abbey - **"The Suite"**

Also, for each vignette, drawing on public sources, I quote something the vignette's subject said or wrote. Quotes are also included in introductions to the realms visited. I hope these quotes and videos help make reading this memoir more interesting and memorable.

The business of life is the acquisition of memories. In the end that's all there is.

-- Charles "Charlie" Carson (Jim Carter) on BBC's *Downton Abbey* Series 4

Charles "Charlie" Carson, the butler in the BBC TV series *Downton Abbey*, once noted that "the business of life is the acquisition of memories." However, it is not necessarily the case that "in the end that's all there is."

Indeed, in writing this "reverse autobiography," one of my objectives has been to help ensure that the memorable moments I experienced will not be lost with my passing, thereafter never remembered by me or anyone else.

This particular challenge was highlighted in an episode of *Forever* (ABC TV) in which the show's protagonist, medical examiner Dr. Henry Morgan (Ioan Gruffudd), provides the following narration at the start (prologue) and end (epilogue) of the episode titled "The Art of Murder."

Gloria Carlyle (Janie Brookshire & Kathleen Chalfant)

Prologue: *When Gloria Carlyle died, 91 years' worth of memories disappeared in an instant. People, places, loved ones and enemies alike, all gone, lost forever. . . . We can only imagine what her final thoughts were. Fear, anger – we'll never know. All is forgotten. Everything is forgotten in death.*

Epilogue: *For the dead, all is forgotten. But all is not lost because they're remembered by us. Some we think of fondly. Others less so. A few are remembered by many, and some by only a few.*

-- Narration by Dr. Henry Morgan (Ioan Gruffudd) on *Forever* – Season 1, Episode 4: "The Art of Murder" (October 7, 2014)

Accordingly, this memoir's "Flight Log Memories" share my memories about a vignette's subject and how the person impacted my personal life and/or professional career, so my memories about them won't be forgotten or lost with my death.

In some cases, a vignette doesn't have a lengthy biography because its subject is a well-known celebrity. Yet I was astounded in the 1970s that a Ph.D. economist from India, who had earned his doctorate in the U.S., claimed that he had never heard of The Beatles. Of course, one can't keep up with all the world's celebrities – and even I'll admit in my 71st year of life not having any knowledge of who are today's pop singers and musical groups.

Interstellar **(2014) - "Main Theme" – Hans Zimmer**

Now we're just here to be memories for our kids. Once you're a parent, you're the ghost of your children's future.

Joseph A. Cooper (Matthew McConaughey), *Interstellar* (2014)

As a case in point, I often recall the winter day my father (Francis Byrnes – see vignette) was at a grocery store and the checkout clerk, noting the silver gloves Dad wore to keep his hands warm, said: "Isn't that cute, you've got Michael Jackson gloves!" Dad, perplexed, immediately replied: "How could Michael Jackson play basketball wearing gloves?" Of course, the clerk was thinking of then pop music superstar Michael Jackson, while Dad, who had no inkling that singer Michael Jackson wore silver gloves, had in mind the Michael Jackson who was a star player for the Georgetown University Hoyas basketball team.

For vignettes with little to no biography, the focus of such a vignette will be on my encounter with the vignette's subject and may not have a section explicitly titled "Flight Log Memories." But such an encounter did have an impact in terms of leaving me with a memory I've not forgotten many years or decades later.

In any case, if you want to know more about any person covered in these vignettes, the more famous the person and the greater the celebrity or giant in his or her realm of endeavor, the more likely a Google search will provide more information about that person.

On the other hand, several of this memoir's vignettes have considerably longer bios because, while the reader likely would not recognize the vignette's subject as a "celebrity" or "giant," the biographical information provided helps qualify the subject as a "giant" in his or her respective realm.

In reflecting on the close encounters shared in this memoir, I hope you will find the virtual stopovers on our two flight segments – outbound and inbound – interesting not only for a vignette's biographical section but also and even more so for the "Flight Log Memories" I share of my personal encounters with each vignette's subject.

"Giants in Their Realms" is presented in six volumes. In this volume (Vol. 1), during our **outbound** flight from Guatemala City to Miami, our first virtual stopover will share memories of my ***Academic Encounters in the Realm of Spartan Educators*** (Chapter 1). Subsequent stopovers during the outbound flight report on my ***Professional Encounters in the Realm of Development Leaders*** (Chapter 2) and my ***Statesmen Encounters in the Realm of Politicians, Diplomats*, & *Citizens*** (Chapter 3). Our outbound flight concludes with ***Outbound Flight Epilogue*** (Chapter 4) at the beginning of **Volume Two**. On landing in Miami and clearing immigration, customs, and security, we'll stop by American's Admirals Club for snacks and a drink or two, and then make our way to the gate to board our **Flight Segment 2 (Inbound Flight)** (Chapter 4) to Washington, DC's National Airport. This **inbound** flight will feature a series of virtual stopovers to meet celebrities or giants in the following realms:

- *Clerical Encounters in the Realms of Priests and Popes* (Chapter 5)
- *Athletic Encounters in the Realm of Spartan Sports* (Chapter 6)
- *Off-Screen Encounters in the Realm of Film and TV Personalities* (Chapter 7)

Our **inbound** flight continues in **Volume Three** with:

- *Happy Meal Encounters in the Realm Superheroes, Muppets, and Clowns* (Chapter 8)
- *Visual Encounters in the Realm of Photojournalists and Filmmakers* (Chapter 9)
- *Literary Encounters in the Realm of Book Authors* (Chapter 10)
- *Scoring Encounters in the Realm of Film Composers* (Chapter 11)
- *Record Encounters in the Realm of Soundtrack Retailers and Producers* (Chapter 12)
- *Acoustic Encounters in the Realm of Folk Artists* (Chapter 13)
- *Concert Encounters in the Realm of Latin Musicians* (Chapter 14)

Volume Four presents my

- *Tiki Encounters in the Realm of Exotica Musicians* (Chapter 15)

Volume Five presents my

- *Near Miss Encounters in the Realm of Junkies, Jailbirds, and Other Persons of Interest* (Chapter 16)
- *Maintenance Encounters in the Realm of Hip Surgeons and Heart Savers* (Chapter 17)
- *Real Estate Encounters in the Realm of Community Founders and Mortgage Lenders* (Chapter 18)
- *Homemaking Encounters in the Realm of The Two Women in My Life* (Chapter 19)
- *Colorful Encounters in the Realm of Latin American Art* (Chapter 20)

This volume concludes with our ***Inbound Flight Epilogue*** (Chapter 21). As our **inbound** flight from Miami to Washington, DC lands and taxis to its gate, you are invited to review several **Annexes** presented in **Volume Six**.

- **Annex 1** – "Memories of My OHS Teachers" - reflections on a baker's dozen of my high school teachers, noting how they inspired me (or not) for life beyond high school.

- **Annex 2** - Autobiography - a traditional autobiographical narrative that presents a more chronological review of my life than one could glean from the vignettes in each realm visited during our virtual stopovers.

- **Annex 3** - "Inspiring Personality Interview" – an interview I did to share reflections on my career in development. As God is my witness, I tried to answer the interview questions as honestly, helpfully, and humbly as possible but was surprised when the website (now defunct) posted it as the "The Greatest International Development Job Handbook Ever."

Cast: Books, Films, TV Shows, and Songs

(in order of appearance)

- *Outlander* (Starz TV Series, 2014-2015)
- *Woman in Gold* (2015)
- *Forever* (ABC TV Series, 2014)
- *La Corrispondenza* (2016)
- *Amazing Stories* (NBC TV Series, 1985-87)
- *Kitchen Table Wisdom* (Rachel Naomi Remen)
- *Anansi Boys* (Neil Gaiman)
- *Haunted* (Chuck Palahniuk)
- *Suspense* Magazine (January 2011) (C.K. Webb)
- *Dreams of the Compass Rose* (Vera Navarian)
- *History of the Rain* (Niall Williams)
- *Winter's Tale* (2014)
- "Speedy Gonzales" (Pat Boone)
- "Travelin' Man" (Ricky Nelson)
- "Reverend Mr. Black" (Kingston Trio)
- "Sealed with a Kiss" (Bryan Hyland)
- "Michigan State University Fight Song"
- "Quiet Village" (Les Baxter & Martin Denny)
- *Touch* (Fox TV Series, April 6, 2013)
- *Close Encounters of the Third Kind* (1977)
- "New York, New York" (Frank Sinatra)
- *Downton Abbey* (BBC Series 4)
- *Interstellar* (2014)
- *The Celestine Prophecy* (James Redfield)
- *The Night of the Iguana* (1964)
- *Cool Hand Luke* (1967)
- *The Ballad of Gregorio Cortez* (1982)
- *It's A Wonderful Life* (1946)
- *The Greatest Generation* (1998)
- "Where or When" (Lorenz Hart/Richard Rodgers)
- *No Highway in the Sky* (1951)
- *Sunset Boulevard* (1950)
- "It's Not for Me To Say" (Johnny Mathis)
- "September Song" (Frank Sinatra)
- "It Was A Very Good Year" (Bob Shane)
- *The Teahouse of the August Moon* (1956)

- *The Caine Mutiny* (1954)
- *Lord of the Flies* (1963)
- *Being There* (1979)
- "Imagine" (John Lennon)
- "Busted" (Ray Charles)
- *Touched by An Angel* (CBS TV)
- *Get Smart* (NBC TV, 1965-69; CBS TV, 1969-70)
- *On The Waterfront* (1954)
- *The Howdy Doody Show* (NBC TV)
- *The Today Show* (NBC TV)
- *Shattered Vows* (NBC TV Movie, 1984)
- *The Godfather Part II* (1974)
- "Don't Cry for Me Argentina" (*Evita*)
- *Beyond the Door* (1974)
- *Early Edition* (CBS TV Series)
- *Out of Africa* (1985)
- *Sesame Street* (PBS TV)
- *The Amazing Spider-Man* (CBS TV Series)
- *The Amazing Worlds of Len Stuttman* (TV Series)
- *Amazon Gold* (2012)
- *Goldfinger* (1964)
- *What Really Happened to the Class of '65?* (NBC TV Series)
- *Urban Cowboy* (1980)
- "Lookin' for Love" (Johnny Lee)
- *Gone with the Wind* (1939)
- *Mommie Dearest* (1981)
- *Citizen Kane* (1941)
- "The Eye of the Beholder" (*GE Theater*–CBS TV)
- *The Twilight Zone* (CBS TV Series)
- *Casablanca* (1942)
- *Six Degrees of Separation* (1993)
- *Forbidden Island* (1959)
- "As Time Goes By" (Herman Hupfeld)
- *Cold Case* (CBS TV Series)
- *Billy Budd* (1962) & *The Crucible* (1996)
- *The Bridge of San Luis Rey* (2004)
- *Jack Benny Program* (CBS TV Series)
- "When You Say 'I Beg Your Pardon,' Then I'll Come Back to You" (Jack Benny)
- *Things Change* (1988)

- *Rudy* (1993)
- *One Flew Over the Cuckoo's Nest* (1975)
- *Intelligence* (CBS TV Series)
- *Field of Dreams (1989)*
- "A House Is Not A Home" (Dionne Warwick)
- *Aviation Leaders* (Delta Airlines 2013 Commercial)
- *The Agony and the Ecstasy* (1959)
- "Times of Your Life" (Paul Anka)
- *Sleepy Hollow* (Fox TV Series)
- *Two English Girls* (1971)
- *Perception* (TNT Cable TV Series)

Flight Segment 1

Outbound Flight

I don't think that anything happens by coincidence…. No one is here by accident… Everyone who crosses our path has a message for us. Otherwise they would have taken another path, or left earlier or later. The fact that these people are here means that they are here for some reason….

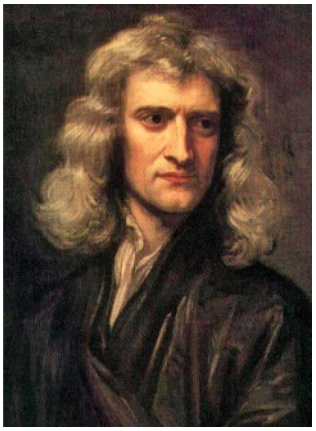
-- James Redfield, *The Celestine Prophecy: A Pocket guide to the Nine Insights*

Our outbound flight from Guatemala City to Miami will make three virtual stopovers for encounters in the ***Realm of Spartan Educators***, the ***Realm of Development Leaders***; and the **Realm of Politicians, Diplomats, and Citizens**.

Now, put your seatbacks to their upright position and buckle up for our plane's takeoff and flight to our first virtual stopover to share my ***Academic Encounters in the Realm of Spartan Educators***.

Chapter 1

Academic Encounters in the Realm of Spartan Educators



Isaac Newton (12/25/1642 – 3/20/1727)

If I have seen further it is by standing on the shoulders of giants.

In the fall of 1953, my father, **Francis Clair Byrnes** (see vignette), on leaving Ohio State University to take a job at Michigan State College (MSC), moved our family – my mother **Ethel Belle Overholt Byrnes** (see vignette), my brother Kevin Francis, and me – to our new home, a house at 4528 South Hagadorn Road, just across the road from the farm fields and campus of MSC, which college became Michigan State University (MSU) in 1955. My sister Kathryn Anne was born in 1957.

Michigan State had a major formative impact on my life. I lived in the East Lansing area for 15 years (1953-68), the first ten (1953-63) in our family house and the last five (1963-68) initially in MSU dormitories and later in an off-campus apartment.

The contacts I had with "giants" in the *Realm of Spartan Educators* during those (and later) years would shape my personal life and professional career. As I was writing about my encounters with those "giants," I began to see how those encounters impacted in varying ways and degrees on the career path I'd follow over the ensuing years.

How this impact evolved emerges through 16 vignettes roughly sequenced in terms of the point in time each "giant" arrived on the Michigan State campus.

Here is a quick overview of the Spartan Educator vignettes to follow:

- **Donald Yates** – came to Michigan State University (MSU) in the fall of 1957 as an Instructor in Spanish; on finishing his dissertation at the University of Michigan, Yates was promoted in 1961 by MSU to Assistant Professor.

- **Dale Brubaker** – came to Okemos High School in 1962 to gain some practice teaching while studying for a Ph.D. at MSU.

- **John Hannah** – from 1949 to 1969, served as the President of Michigan State and, in the early 1950s, provided leadership to university faculty development, including the hiring of a series of persons who over the years would become "giants" among Spartan Educators.

- **Stanley Andrews** – came to Michigan State in September 1953, to serve as Executive Director of the National Project in Agricultural Communications (NPAC), a project having the approval and support of President Hannah.

- **Francis Byrnes** – came to Michigan State in the fall of 1953 to serve as the NPAC Associate Director and, for a brief period (October 1958 - June 1959), directed a series of US Technical Cooperation Administration (TCA)-funded Communication Seminars. TCA was a forerunner to the U.S. Agency for International Development (USAID) which organization would become my employer over a half-century later.

- **George Axinn** – came to Michigan State in February 1953, leading the development of Extension in the state of Michigan and, encouraged by John Hannah, becoming an extension leader in many countries of the developing world.

- **Gordon Sabine** – hired by Hannah, came to Michigan State in 1954 to become the Dean of Journalism and in 1956 the Dean of the College of Communication Arts.

- **David Berlo** – hired by Sabine, came to Michigan State in 1956 as an assistant professor and quickly rose to become the Head of the Department of General Communication Arts.

- **Everett Rogers** – hired by Berlo, came to MSU in 1964, bringing with him the USAID-funded Diffusion of Innovations project.

- **John Useem** – came to Michigan State in 1949 to the Department of Sociology and, years later, served as my father's doctoral advisor in the early 1960s.

- **Lawrence Sarbaugh** – recruited by Berlo to complete his doctoral studies at MSU and hired to serve as Director of the USAID-funded Communication Seminars, served as my advisor while I studied for a Master's degree in Communication in 1967-68.

- **Kelly Harrison** – came to MSU in 1963 to study for a Ph.D. in agricultural economics and agribusiness management, and in 1968 became the MSU co-director of a USAID-funded agricultural marketing research project on which I worked in Colombia.

- **Clifton Wharton** – came to MSU in 1970 to serve as the university's President until 1978.

- **Robert Morris** – came to MSU's Department of Communication in 1974 to serve as the Director of the USAID-funded Communication Seminars.

- **Peter McPherson** – came to MSU in 1993 to serve as the university's President until 2004, having previously served as the Administrator of USAID.

- **George Beal** – while employed by Iowa State University, provided sociological input to the NPAC project implemented at Michigan State from 1953-60, contributing to the project his expertise in the areas of adoption and diffusion of agricultural technologies and application of the social action model to guide directed social change, both of which were prominently featured in NPAC training courses; thus, Beal is included here as an honorary Spartan Educator" who later was instrumental in inviting me to study for a doctorate in Sociology at Iowa State University.

My encounters with these **Spartan Educators** would, in large or small ways, shape my personal life and professional career as the vignettes to follow will illuminate.

The story begins with two **Spartan Educators** I met while still in high school — the first, **Donald A. Yates**, was working as an assistant professor of Spanish at MSU, while the second, **Dale L. Brubaker**, was a graduate student studying for a Ph.D. in Education at Michigan State. Both Yates and Brubaker would later become "giants" in their respective academic fields.

After the vignettes on these two "giants," we go back in time to the early 1920s to lay the foundation for the initial CECK (or "close encounter") I would have nearly a half-century later with John Hannah whom I would rank as the first "giant" among **Spartan Educators**.

Let's now turn to our first encounter with a **Spartan Educator**.

Donald Alfred Yates (4/11/30 - 10/17/2017)

Living for long periods in Argentina, I learned much about that country's history and culture and gained an insight into what makes the 'poeteño' tick.

The year (1945) I was born in Dayton, Ohio was the year **Donald Yates** began studying Spanish at Ann Arbor High School, setting him on a path to becoming a "giant" in the realm of Spanish-American literature as well as a "giant" among Spartan Educators. After earning an A.B. degree at the University of Michigan (U of M) in 1951 and serving two years in the U.S. Army, Yates returned to the U of M to earn the M.A. in Spanish in 1954.

While working on his Ph.D. at the U of M, Yates came to Michigan State University (MSU) in the fall of 1957 as an Instructor, serving in that position until 1961, when he finished his doctoral dissertation on *The Argentine Detective Story* and was promoted to Assistant Professor. In 1983, he retired from MSU as Emeritus Professor of Spanish-American Literature and moved to Napa Valley, California, where he has lived for over the past 30+ years.

In one of the courses that Yates was taking in 1954, he began reading the stories of Jorge Luis Borges, an Argentine writer, and was struck by the brilliance and originality of Borges' style. Yates, having already published translations of stories, poetry, and essays, and feeling he could succeed in translating Borges' work into English, wrote to Borges to request authorization for doing such translation, which Borges granted.

Yates then partnered with another Michigan graduate student (James E. Irby) who at the time was writing his dissertation on Borges, to compile translations of Borges' writings into a book which, after many rejections, was published in 1962 by New Directions. The book, titled *Labyrinths: Selected Writings of Jorge Luis Borges*, became the first book of Borges' work available in English.

The subsequent path to becoming a "giant" in the field of Spanish-American literature is recounted by Yates as follows:

> Shortly after the appearance of *Labyrinths*, I went to Argentina for the first time, met Borges, and began a friendship with him that lasted for many years. Since 1962, I have made more than a dozen trips to Buenos Aires. During this period, I spent a total of two-and-a-half years there as a Fulbright Visiting Lecturer in American Literature (1964-65, 1967-68, 1970). I taught, in Spanish and in English, at the University of Buenos Aires, John F. Kennedy University, the Profesorado Secundario, Lenguas Vivas, and the University of La Plata. I lectured on subjects related to American literature throughout Argentina and also in Peru, Chile, and Uruguay, usually under the auspices of the Fulbright program. …
>
> I have written and lectured extensively about Argentina and the Argentines. One instance would be the "Argentine Letter" that I wrote in 1965 at the request of the *New York Times Book Review* (January 31). Over the years I have reviewed translations of Spanish American literature for many publications, among them *Saturday Review, New York Times Book Review, Washington Post, San Francisco Chronicle,* and also for many magazines. During the decade of the 60s, I served as General Editor of the Macmillan Modern Spanish American Literature Series, which included eight Spanish American literary works, prepared as college-level reading texts. …
>
> Since the 1962 publication of the Borges collection, I have translated the work of many Argentine writers, whose writing I had come to know during my stays in Buenos Aires. …Prior to my first trip to Argentina in 1962, I corresponded with these authors and then, during the first year in Buenos Aires as a Fulbright Research Scholar, I began personal friendships with all of them. …
>
> In 2000, I received an NEA translation grant to bring into English the writings of the Argentine author Edgar Brau, a prodigiously gifted and up until then virtually unknown writer, even in his own country. In 2006, Michigan State University Press published *Casablanca and Other Stories* by Edgar Brau, a collection of ten narratives, of which I translated eight, all of which had previously appeared in U.S. literary magazines. This book was one of the four finalists for the PEN Club 2007 award in the category of translation.
>
> In 2008 the London Society of Authors selected *Labyrinths* as one of the fifty outstanding translations from the last fifty years. In December 2008, I traveled to Buenos Aires, where the City of Buenos Aires awarded me the title of 'Visitante Ilustre' and the Argentine Academy of Letters held a special session to honor me for a half-century of translating into English and seeing into print the novels and short stories of many Argentine authors.

Jorge Luis Borges and Donald Yates

In the years before the Borges book was completed, I was also translating and publishing detective short stories by Spanish American writers. These efforts eventually led to the publication in 1972 of an anthology titled Latin Blood: The Best Crime Stories of Spanish America. It is to date the only anthology of Spanish American detective fiction. Given my interests, it is a book that I am inordinately proud of.

Yates was professor emeritus of Spanish-American literature at MSU and, with the support of a John Simon Guggenheim fellowship, was preparing a memoir/biography of Borges drawn from his long relationship with him.

Sadly, Yates passed away in St. Helena, California on October 17, 2017.

Flight Log Memories: It was over 50 years ago when I first met Yates, an encounter that would not have occurred had I not also, like Yates, studied Spanish in high school.

My parents encouraged me to study a foreign language and for some reason I quickly passed on French and Latin, perhaps because I perceived Spanish as more practical with Latin America just south of the U.S. border.

Or I passed on Latin because I already had my fill of it after attending a Catholic school for six years at St. Thomas Aquinas in East Lansing, Michigan, going to Mass (in Latin) six days a week (Sunday and weekdays), and having to memorize various Latin phrases in order to serve as an altar boy.

Further, the two months I spent living in Paris, France during the summer of 1955 (see Francis Byrnes vignette) had not left me with any burning desire to study, learn, or speak French.

On the first day of my freshman year (1959-60) at Okemos High School (OHS), I went to my Spanish 1 class, only to encounter the Spanish teacher, Bertha Mosher (see Annex 2 in Volume 6), telling several students, myself included, that the class was overbooked and that we needed to leave and schedule another class for this period.

Not knowing what to do, I found a public phone in the hallway and called my mother to tell her what had just happened. She told me to march back into that Spanish class and take a seat in whatever chair was available. This is what I did and Mrs. Mosher allowed me to stay in the class.

The following school year (1960-61) I signed up for Spanish 2, also taught by Mrs. Mosher – and did well enough that she encouraged me to sign up for a summer honors course in Spanish at MSU. On applying for this course, I was accepted, and that summer of 1961 I walked into my first class at MSU, finding the course's professor was **Donald Yates**.

Yates proved to be a very effective teacher, such that I decided to continue studying Spanish during my junior year (1961-62) at Okemos High, where again Mrs. Mosher was my teacher for Spanish 3. But, when the time came to enroll in Spanish 4 during my senior year (1962-63), I learned that the focus of the course would be on Spanish literature, an area in which (unlike Dr. Yates) I had no particular interest.

My rationale was that if I could get to the point of having some practical conversational fluency in Spanish, at some later date (which never arrived) I could delve into Spanish literature, although that same year I had read *Don Quijote* albeit in English!

In the fall of 1963, as I was enrolling for the first quarter of my freshman year at MSU, I took a placement test to see if I could study of Spanish at a level higher than Spanish 1. I almost passed the exam with flying colors except that I fell a few points short of being eligible to take Spanish 3 – just as well because the focus of Spanish 3 at MSU was on literature. So I signed up for Spanish 2 and, on walking into the class, discovered that Dr. Yates would be the instructor.

I was particularly impressed by how Yates could speak Spanish so fluently and recall a story he once told about how he had aspired to become sufficiently fluent in Spanish that he could pass as a native of whatever Spanish-speaking country he was visiting. What happened, however, was that no matter which Latin American country he visited, he'd encounter a native of that country (for example, Argentina) asking him: "You speak Spanish very well but you are not from Argentina, are you from Mexico?" And then he'd get the same reaction when he was in Mexico: "You speak Spanish very well but you are not from Mexico, are you from Costa Rica?"

I saw that level of Spanish proficiency as a model that I could strive for — and such an opportunity appeared on the horizon later that school year when Yates came to class and told us about an MSU summer program whereby students could go to Toluca, Mexico to live with a Mexican family and study at the Universidad Autónoma del Estado de Mexico.

I enrolled in that program and found that living in Toluca the summer of 1964 with a Mexican family – a father, mother, two brothers, and three sisters – did more to help me move up the learning curve to a modest level of proficiency in Spanish than all of the various Spanish courses I had taken.

Achieving that "near-native" level of fluency in Spanish was put to the test several times that summer. The first came during a bus trip I made to various Mexican cities, including Guadalajara where late at night I was waiting to catch the bus to my next destination (Puerto Vallarta). While waiting, I chatted with another passenger also waiting for his bus, when suddenly he says to me: "You speak Spanish very well but you are not from Mexico!" I knew what was coming next and speculated which Spanish-speaking country he might guess as my country of origin as he then asked: "Are you from some country in Europe?" Well, at least he didn't peg me as a gringo.

On this same trip, I developed a very bad sore throat and, on arriving, in the town of San Blas to spend the night, I decided the next morning to go to the church and have my throat blessed, recalling that earlier that year I failed to go to church and have my throat blessed on St. Blaise Day - St. Blaise being the patron saint for protection against injuries and illnesses of the throat.

But as an extra precaution, after explaining to the local priest my predicament and having my throat blessed, I tracked down a local doctor who prescribed a course of some antibiotic, just in case! All things considered, Spanish greatly helped negotiating my transactions with the priest, doctor, and pharmacist.

By this time I was worn out and decided, instead of continuing to my original destination of Puerto Vallarta, made famous by the John Huston-directed film *The Night of the Iguana* (1964), to return to Toluca to prepare for my onward trip home, through Europe and Asia, to spend the rest of my summer with my parents who at the time were living in the Philippines.

A week or so later, when I left Mexico, my next stop was Madrid, Spain, which I was looking forward to as a new opportunity to practice my Spanish. On landing at the Madrid airport and catching a taxi to my hotel, I was not feeling well as I had left Mexico with more than a bit of an upset stomach - some would call it Montezuma's revenge - and was anxious to get checked into my hotel room to rest up after the overnight flight from Mexico - and stay close to the bathroom!

On reaching the hotel reception desk, I was finding it a bit difficult to communicate with the desk clerk. I couldn't understand a single word of his heavily Castillian-lisped Spanish. On top of that, as if to confirm my lack of proficiency in Spanish, he finally asked in a condescending tone – and a slow lisping English – "Wooooda … youuu … liiika … a … rrroooom?" I enthusiastically answered in my most proficient and fluent Spanish: "Sí".

Between Mrs. Mosher at OHS and Dr. Yates at MSU, plus living with a Mexican family in Toluca, I acquired a degree of proficiency in conversational Spanish that would later prove invaluable when opportunity arose in 1968 for me to work with MSU on a U.S. Agency for International Development (USAID)-funded agricultural marketing research project (see Kelly Harrison vignette) in Colombia's Cauca Valley, the capitol city of which is Cali.

There I'd meet my future wife (Sonia – see vignette), a Caleña with whom I've been married 46+ years. How to improve one's Spanish? Marry your own personal tutor and you'll have opportunities galore to improve one's fluency in Spanish.

¡Asi es la vida! ("C'est la vie!" for all you OHS classmates you studied French.)

Dale Lee Brubaker (7/16/37 - 6/6/13)

The best thing a teacher can do for a student is open up a wider world….

"Title Theme" from *Conrack* (1974) -- John Williams

Dale Lee Brubaker, born July 16, 1937 in Ann Arbor, Michigan, was the son of Methodist minister Herbert C. Brubaker and elementary school-teacher Helen Miller Brubaker.

He learned music at an early age through piano lessons and also learned to play the clarinet, taking lessons from 1949-1951. While in high school, he took an interest in the stage, performing lead roles in Gilbert & Sullivan operettas. While Brubaker would later insist not being a gifted musician and singer, he believed his musical background laid a foundation for him to be an author.

From 1955-1959, while at Albion College, Dale met Barbara Sue Stewart whom he married on June 11, 1960. Barbara taught second grade while Dale completed his Master's and PhD degrees at Michigan State University.

From 1965-1969, Dale's higher education academic career began with an assistant professor seat at the University of California, Santa Barbara; from 1969-1971; continued as associate professor at the University of Wisconsin, Milwaukee; and rose to professor from 1971-2006 at the University of North Caroline, Greensboro, then becoming an Emeritus Professor of Education until his death in 2013.

Dale integrated teaching, research, and writing. He authored or coauthored several books on education and educational leadership, teaching, and dissertation research and writing, his works include:

- *Creative Curriculum Leadership*; *Staying on Track*
- *Creative Survival in Educational Bureaucracies*
- *Theses and Dissertations: A Guide to Planning, Research, and Writing*
- *Advancing Your Career: Getting and Making the Most of Your Doctorate*, co-authored with his son Michael.

Few things gave him more satisfaction than his students' accomplishments and growth as educators.

On June 6, 2013, at the age of 75, he passed away after a long battle with prostate cancer (personal communication, Dale and Barbara Brubaker).

Flight Log Memories: During the first semester of my senior year (1962-63) at Okemos High School (OHS), I took the American Government course taught by **Dale Brubaker**. None of my teachers during the prior three years had particularly inspired me.

That changed with Mr. Brubaker, it quickly became clear that OHS finally had a teacher who inspired, one whom I went home and told my parents about. My parents' delayed 1962 Christmas letter sent out as a 1963 "Cheers for St. Patrick's Day" note announced our family's March 15 departure for my father's new job in the Philippines. The note also reviewed our family's exploits during the past year and noted my discovery of "the excitement of a remarkable teacher (American Government)"—and that teacher was Mr. Brubaker who had just begun teaching at OHS during the previous academic year (1961-62).

Dale Brubaker - Okemos High School (1963)

Brubaker walked into the classroom, sharply dressed in sport coat and tie, equivalent in academic cool to the folk music group The Kingston Trio in their striped, button-down sport shirts. He confronted our class enthusiastically with ideas and issues and engaged students in reading and discussing popular issue-oriented paperbacks of the day, such as John Howard Griffin's *Black Like Me* and John F. Kennedy's *Profiles in Courage*.

I vaguely recall having some sort of a classic high school text on American Government but I don't remember anything from that book other than the U.S. government has three branches—executive, legislative, and judicial!

Dale Brubaker in Class

I do remember how interesting and stimulating it was to read those paperbacks. Our class was a forum for students to discuss our reactions to what we read. One evening my father invited to our home a Jesuit priest, Rev. Owen E. Finnegan, who was studying for a Ph.D. in communication and philosophy at MSU.

My father was also studying to earn his Ph.D. in communication. Thus, they likely met taking the same course or pursuing the same goal. I was following the discussion between Father Finnegan and my father when something prompted me to jump into the fray to tell Father Finnegan about Mr. Brubaker's course, the books we were reading, and how I enjoyed his teaching.

Interestingly, and I remember it to this day, Father Finnegan commented that American high schools should provide more of the kind of stimulating and challenging educational environment that Brubaker created for his students. He challenged us to think and not just mindlessly regurgitate rote repetition of sanctioned facts. This was Dale's strength, perhaps more than a little bit of which rubbed off on me, not only helping to lay a foundation for an interest in social issues facing our country (and the developing world as I would later discover) but also beginning to steer me toward undergraduate major in sociology (B.A.) and advanced degrees in communication (M.A.) and sociology (Ph.D. with a minor in economics).

It would have been fun and educational to take more classes with Mr. Brubaker. However, I already was a senior and, halfway through the second semester, our family moved to the Philippines.

I had to complete the last credits needed for graduation by taking an English correspondence course from Indiana University. I finished with an "A" before we left for the Philippines in mid-March.

I completed a University of Wisconsin physics course and earned a "C" after arriving in the Philippines. Delighted to be done with that physics course, I threw the textbook up in the air in our living room and never saw it again. I suspect my mother told the maid to pick it up. I have no idea whatever happened to that book.

I had no contact with Mr. Brubaker after leaving OHS, until nearly 50 years later when, in mid-2011, I tracked down an email address for a "Dale Brubaker" who just might be the same person I knew in high school in 1962. I emailed this "Dale Brubaker" with the hope that he would be that same person. Bingo, a reply came back from a Dr. Dale Brubaker confirming his identity as my American Government teacher in high school nearly a half century before.

During subsequent email exchanges with Dale, I learned that he had taken a great interest not only in writing his own personal biography but also in encouraging his students to write their own biographies. Once again, Dr. Brubaker sparked my own interest in writing, this time a series of vignettes about celebrities or "giants" I had met and who had a large or small impact on my life. Indeed, in my chapter on giants in the realm of Spartan Educators, Dr. Dale Brubaker is the subject of one of the book's first two vignettes. The other "giant" is Dr. Donald Yates who was the instructor in the High School Honors Course in Spanish that I took at Michigan State during the summer of 1961, a little over a year before meeting Mr. Brubaker.

Over the next year or so, Dale and I shared pieces each had written, leaving me greatly appreciative of the feedback and guidance he provided. He further encouraged me to reflect on my own life, and how past events and persons I had met over the years impacted my personal life and my professional career.

The following excerpt from Dale's autobiography took me back to my OHS days when I looked forward each day to attending Mr. Brubaker's class:

> With the coursework for the Ph.D. completed, it was a good time to enter high school teaching in Okemos, a town outside of Lansing, Michigan, a one-high school district that was changing from a rural to a suburban culture. . . . High school social studies teaching provided me with an opportunity to draw upon my college and university courses in history, sociology, anthropology and philosophy. I had three preparations: World History, American Government and Economics. Five hours of teaching and one hour off for planning were a challenge in contrast to my previous graduate-student life at Michigan State University.
>
> Full of youthful energy, I threw myself into the work and experienced a mix of excitement, discovery and very hard work that wore me down. Students in morning classes received my best teaching with classes after lunch frequently taught on automatic pilot. I had not learned to pace myself and spent too much time with teacher-centered instruction. Collaborative learning, such as small group work, was simply not part of my repertoire. Giving attention to students' writing also demanded the reading of more than a hundred essays.
>
> Special attention was given to seniors in American Government classes. Monthly seminars were held in our apartment or students' homes with authors of paperback books, Michigan State University professors, as guests.
>
> Between fifty and seventy-five students attended these seminars and autograph parties with rich dialogue between students and the professors taking place. … The sheer joy of these experiences reminds me today that we…created learning communities of a very different kind in contrast to most high school settings.
>
> Students were engaged in intellectual experiences off-campus—experiences that were not part of traditional curricula. Why did we create these high school learning communities? My love of ideas needed a forum outside of the traditional classroom format and students' enthusiasm for contact with professors who

> authored paperback books read for the seminars, when coupled with their treatment as adult learners, gave them special status.
>
> The novelty of this innovation gave us energy and optimism. We introduced these seminars with no doubt in our minds that they should and could be held. … [Another] reason for the seminars is that I wanted to play the role of professor while employed as a high-school teacher. At the end of the three years, 1965, I received the Ph.D. and moved into university culture (Dale L. Brubaker, *The Making of an American Educator*).

During the drafting of this essay, I stayed in touch with Dale, our most recent email exchanges, from February 9-11, 2013, providing encouraging feedback, as follows:

- "I have a suggestion [for you] to consider. How about putting the 'header quote' at the front end of your essays so that it sets the stage for the reader's introduction to the subject of the essay?" (2/9/13)
- "I can't recall specific examples but my general feeling as a reader is that I would like to graphically know the subject of your essay as soon as possible and it seemed to me that a photo and quote or two in the words of the subject would get me there in a hurry." (2/10/13)
- "You are the potter at the wheel, Kerry, and when it feels right to you, you will know it. I assume there will be a foreword, preface or the like that sets the stage. (2/11/13)
- "Kerry, this is really smooth and interesting. There is richness and variety in your profiles. Congratulations on not being constricted by academia. Your life is the richer for seeing all of life as curriculum." (2/11/13)Kerry, I really like the changes as they bring a most interesting flow to your project." (2/11/13)

These February email exchanges were precipitated by some feedback Dale had given me in a prior email in which he thanked me for an update I had sent to him and in which he shared that:

> It is only natural that we go in and out of funks and many is the night I would go to sleep simply hoping the morrow would return my optimism, energy, etc. It almost always did. I give thanks that I have slept very well in the 10 months since I began chemo. I always focus on something good I have experienced—something that continues to give me joy (Dale Brubaker, personal communication).

Over the next couple of months of 2013 I was quite busy at work, including several trips to Central America. In my spare time I kept plugging away on the overall memoir-type book I was writing. By late May I had made enough progress on it that I sent an email to Dale on May 25 to request his mailing address so I could mail to him the manuscript on a thumb/flash drive as the manuscript was too long to print and the file size too big to send as an email attachment.

When Dale did not write back, I tried to reach him at the home phone number he had shared in an earlier email. I tried the number several times but only got the answering machine. When I didn't hear back from him after several days I thought he and his wife might have gotten an early jump on spending time at their summer cabin in Michigan.

I again tried again to reach Dale by phone on the morning of Saturday, June 8 (2013). This time Dale's wife, Barbara answered the phone. I told her who I was and she replied that she had known from Dale about my writing project. She shared the devastating news that Dale passed away just two days before on June 6, having lost his long battle with cancer. This news devastated me almost as much as the passing of my own parents, my mother in 1984 and my father in 1999.

My conventional approach to writing these vignettes evolved from sharing a memory or two about a celebrity or a "giant." However, with Dale's feedback, I began to put the biography of the vignette's subject first and then the "Flight Log Memories." When I sent draft vignettes to Dale for his review and comment, he often shared his memories of some of the same people I wrote about, as he did in the next to last email that he sent to me on February 11, 2013, in which he shared the following about then MSU President John Hannah (whose vignette I had shared with Dale).

> A colleague told me that John Hannah personally signed all graduates diplomas and some faculty objected saying it was a waste of time. A friend of mine, a professor of philosophy at MSU, George Kerner, said that John Hannah met a foreign student on a plane during an overseas journey. The student didn't have a major and so Hannah sent a letter to the head of the philosophy department saying that he was sending over a new doctoral student he recently met. (Dale Brubaker, personal communication)

In the larger "book" of which this Brubaker vignette is a part, this anecdote about John Hannah serves as a transition to the subsequent vignette I wrote about **John Hannah—**the greatest Spartan Educator!

In concluding this Brubaker vignette, I note that Hannah would be proud that one MSU student, Dale Brubaker, whose graduate diploma Hannah signed, carried the banner for Spartan education over the next half century from coast to coast–to the West (University of California-Santa Barbara), the Midwest (University of Wisconsin-Milwaukee), and the Southeast (University of North Carolina-Greensboro)–with Dale first starting his teaching career at Okemos High School!

Sadly, too focused on communicating with Dale through our email exchanges, I didn't pick up the phone sooner to try and talk with him during what turned out to be the last year of his life.

Not to leave this vignette about Dale Brubaker on such a sad note, his memory clearly lives on with the students he inspired and, in my own case, helping me to better define the direction that I would take not only in my studies at Michigan State University (B.A. & M.A.) and Iowa State University (Ph.D.) but also, perhaps unknowingly at the time, in the professional career that I would pursue over the coming decades.

While some, having had different experiences in Dale's classes, might disagree, his approach to creating an educational environment for student learning at OHS opened many students' eyes to a much wider world than they had known in their prior OHS classes. Indeed, one could argue whether one's learning experience at OHS was different (and for the better) having studied under Dale as a freshman vs. as a senior (the latter being my own experience). Where might my career have gone had I had the opportunity to take a course from Dale during my freshman year?

In any case, it wouldn't be too much of a stretch to say that Dale at OHS was the academic equivalent to Jim McKay's "Wide World of Sports" (ABC TV – 1961-1998). Paraphrasing McKay's catchphrase -- "the thrill of victory and the agony of defeat," Dale helped to open students' eyes to "the thrill of ideas and the agony of issues." Dale Brubaker – gone but definitely never forgotten and still making an impact!

John Alfred Hannah (10/9/02 – 2/23/91)

I would play against 11 gorillas from the circus if it would help Michigan State football.

John Hannah served 28 years (1941 to 1969) as President of Michigan State College (MSC), which became Michigan State University (MSU) in 1955, making him the longest-serving MSU president.

Hannah was born in Grand Rapids, Michigan, where he grew up on:

> a farm with his family as they raised flowers, vegetables, and chickens. As a young boy he was responsible for caring for his family's chickens and was successful in exhibiting Black Orpingtons at local fairs. During high school he assisted as the secretary of [the] West Michigan Poultry Association and would later move on to be the secretary of the State Poultry Association. Hannah attended Grand Rapids South High School before he moved [on to] the Grand Rapids Junior College, [later transferring] to the University of Michigan for law. Although Hannah had interests in being a lawyer, he was an expert in chicken husbandry and served as a teacher for Michigan farmers. …
>
> During the winter of the 1921/1922 school year, a member of the Agricultural Extension Staff and head of the Poultry Department at Michigan State by the name of E.C Foreman visited the University of Michigan to meet with John Hannah. Foreman offered Hannah the opportunity to earn a degree in agriculture at Michigan State, and a job as extension poultryman with an annual salary of $2,500. Hannah transfer to Michigan State from the University of Michigan and received a bachelors a year later.

> In 1933 Hannah was president-elect of the International Baby Chick Association and it played a crucial role in the drafting of a fair trade code that protected hatcheries against competition from hatcheries that lacked good morals. The new code would prevent distorted advertisement, set a minimum size for hatching eggs, [establish] health standards, require that chicks be sold at or above the cost of production, and managed hours and wages for workers. [President Franklin D. Roosevelt signed the fair trade code into law in late 1933.] Hannah then left Michigan State to set up the Kansas City offices of the bureau that would enforce the new code.
>
> [Michigan State's] President Robert Shaw initiated Hannah's return to Michigan State by offering him a job as [secretary] of the college and of the State Board. Although…offered many jobs with annual salaries as much as $18,000, he turned them down and accepted the far less annual salary of $4,200 at Michigan State because he cared far more about the college than he did about money. While working as the secretary of the college and the State Board, he worked with state legislature to ensure more funding with the Works Progress Administration (WPA) and with the State Board of Agriculture to keep them informed about the college's growing needs. Hannah was instrumental in convincing President Shaw and the Board of the College to invest in additional land for the future expansion of the college. It is at this time that the campus' boundaries of Hagadorn and Harrison were put into place (Source).

Another source provides a shorter summary of Hannah's rise to the presidency of Michigan State:

> Following two years at Grand Rapids Community College and one year at the University of Michigan Law School, a disgruntled and financially strapped John Hannah would transfer to Michigan Agricultural College in the fall of 1922. After graduating in the spring with a degree in poultry science, the 21 year old would assume a position in the agricultural extension service at the college. His propensity for leadership soon became evident. By the mid-1930s Hannah was promoted to secretary of the State Board of Agriculture, the governing body for the college. In that role he served as de-facto chief operating officer of Michigan State. Six years later Hannah assumed the presidency of his alma mater. Over the next three decades he would direct the transition of an agricultural-based institution into a major research university with an outreach about the globe (Source).

John A. Hannah

(Photograph courtesy of Michigan State University Archives and Historical Collections)

While working at Michigan State, Hannah married Sarah Shaw, the daughter of Robert Shaw, the MSC President. In 1941, Hannah succeeded Shaw as president of MSC. Serving in that role for the next 28 years until 1969, Hannah led the transformation of Michigan State from a little-known regional agricultural college and undergraduate-oriented institution with an enrollment of 6,000 students into a comprehensive national research institution of more than 40,000 students.

One of Hannah's strategies to expand student enrollment was to build a new residence hall, enroll enough students to fill it, and then use the income to start building a new dormitory. Under this strategy, student enrollment increased from 15,000 in 1950 to 38,000 in 1965. Hannah also played a role in helping to get MSU into the Big Ten Conference. When the University of Chicago eliminated athletics and resigned from the Big Ten Conference (Western Conference) in 1946, Hannah worked for several years to get the Big Ten to admit MSC, finally succeeding in 1950. In 1955, Michigan State's centennial year, the State of Michigan recognized MSC as Michigan State University (MSU).

During Hannah's career, in addition to his years of service as President of Michigan State, he also would serve in the administrations of Presidents Truman, Eisenhower, Kennedy, Johnson, Nixon, Ford, Carter, and Reagan. His positions with the U.S. Government included serving on the International Development Advisory Board (1950-1952), Assistant Secretary of Defense (1953–1954), Chairman of the Commission on Civil Rights (1957–1964), and Chairman of the United States Section of the Permanent Joint Board on Defense (1954-1964).

On retiring from MSU in 1969, Hannah became Administrator of the U.S. Agency for International Development (4/2/69–10/7/73). Later, from the mid to the late 1970s, he served as executive director of the United Nation's World Food Council, and also first Co-Chair with Father Theodore Hesburgh (President, University of Notre Dame) of the U.S. Commission on Civil Rights.

Hannah's involvement in international development had begun at least 20 years before as recounted by Douglas Ensminger in a 1976 Harry S. Truman oral history interview:

> At the time of Truman's inaugural address in 1948 John Hannah was president of Michigan State [College] and was president of the Land-Grant College Association. It was in this capacity [that] he sent President Truman a telegram offering the cooperation and assistance of the land-grant colleges in carrying out what he interpreted to be the meaning of Truman's Point IV program. At that time it was Hannah's interpretation, and this was the reason for offering the land-grant institutions cooperation, that Truman had in mind a…simpler approach to Point IV development than the people who related to the European Recovery Program and economists later injected into the program which was economic development. Hannah saw really the role of the land-grant universities in this, going back to their early history and the role they played in helping farmers find solutions to problems, and in helping this nation understand the kinds of policies and programs that we were going to need to have our own agriculture succeed. This is very much what Hannah had in mind in offering the service of the universities back in 1948, which is to help these countries develop a technology which meets their needs, rather than transport our technology to them (Source).

On whether there were any discussions concerning the possibility of transferring the American land-grant college philosophy of this period to the institutions of higher learning in the underdeveloped world, Ensminger recalled:

> Well, there was very much of this in Hannah's point of view, because Hannah shared the basic philosophy of M.L. Wilson, whom I was then an assistant to. Wilson was Under Secretary of Agriculture. He is given credit for having designed most of the New Deal Programs. M.L. Wilson said over and over again, and this was echoed by Hannah in the early period, "It was not then, it isn't now, our institutional structures and our advanced technology that the developing countries need. What we had to offer then is what [we] have to

> offer now – a philosophy of an educational institution helping to find solutions to problems and in helping design programs to solve those problems" (Source).

Ensminger worked with USDA from 1939-1951, moving to the Office of Foreign Agricultural Relations (OFAR) in 1948, in part influenced by Stanley Andrews (see vignette] who would become Director of the OFAR (1949-51) and subsequently Director of the Technical Cooperation Administration (Point IV program) (1952-53). Ensminger recalled that his task was to:

> put together an organizational structure to coordinate and manage the training of foreign nationals who were coming to the United States to study agriculture. At the time they asked me to take on this assignment there were about four thousand foreign nationals in the United States, nobody knew who they were or what they were doing. The land-grant institutions complained to Washington: "We just simply can't live with this any longer, a group of ten people which show up in a Dean's office, or a head of a department unannounced[,] say[ing], "We're going to be here for three months to study some aspects of agriculture." . . .
>
> During this period I developed a close working relationship with John Hannah and with Stanley Andrews. [At the State Department,] John Hannah was in charge of land-grant…aid, and a policy committee on training procedures. Together we worked up the policies that said to an institution: "We will pay half the salary of a person to coordinate the training programs on this campus, and we pay a certain amount per diem for each foreign student who was at the institution taking courses whether undergraduate, graduate, and we paid the tuition." I then formed a staff and we sent instructions out to the foreign countries before people could leave the country to come here to study, they had to send in certain information. We had to know who was coming, what their backgrounds were, the assignments that they were being trained for and how long they were to be here so that by the time they arrived, we had a draft program agenda. We then sat down face-to-face with them, and determined their training and program. On this basis we began to get training programs, coordinated and tailored to the needs of the country and we got the cooperation of the institutions (Source).

After retiring from MSU in 1969 and serving as Administrator of the U.S. Agency for International Development 10/7/73), Hannah served from the mid to late 1970s as executive director of the United Nation's World Food Council. During this period he also served as Chair of the Board of Directors of the International Fertilizer Development Center (IFDC).

While Hannah passed away on February 23, 1991, his impact on development, agricultural communication in support of development, and further generations of Spartan Educators would play out over the following decades, most immediately in the work of a number of people that Hannah played a role in recruiting to Michigan State, as recounted in subsequent vignettes on Stanley Andrews, Francis Byrnes, George Axinn, Gordon Sabine, and others that followed.

Flight Log Memories: I first met **John Hannah** a couple of days after my graduation from MSU in 1967, while visiting the office of Gordon Sabine (see vignette), MSU Vice President for Special Affairs. I had kept in touch with Sabine, with whom my father worked closely, since my high school senior year. While visiting Sabine, he asked me what were my thoughts about Hannah's commencement speech a day or so before—to which I jokingly responded: "There's really a John Hannah?"

As President of MSU, Hannah frequently was away from campus while on official business such as fundraising. But these absences had reinforced a rumor among MSU's students that there really wasn't a "John Hannah"--as many had never seen "John Hannah," perhaps there was no "John Hannah"!

However, if "John Hannah" did exist, this would explain why there was a piece of land – known as "Hannah's farm" – just across South Hagadorn Road from the MSU farm, less than a half mile from the house I lived in from 1953 to 1963. Indeed, a long-time friend from grade school and high school, Bruce Champion, and I often passed "Hannah's farm" – a poultry farm and apple orchard – during the summers when we bicycled to MSU's Intramural Building to swim in the facility's outdoor and indoor pools. So, even though I had not ever personally met "John Hannah," I really had no reason to doubt his existence, as I knew he owned a farm just down the road from our house.

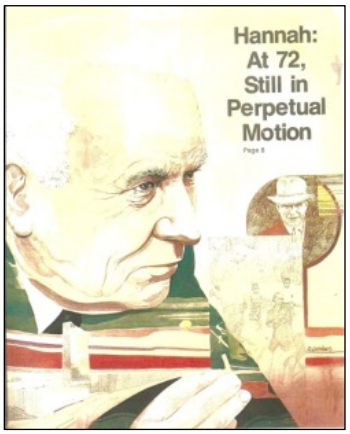
Sabine was quick to chide me about this rumor just as he noticed a person passing in the hallway outside Sabine's office. Sabine got up from his desk, walked to his office door, and motioned for that person to enter, saying "Could you come in here a minute? There's a young fellow I'd like you to meet." As you may already have guessed, in walks none other than John Hannah! I stood up to shake his hand as Sabine spilled the beans that I was one of MSU's most recent graduates but had not gone to my own graduation at which Hannah just a couple of days before had given the commencement address on the challenge of helping so-called Third World countries to develop.

Talk about being put on the spot as I quickly tried to explain why I had not gone to my own graduation. I told Hannah that I hadn't gone because I had to finish a term paper for a course on which I needed credit to graduate and for which the professor had given me a passing grade in exchange for my promise that I would get a term paper submitted to him by the Monday after graduation.

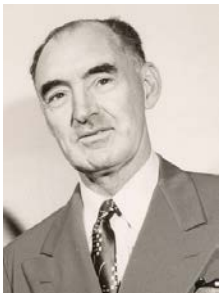
I apologized to Hannah that I hadn't heard his address, to which he had a most interesting response, something to the effect: "Don't worry, there were a lot of people who didn't hear what I had to say." This was a bit prophetic because, approximately one year after my first encounter with Hannah, he resigned from his position as MSU President to become the Administrator of the United States Agency for International Development (USAID), where he served from April 2, 1969 to September 30, 1973. USAID, as subsequent vignettes will illuminate, would over the ensuing years play a key role throughout my professional career.

Later, during the years (1975-84) I worked with the International Fertilizer Development Center (IFDC) in Muscle Shoals, Alabama (see Per Pinstrup-Andersen vignette), Hannah served as the Chair of IFDC's Board of Directors. This afforded opportunity to occasionally see and greet him during his visits to IFDC, though his influence on me was more the result of the years he served as Michigan State's President, a story that unfolds in the vignettes that follow.

My father, Francis Byrnes (see vignette), greatly admired Hannah and displayed in his home office two pictures. One was a photo of President John F. Kennedy, taken by a good friend of my father, Ted Spiegel (see vignette), the other a drawing of Hannah that appeared as the front cover of the September 1974 issue of the *MSU Alumni Magazine*.



Stanley Andrews (12/18/1895 – 12/31/94)



[Charles] Brannan [Secretary of Agriculture] told me to get on a bicycle and go around the world and see what one could work up in terms of a pilot program to give some pattern when the big deal [what would become Point IV] went into operation. . . . I did lots of travel because I wanted to see what was going on out there. You can't do anything in Washington but read reports and shuffle papers.

On September 7, 1953, Michigan State College (MSC) appointed **Stanley Andrews** as Professor and Executive Director of the National Project in Agricultural Communications (NPAC) under a grant funded by the Kellogg Foundation (*September 18, 1953 MSC Board Meeting; p. 14, #1 under "Appointments").*

Andrews was a graduate of the University of Missouri and subsequently worked on various newspapers, owned KARK radio, and edited the *Arkansas Farmer* and the *American Cotton Grower*. From 1943-46, during World War II, he served in the American Military Government in various agricultural – food, forestry, and fisheries – administrative posts in Italy and Germany.

On leaving the military in 1947, he became an advisor to the Secretary of Agriculture under the Truman Administration. From 1948-49, Andrews was Chief of the Food, Agriculture and Forestry Division of the American-British Control Group in Germany.

He then served from 1949-51 as Director, Office of Foreign Agricultural Relations in the U.S. Department of Agriculture (USDA).

Immediately before coming to MSC, Andrews was the Administrator of the Technical Cooperation Administration (Point IV program) from 1952-53, predecessor organization to the International Cooperation Administration (ICA) and its successor, the U.S. Agency for International Development (USAID) established by President John F. Kennedy in 1961.

Stanley Andrews and John Hannah (see vignette) probably met during those war years as Hannah, while being the MSC president, also served as an assistant secretary of defense in the Defense Department, and likely knew Andrews while the latter was Director of USDA's Office of Foreign Agricultural Relations (1949-51) and/or Administrator of the Technical Cooperation Administration (1952-53).

While specific evidence to this effect has not been identified, Hannah likely encouraged Andrews to come to Michigan State in the fall of 1953 to be the Director of the National Project in Agricultural Communications (NPAC). Some evidence of a link between Hannah and Andrews is found in the oral history interview with Andrews conducted by Richard D. McKinzie on October 31, 1970. During the interview, Andrews talks about how he got to be the last administrator of Point IV.

After the death of John Bennett who had been the TCA Administrator, Andrews recalled,

> I held the [TCA] together; I made this 29-nation tour and came back and presented our case to Congress. If I do say it myself, we won. We got more money than we asked for. In the meantime, a search was on for an administrator. You remember at this time Mr. Truman was very unpopular, and there wasn't any big Democrat that wanted a political future who would listen to him, and the Republicans wouldn't either. I recommended five or six. I searched for people that could bring competence to Point IV as well as dignity, and a name. … At one time it looked like Dr. John Hannah, president of Michigan State, might take the job. As a matter of fact, the State Department already had his biography, and everything made up. But Hannah then came out for Eisenhower in *Life* magazine. The farm organizations' principal organized backers of Point IV protested, "This can't be." They went to the State Department or Mr. Truman, I don't know who, and the idea was dropped (Source).

At the time I started my research on Andrews, little did I know of or appreciate the contributions that he made to the United States over the years in the various positions he held. Those contributions included:

- Following the end of World War II, Andrews provided organizational leadership to get the Berlin Airlift off the ground to deliver food to the population of West Berlin, thereby averting starvation of that city's people, though I had earlier become aware of this from my father telling me about this when I was in high school.

- During the early 1950s Andrews travel to the developing countries supported establishing the Technical Cooperation Administration (TCA) to manage the Point IV program prior to the TCA becoming the International Cooperation Administration (ICA) and later the United States Agency for International Development (USAID).

- Andrews played a key role in supporting the creation of the International Voluntary Service (IVS) that was a forerunner to the role he played in the creation of the Peace Corps.

- He brought practical (applied) leadership to the implementation of the National Project in Agricultural Communications (NPAC) at Michigan State College from 1953-60.

What I found interesting, as I read the Andrews oral history interview – and reread many times – was that, during the period Andrews worked on the Point IV program, he was always searching to identify how our country's development assistance programs could more effectively foster developmental change in the countries the program was assisting.

Andrews' constant struggle with this question during the years of the Truman, Eisenhower, and Kennedy administrations surfaced as he recalled (during the interview) his own efforts to identify a more effective approach to increasing the impact of the U.S. development assistance program.

Below is a distillation of Andrews' reflections on this issue, organized into "approach" vignettes with supporting excerpts from the Andrews interview. Note that the section heading in bold for each approach was my own way of categorizing the different approaches that Andrews was tracking over the years.

> **Getting Beyond the "Ugly American" Approach**
>
> When Eisenhower went through about two or three years trying to get an appropriation for foreign aid, he called six of his Cabinet members and in real mule skinning language said, "I want to know why in the hell it is that ten years and [at that time] 90 billion-dollars later, we're less thought of, we're more hated and more uncertain throughout the world than we were when we started. I want you guys to come up with some answers." They called me up to Washington and said, "Would you undertake a part of this study? …we're

going to survey the entire world and we're going to try to find out what the image of the United States is." They said, "We're going to try to find out what the image of the soldier is, the image of the businessman, the image of the diplomat, the image of the educator, and we want you to find out how the village people view the agricultural and educational worker that goes to the villages." And they said, "We'll give you a hundred dollars a day and travel money." "I'll do it if Michigan State doesn't object.'" I was at Michigan State at the time, and President [John Alfred] Hannah said, "That's fine, go to it."

I went to work and I surveyed people, not Americans, but other people from 22 countries, including quite a number of Latin-Americans, Middle Easterners, and Asians and made a short report.… When you go to people in strictest confidence and let them tell you their story you get some very ear burning material. I'll give you one little incident…. I landed in Peru and went…to see the Minister of Agriculture. And I said, "What is your view of the Americans, particularly the agriculture and educational field, and how they worked...in your country?" "Well," he said, "you Americans are wonderful people. You're generous, you've given us all kinds of money, but…you never listen. You come into our country here and treat us as second-class citizens as if we know nothing and you brush us aside and go ahead and make damned fool mistakes." And he said, "If you would just listen and work along with us, together you'd—we'd save us a lot of trouble. We appreciate, and you've done wonderful things for us, but we could have done so much more together."

We could have saved millions of dollars and all kinds of trouble if we'd just profited by the Point IV mistakes. Dr. [Henry] Bennett [original Administrator of the Technical Cooperation Administration] and I were wrong; we thought we could send a county agent out and immediately put in an extension service and agricultural college system and transform things overnight. You can't do it. The people who were the most effective in these early programs were the vocational agricultural teachers and public health people. They knew this business of teaching young and old people. They were the most effective people in the whole darn business. They took it slow. In the health program in the places where we had people we learned that to be effective a person had to stay there a long time. I've fought, bled and died for the principle that when a man is assigned to a country, and works up with the country a program, he stays there until that program is reasonably successful. But you have this damnable two-year rotation [in the U.S. Foreign Service system].

Anthropology Approach

Under the Marshall plan, the orientation of the people that went out was about the economics of the country. How many factories, …how many cows, …the whole orientation program could be summed up in "knowledge about." It was very evident that that sort of thing wouldn't work in our sort of program. "Knowledge about" didn't do you a damned bit of good. And so I sent some anthropologists out and said, "Tell me how you transfer know-how to people who can't read or write, can't even speak their own dialects, or understand their dialects. How do you do it?"

Well, they… come back with a great big report advising on the barriers to what we were trying to do. I said, "My God, what you're saying is probably true, but it'll take us ten years to even begin to start, let alone do anything." … I decided then the thing to do is to give these Americans that go out a touch of anthropology. We made a contract with the Foreign Service Institute and I paid the Foreign Service Institute $350 to give a six weeks training course to each American that we sent out. It was a heavy dose of anthropology. I thought that would solve the problem. It just didn't. It just played hell because you made a bunch of amateur anthropologists who began to look at the differences between our culture and theirs and not at the likes. We had fellows still sitting out observing another culture at work and you were hanging presents on the

Christmas tree on the outside of it. A tree doesn't grow from the outside, it grows from the inside. That anthropology gamble was a bust. It didn't work.

I think we could have done it better if you hadn't had such high level anthropology if you'd had a practical fellow, [who] understood psychological and ethnic cultures with more knowledge of human behavior. Human behavior's pretty well the same all over the world. We're all searching for a certain amount of ego involvement and dignity.

Language Approach

I go…to Michigan State…to work with the [National Project in Agricultural Communications (NPAC)]. The idea was to study how you get an idea from one person to another and how does an idea move through a social system. So I said, "Oh, I've got the answer now; communications is the answer." I went up to Washington…to see Senator Fulbright. I said, "Senator, the big story here is communication and an American who can't speak the language is just lost out there. So therefore I want you to insert in this bill a sum of money that will require every American going out to at least have a smattering of the language of the country to which he is assigned."

By golly, eight million dollars went in…[to]…set up training systems everywhere. A lot of people--they were paid to go to these schools--…learned the language, some of them very fluently, and some of them not very good. That was also a bust in part. Psychologically wrong, because this little fellow who's confronted by a six foot, two hundred pound American, while he's 80 pounds, colored and ignorant, is groping for some power over you. If you can speak his language as well as he could, or even smattering, brother you just made the thing that much worse. But if you could go to him and say, "Listen, I don't know a thing about your language, will you help me?" Then the other fellow feels a little dignity on his own. …to make a long story short, I decided mere language training was not enough.

Behavioral Change Approach

At Michigan State [University] we began to get into this communication problem in depth. We looked at communications in terms of how people behave. We stumbled onto something that if we could have had it when we started we might have done a better job in Point IV. It looked like we were going to get AID to try out the behavioral communications idea. It went clear up in the Eisenhower administration, to the last man, and he said, "Well, damn it, this looks like something awful good, but you know we've got so many things I'll just have to put it off for a while." And the fellow that was carrying it through the bureaucracy was sent to Africa and the whole thing collapsed.

One fellow in education out in Thailand got 250 thousand dollars into the AID budget out there to introduce this concept of training for people. When that came into Washington they knocked it out. The whole thing collapsed except for one little training program…still going on down in Virginia, in which you give foreigners that come over here a debriefing session as they go out. This training makes them face up to the fact, "Now you've been to the United States, now you've seen all these places; what does that mean to my country?"

You put them into a situation when they will finally say, "My God Almighty, what does it mean to my country and how am I going to relate this to our problems." It's been very successful and it is one thing that AID bought that's still running. This system has been used by Michigan State people to train Dow Chemical, Standard Oil and company personnel going to foreign assignments. We've never been able to get it into the orientation for Government people going out. If I had my way I wouldn't let a secretary go out without going

through that training. It gives an entirely different concept of human behavior and it doesn't exaggerate the differences in human beings. It finds the common denominator that's between me and you as a black man and a white man. It emphasizes the likeness rather than the differences.

[McKENZIE]: Does this bother you that they didn't think of these things earlier? I mean you learned to think of this in the long range. ANDREWS: Yes. The point is, I didn't think of it. I'll be perfectly frank, I didn't. I know we were wrong somewhere but I didn't know how in the hell to do it. I was **searching** [bold added] for something. When I got to Michigan State we had this million-dollar Kellogg Fund [reference to NPAC – see Francis C. Byrnes vignette]. We were to find out how an idea spreads among people. At least 50 percent of the rural population is completely untouched by our agricultural programs in the U.S.A. It all stops at the bottom of the lower middle class. How can we expect to reach the millions in these underdeveloped countries without going on down through to people; people participating.

Young People Approach (International Voluntary Services)

Point IV…was a kind of a white hope to church people, to just good solid American citizens who were willing to do good. Young people wanted to come and work in the Point IV program. Most of them were highly motivated from the various religious organizations. There were about 75 religious organizations that had various kinds of programs all over the world. They probably knew more about the real situation than other groups. I courted opinions from the missionaries and in one case I gave the Presbyterian Board of Missions money to run a hospital in Thailand. Well, people from these organizations were always coming in saying, "What can we do for you?" You can't see 75 people every day. I said, "I'll tell you what I'll do. …I know there are thousands of young people who would like to get into this program. What I am up against, the minute that a Form 57 comes in here on one of those young people to the personnel office, the first thing they ask is, 'What is the experience?'" Some old duffer with a bald head and gray hairs and with a big record here is hired immediately. They wouldn't hire these kids. I couldn't get them by State Department. I suggested to the group, "You people all get together and form a non-profit organization and set up a board of directors and select a thousand of these young people who want to go out. The idea is to work in the villages, not in towns, right out in the villages. I'll find them something to do." And this was getting pretty close to the end of my regime in Washington. I took Dale Clark out of the Mid-east staff and put him over with what we called the International Advisory Development Board. He worked with these organizations to set up some sort of a central organization which could speak for all of them. We put some money over there and Dale set out to organize these people and to see what we could do.

They went to work and one day they came in the office and said, "We've got an organization; we have some money of our own and we've got a thousand people that want a job." I said, "Okay, what kind of people are they?" "Well, they're all kinds: agriculture, public health, education and so forth." I said, "All right, give me a little time and I'll get them a job." Well, I wired our country director in Iraq, "Find a place way out in the boondocks for seven people with these qualifications -- agriculture, public health, education, sanitation, and rural development." I allocated $150,000. At that time I could allocate it direct out of general funds. I didn't have to go through bureaucratic procedures. "Now you take this money and you spend it, but spend it wisely and when this is out ask for more and I'll send you more." [We] put others in Nepal and Egypt and several other countries including Vietnam [and Laos]. [This was the start of the International Voluntary Services.]

Peace Corps Approach

When Kennedy started for the Presidency, he was searching for something to appeal to the young people about. So, he goes out to Michigan and his entire speech was on this Peace Corps idea. And he got more

letters and telegrams as a result of that than any single speech he made in the campaign. So Peace Corps was in. … [Sargent] Shriver, the Peace Corps administrator, made a tour of all of our IVS missions and talked to the kids. He set the Peace Corps up on the basis of [the] IVS…. After Kennedy's death we still had Presidential support. Johnson praised this thing from one end to the other, but we got all mixed up in the [Walter] Rostow theory. Remember the Rostow take-off concept of foreign aid. That progress came through industrialization. That industry came in first. The Point IV theory was that we could pay for training, and that training had to precede industry. You couldn't run a railroad without people who knew something about welding and carpentry and all that sort of thing. You see the railroads and what industry there was prior to this time had been primarily run by Colonial powers -- the British and the French and Dutch.

Country Program Approach

We should have stayed with the original concept that the country program is made up by the country and not by you. You see, after Eisenhower and after [Harold Edward] Stassen [director of President Eisenhower's short-lived Foreign Operations Administration], you developed the country book idea[,] in effect, an American program in that country. The country had its program, and anything you did as an American out here, outside of this book, you didn't get anywhere with it. If it wasn't written down in this book, there would be no American assistance. I went into how they made up a book, and I talked to a fellow in the Philippines and I said, "How do you make up these books?" "Well," he said, "I get a quart of scotch and go over to the Manila Hotel and start writing." I said, "Do you call in the Philippines experts?" And he said, "Hell, no, why should I?"

Collaborative Approach

One of the big weaknesses of the whole [Point IV] concept…is that we felt that we could quickly transfer a lot of the really advanced know-how into these countries. It can't be done. You've got to train a lot of little people step by step. One can go out here and build a fertilizer plant, but if they can't run it, you don't do anything. We've got monuments all over the world where millions were spent, but it takes years to develop a genuine industrial complex. For instance, the fertilizer plant in the Philippines was ten years before it got moving beyond 20 percent of capacity. Cost 80 million dollars. Such things have got to move as the people move and are educated to make the best use of them.

I wouldn't say we could generalize on any one country, but I will make this generalization. In the country that was in on the planning of the program -- I went out there ten years later and they took me around to show what they had done, and they didn't say Point IV. They said, "our program," when I knew we had helped. That meant to me that the program was a success. In country after country these people took tremendous pride in what they'd done in their program. Many of our programs, you know, were run by Americans, literally run by Americans over in the AID office, not through the machinery of the ministers of the countries. A whole lot depended on to what extent the country director held their feet to the fire and made them do something before he moved. In so many places we got impatient and just went ahead and pushed them out of the way and did it. There was talk about training all the time but -- except in the technical schools -- there was practically no training on how you deal with the social system. The technical training is very good, but that's a different thing from an involvement of people in their own welfare and raising the total level of people in the social system. You've got to raise their sights and give them confidence in themselves.

The lesson that emerges from a close reading of the Andrews interview is that establishing effective assistance programs in a developing country depends on having in place a communication process in which a premium is placed on collaboration between the U.S. and our developing country partner to identify what are the problems, what are the

potential solutions, and what resources each party can bring to the table to solve the problem at hand. Andrews summed up this approach on the two partners reaching an agreement:

> …we'll do this if you'll do that. And boy it was an amazing thing. Then it becomes "our well." This pump that went down out there in Ethiopia was the Point IV pump to the people, not theirs. It was a Point IV well. The psychology has entirely shifted. If you recall [one] report on aid that's theoretically where we're going to start now, twenty years too late, involving people in the program. After the Point IV shifted to Stassen [under the Foreign Operations Administration], although you kept technical cooperation in the picture, it was a case of it being just a little tail on the dog that once in a while could wag. Big money changed the emphasis. If a mission director knows he's got 50 million dollars he can spend, it's a whole lot easier for him to commit a check than it is to tell a country, "All right now, if you'll do this, we'll put the rest in." You [think you can] improve your own image, you see, when you put that [50] million dollars in [but you don't improve] the image of the other guy. What these developing countries want is improvement of their own image. This was true in Latin America. Hell, we went down there and started solving problems before you got off the plane.
>
> In conclusion I'd have to say that we made many mistakes, did many crazy things and stimulated the doing of a lot of good and enduring things. Most of the good things are not what one would see by driving along the road looking at a building or a factory, but all over the world, here and there … [there] is a better life for many human beings because of some of the very little things that Point IV started. It is with some significance I think that nearly 25 years after point IV the appropriation and authorization bills, passed by Congress, direct our foreign efforts back toward the original concepts of the Point IV program. They have allocated more money than in any years since Point IV to a people's type of an effort, with the direction to try once more to narrow the gap between that lower 40 percent of the people of this earth who are merely on the survival line.

Stanley Andrews

(Director, Technical Cooperation Administration, 1952-53)

On December 31, 1994, Andrews passed away at the age of 99.

Flight Log Memories: In the fall of 1953, my father - Francis C. Byrnes (see next vignette) - left Ohio State University to take a job at Michigan State as Associate Director of the National Project in Agricultural Communications (NPAC). The NPAC offices were located in Wells Hall (which had been built in 1907 to serve as a dormitory). As of 1955, Wells Hall was behind and to the left of the Michigan State library, the construction of which was completed in 1955; however, in 1996, Wells Hall was torn down to make room for expansion of the MSU library.

Wells Hall on the Campus of Michigan State College (MSC)

It was during one of my visits to my father's office on the second floor of Wells Hall that I first met **Stanley Andrews** -- and from time to time would see him around the NPAC offices when I was there to see my father.

But my most memorable encounter with Andrews was the time my father went to the Andrews home to discuss some office-related matter, and I tagged along for the ride. Boy, what a ride – right there in Mr. Andrews' living room – and in living color – was the first color TV set I ever saw...live and in person, up close and personal, and with no less than a remote control to turn the TV on and off and change the channel.

Mr. Andrews had it made, as I recalled my own family's negotiations over the years as to who would get up and go over to the TV to change the channel. Oh, the marvels of modern technology!

After NPAC's seven-year run ended in 1960, I never saw Andrews again. Today, however, more than 50 years after Andrews' efforts to search to find how to make U.S. development assistance more effective in fostering developmental change, this same quest continues at play in the U.S. Agency for International Development (USAID).

Indeed, Rajiv "Raj" Shah (the Agency's Administrator as of the time this vignette was written) placed high priority on USAID development assistance projects needing to be country-led, evidence-based, carried out in partnership with country systems and local organizations, and evaluated for impact.

Yet, all these issues, as this vignette demonstrated, are not new and were being wrestled with over 60 years ago when Stanley Andrews provided leadership to our country's Point IV program under the Technical Cooperation Agency which preceded ICA and USAID.

Francis Clair Byrnes (7/24/17 – 7/4/99)

In an increasingly interdependent world to quit trying to help the less fortunate and the less developed world is akin to turning our backs on all the values we Americans prize so highly. When others face adversity, we must never quit trying to help them.

Born in Vail, Iowa in 1917, the professional career of **Francis Byrnes** spanned over 60+ years and took him to nearly as many countries of Africa, Asia, Latin America, and the Caribbean, where he applied communication as a behavioral science to agricultural research, extension, education, and development programs funded by donor and development assistance organizations. Known by colleagues as Frank, he was a communication scientist who specialized in agricultural training, communication, and management. His roots were on a farm that his parents, John Francis Byrnes and Elizabeth ("Gertrude") Mitchell Byrnes, lost during the Depression, resulting in the family moving to Ames, Iowa, where John and Gertrude found work on and around the campus of Iowa State College from which three of the four Byrnes siblings – Francis, Florence Marie (7/24/20 – 2/27/97), and Betty (5/20/25-12/14/15) – would earn a college degree, my father earning his B.S. in agricultural and technical journalism in 1938. Raymond J. "Ray" Byrnes (9/26/22 – 8/27/14), the fourth sibling, was a graduate of the University of Northern Iowa.

John (4/3/1891–5/11/69) and Gertrude (9/28/1891–1/21/83) Byrnes

Byrnes was one of the youngest students ever to serve as managing editor of the Iowa State Student newspaper (published three times a week in the 1930s). His contributions to academic and student life were recognized in 1937 when he was tapped for Cardinal Key and in the same year named outstanding undergraduate in journalism. After graduating from Iowa State in 1938 with a B.S. in Agricultural and Technical Journalism, he worked from 1938-41 as news and farm editor of *The Dennison Review*, a weekly newspaper serving the western Iowa rural county. In April 1940, the Iowa Press Association awarded the *Review* first place in "service to agriculture," the award being based on its agricultural news and photographic and editorial content during 1939.

From 1940-41, Byrnes worked in Des Moines (Iowa) with the U.S. Department of Agriculture as an Information Assistant, Iowa Agricultural Conservation Committee, where he produced information on U.S. Department of Agriculture agricultural adjustment activities for release to the news media, and trained county staffs in the use of communication. He launched a statewide information program on agriculture, using the national theme "food will win the war and write the peace." Byrnes trained county extension and agricultural adjustment personnel in how to work with local radio stations and community discussion groups and to write news and feature stories for local publications.

Between 1942 and 1948, initially as Personnel and Administrative Officer in the Office of the Chief Signal Officer, Washington, DC (1942-43), and later with a transfer to the Air Force as Chief, Technical Information, Electronic Subdivision at Wright-Patterson Air Force Base in Dayton, Ohio (1943-48), Byrnes managed the information aspects of the Air Force's electronic research and development program. These assignments generated intense interest in and experience in the organization and management of research, skills that he later would blend into his approaches to communication as a behavioral science and its application to management of agricultural research, education, and extension programs.

Following separation from the military in 1946 as a lieutenant Colonel in the U.S. Air Force, he worked from 1946-48 in Dayton, Ohio as Information Director of the U.S. Air Force Electronic Research and Development Program, supervising preparation, production, and distribution of engineering, design, and research reports on new electronic systems. He also designed graphic, electronic, and photographic displays for training and public relations.

From 1947-53, Byrnes worked with the Ohio State University, Columbus, Ohio, as Agricultural Editor, Cooperative Extension Service and Ohio Agricultural Experiment Station, also serving as Supervisor of Correspondence Courses and public relations consultant to the Ohio Bell Telephone Company. He integrated the communication programs of the College of Agriculture and Extension Service at Columbus with those of the Ohio Agricultural Experiment Station at Wooster. At OSU other achievements included:

- Placing young farmers from European countries on Ohio farms to learn U.S. agricultural methods.
- Working with a statewide lay committee of 26 members that successfully generated legislative support and financing for major capital improvements in the College of Agriculture, College of Veterinary Medicine, and Ohio Agricultural Experiment Station.
- Developing the concept and mobilizing matching grant support from ten agricultural organizations for a consumer-oriented television program, *City-Farm Extra*, broadcast live weekly over a network of four stations: Columbus, Dayton, Cincinnati, and Toledo.

In 1953, on leaving OSU where he held a position as agricultural editor and full Professor, Byrnes took a position at Michigan State College as Associate Professor and Associate Director of the W.K. Kellogg Foundation-funded National Project in Agricultural Communications (NPAC). The project, which lasted until 1960, aimed to improve communication of extension workers with U.S. farmers. How Michigan State came to be the home of NPAC is an interesting story:

> Frank Byrnes [while still Agricultural Editor at OSU] was chairman of the seven-member board of directors of NPAC. And it was their task to select a site [for the project]. They concluded that the new project should be centrally located, so they drew a circle around Chicago, encompassing a 300-mile radius. Then they invited all the land-grand schools in that circle to submit proposals. This included most of the Big Ten schools, such as Ohio State, Illinois, Iowa State, Minnesota, Wisconsin, and Michigan State…. Somewhat to Byrnes' chagrin, his own Ohio State was the only school not to respond. All the others did, though Wisconsin

eventually withdrew. . . . Byrnes called a board meeting to make the decision in Washington, DC, at the same time all of the land-grant presidents were holding their annual association meeting. The pros and cons of each potential site were debated. And no obvious winner emerged. Finally Byrnes suggested they take a secret straw vote. When they did, the vote was split three-three between the University of Minnesota and Michigan State. Byrnes, the seventh member of the board, was not about to break such a close tie with his vote. Instead, he arrange for MSU's John Hannah and the president of the University of Minnesota to come in and speak to the board. They flipped a coin to see who would go first. The president of Minnesota won, and he gave an eloquent argument why NPAC should go to – Michigan State. He said NPAC would start there with a "clean slate," that MSU had good people, and he knew negotiations were under way to bring in even more excellent new blood, and that they'd be "hitching their wagon to a rising star." Then John Hannah spent the next ten minutes explaining why NPAC should go to – Minnesota. Byrnes was amazed at the time at how much Hannah knew about this rival institution, its staff, its facilities, and on and on. Then the two presidents left. And the board sat there looking at each other. Byrnes said, "Let's take another straw vote." They did: six votes for Michigan State. NPAC had a home. (Randall Harrison, "Lessons from a Learning Organization Pioneer: The 'Communication' Meme Evolves," International Conference on Organizational Excellence, Honolulu, Hawaii, May, 1996, p. 11).

Francis Byrnes, John Morrow, and Stanley Andrews

(Michigan State College – Nov.-Dec. 1953)

(Associate Director, Audio-Visual Director, and Executive Director, respectively)

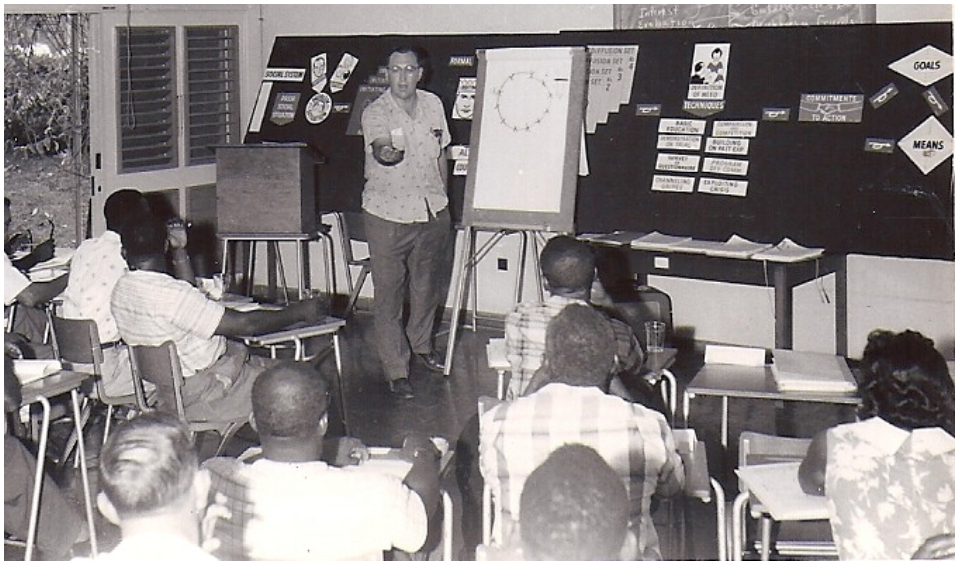
As NPAC's Associate Director, Byrnes coordinated the development of information, training, and research services for staff members in U.S. land grant universities involved in agricultural research, extension, education, and communication. Achievements during this period included:

- Assisting a committee of agricultural college deans to make a national survey of employment opportunities for agricultural college graduates; this led to his writing and illustrating the publication CAREERS AHEAD which every Land-Grant institution used to recruit students, distributing a total of one million copies. This program's success prompted the deans, working with Iowa State University, to produce a new version a few years later.

- Coordinating the development and implementation of the Communication Training Program. This program integrated social science knowledge and research into the in-service training of U.S. extension and community development specialists. Most of the nation's extension services enrolled teams of specialists and agents, who, in turn, adapted the materials for use locally. The program later was translated into Spanish for use throughout Latin America by the International Institute for Cooperation in Agriculture.

- On leave from NPAC in the summer of 1955, he wrote a book on communication in extension for the Organization for European Economic Cooperation, and conducted a 3-week workshop on the subject at the University of Bonn for three representatives each from the 17 European countries. The book was published in English, French, and German.

- In 1958, he organized a month-long course in communication in extension for the newly established Coordinated Extension Services of Jamaica.



Francis Byrnes - Training in Communication Workshop in Jamaica (March 1960)

Francis Byrnes - Training in Communication Workshop in Jamaica (March 1960)

During his initial years working with NPAC full-time during the day, Byrnes took courses at night and decided in 1955 to pursue the M.A. degree in Journalism but learned that there was a university regulation prohibiting a faculty member with a rank of associate professor from getting an advanced degree in the same school. As Harrison (1996) recounts: "Byrnes protested that he'd never asked for the appointment, and if he had, he would have demanded a full professorship."

Once completing sufficient hours for the M.A., Byrnes met with Dr. Gordon Sabine (see vignette) to obtain clearance on the proposed subject for the thesis. Byrnes recalled: "After discussing the situation with [Sabine], this ruling was waived in my case" (Francis Byrnes, personal communication; 4/2/93 – reflections on the 35th anniversary of MSU's Department of Communication). Indeed, this meeting resulted in the decision that Byrnes should:

> abandon pursuit of the M.A. … and go for the Ph.D. As part of the decision, I requested that, in forming my committee, I could have as chairman a professor from outside the College of Communication Arts. I wished this because of my continuing professional interactions with communication faculty in relation to the NPAC program as well as [being] director from time to time of the ICA seminars. (I served as director in more than 40). Further, having taken two courses from Dr. John Useem [see vignette], then head of Sociology and Anthropology, I had found him a most stimulating individual, a great teacher, and one who effectively used concepts of social and cultural anthropology in the study of modern organizations. Dr. Sabine had no objections and said it would be up to Dr. Useem, who at the time was on study leave in India. I wrote him there outlining my request [and] he…agreed. (Francis Byrnes, personal communication, 4/2/93)
>
> ["Useem was on the original University-level committee that authorized the Communication Ph.D. It had members from Psychology, Sociology, Anthropology, Political Science, and Communication. Useem sat regularly on doctoral committees for Ph.D. candidates in the Department of Communication, although the committee for Byrnes may have been the only one that Useem chaired." (Erwin Bettinghaus, personal communication)]

While Byrnes was working with NPAC, a major development was the project becoming involved in organizing pre-departure Communication Seminars for foreign students studying in the United States. This grew out of NPAC's work in producing training programs designed to upgrade communication skills of agricultural extension agents in the United States. NPAC's staff produced training materials and then project staff and collaborating university professors would travel around the country conducting seminars to "train the trainers." These agricultural extension agents returned home and used the materials to train others. With NPAC's director being Stanley Andrews [see vignette], these seminars came to the attention of Andrews' former U.S. government agency (Technical Cooperation Agency), which by then had become the International Cooperation Agency (ICA). ICA asked:

> if NPAC might be able to help with a problem it [ICA] had. ICA was sponsoring thousands of foreign participants who came to the United States for various kinds of technical training. These participants then returned home. And, while competent in their new skills, they did not seem able to effectively communicate their new knowledge to others. In short, they were not very good change agents. Perhaps, suggested ICA, if these participants were given a workshop on communication and change, just before going home, they might be more successful. Byrnes…outlined a possible workshop, based on the NPAC training model.… Andrews liked the idea. But then the question was where to locate this new activity. They needed to find a university willing and able to tool up to actually conduct the workshops. They both agreed that it would be easiest if the workshop idea could at least be tested in East Lansing.
>
> They contacted Dean [Gordon] Sabine [see vignette], who agreed it was an excellent idea. But he said they'd have to sell it to the faculty themselves. He wasn't going to order them to do it. When the idea was pitched to

> the communication faculty, there was some ambivalence. All were running hard and deeply committed to what they were already doing. Some were trying to build the grand, overarching theory of communication – and they didn't see how working with a bunch of folks from poor, third world countries would help. The question was asked: would there be some research possibilities built in?
>
> Byrnes assured them there would be. …in fact, he arranged to take six faculty members down to Washington. They spread out through the State Department, interviewing various people about the participant programs. They then gathered and discussed their findings at the Beaumont Plaza Hotel. …now international interest was beginning to build. (Randall Harrison, 1996)

Byrnes also recalled details of the backstory on the origin of the pre-departure Communication Seminars:

> NPAC was invited by the International Cooperation Administration (ICA), forerunner to USAID, to develop a week-long program to help prepare ICA-funded participants to return to their own countries and succeed professionally. (The director of NPAC was Stanley Andrews [see vignette], who came to NPAC after having served as the head of the Technical Cooperation Administration, the agency that preceded ICA.) One condition of the contract was that NPAC should develop this in such a way that, if ICA wished to continue the program, a university would be ready to contract for a continuance.
>
> After discussing the matter thoroughly with Dean Sabine, we concluded that [MSU] would be that university, subject to demonstrated enthusiasm and commitment of the communication and other social science faculty members who might become involved. NPAC arranged, in its contract for the pilot seminar, for research funds so that faculty might gain insight on the problems returning participants face and for "back home" evaluation of the seminar by a [MSC] faculty member 6 months after the pilot. Dr. David Berlo [see vignette] travelled around the world on this evaluation, finding almost without exception not only favorable comments about the seminar experience but evidence of changed job behaviors and endorsing comments of supervisors and ICA missions. A few weeks later, with a contract from ICA, [MSC] was in the communication seminar business.
>
> Earlier, some [MSC] professors had worked with NPAC in developing training materials for the extension training program. Some of these were adapted for use in the seminars; new ones designed, and each new faculty member encouraged to contribute to seminar content and methods. To get the seminars going, [MSC] contracted with NPAC for me to serve as director of the first seven seminars, one condition being that for each seminar, I would take 5 to 7 [MSC] faculty as initial staff members. Given that the seminars were oriented to participatory, inductive learning approaches, some professors found their initial adjustments from classroom teaching difficult. (Francis Byrnes, personal communication, 4/2/93)
>
> Michigan State business records document that ICA and later AID renewed the seminar contract annually over a 20-year period. By 1964, the seminar had reached some 6,000 participants from over 75 countries. Over the 20-year period, a total of 25,000 - 30,000 participants from some 100 countries were exposed to MSU's philosophies and principles of communication. About a half year after the pilot seminar in the spring of 1958, Berlo made a round-the-world follow-up trip to meet with the participants who had been trained and their employers. As reported above, Berlo found virtually universal enthusiasm for the seminar and "came back from that trip an enthusiastic internationalist – and a committed believer in the social action change model" (Randall Harrison, 1996).

Erwin P. Bettinghaus, a colleague of Byrnes in MSU's General Communication Arts Department, recalls working with Byrnes during the early 1960s:

> For [the Communication Seminars] in the…summers of 1962 and 1963, we went to Boyne Mountain Lodge. As a ski resort, it wasn't busy in the summer, and we could get it cheap. I could be mistaken, but I think it was in the summer of 1962 [that one of our seminars] had [David] Berlo [see vignette], Frank [Byrnes], [Hideya] Kumata and myself on the staff. … The Lodge gave the staff…free passes for the 9-hole golf course, and even loaned us clubs. None of the four of us had ever played much golf, and I had never played at all. I had caddied one summer as a kid for a couple of weeks, but tennis was my game. I don't think that Kumata played before either. The result was that the four of us played four or five times during that week. For me the result was that I declared at the end of the week that I was going to give up golf completely. If I had continued trying, I might have had a nervous breakdown. I haven't played since that summer. …Frank…spent several weeks at Boyne that summer, as did I, and that was also the transition period between [David] Berlo [see vignette] as the Campus director and my takeover of that slot [MSU Communication Seminar Director] (Erwin P. Bettinghaus, personal communication)

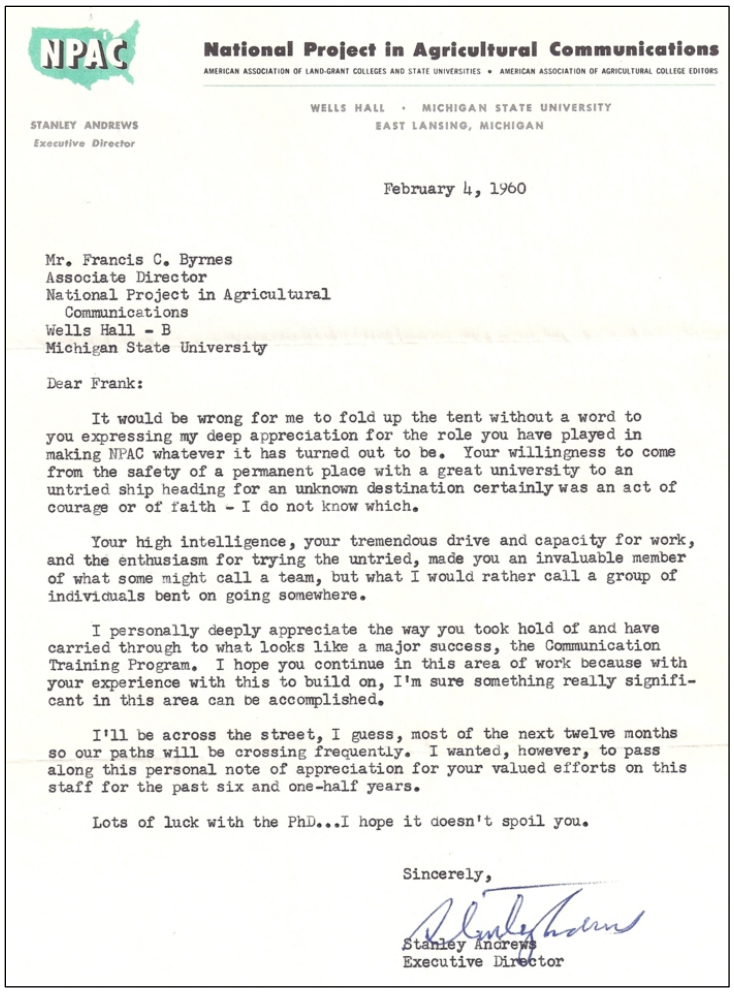
While Byrnes was still working with NPAC and taking coursework, Glen Taggart, Dean of International Programs, asked NPAC director Stanley Andrews if he could "borrow" Frank Byrnes for a week to write a proposal to pitch to the Ford Foundation.

> Byrnes…met with Taggart. He was asked what he would want to do the proposal. Byrnes asked for a room at Kellogg Center, the campus conference center, a typewriter, and access to anyone he wanted to talk to at MSU. That afternoon, he had the room, equipped with a typewriter. And Taggart sent out a memo asking everyone to cooperate fully with Frank Byrnes who was doing a very important project for MSU.
>
> Basically, the project was to up-grade MSU's international dimension. The approach Byrnes used in his proposal was to say: we're interested in this area – but we're not really as good as we'd like to be. Money was requested so that MSU could educate its own faculty about international matters, so that new courses could be developed and offered, and so that every course on campus could be 'internationalized.' In other words, most courses tended to be parochial, focusing on America or, at the most, the U.S. and Europe. The rest of the world was largely ignored. The goal was to produce future MSU graduates who were prepared to operate on a world stage.
>
> Byrnes wrote the proposal. And Ford gave MSU a million dollars. (Randall Harrison, 1996)

As NPAC was wrapping up in early 1960, the project's Executive Director Stanley Andrews sent to Byrnes the letter of appreciation reproduced on the following page.

When the NPAC project ended in 1960, Byrnes accelerated work toward the Ph.D., while working part-time as Lecturer and Consultant in the Department of Communication and MSU's Office of International Programs. On completing 139 hours of coursework, just taking night classes, he took a summer and one term off in order to complete his Ph.D. in March of 1963. Byrnes' recalls turning in his dissertation, titled *Americans in Technical Assistance: A Study of Men's Perceptions of Their Cross-Cultural Experience*:

> I turned the copies [of the dissertation] into the library on a Thursday afternoon in late March and left East Lansing, with my family, on Saturday noon for my new job as a field staff member of the Rockefeller Foundation with initial assignment as head of information at the International Rice Research Institute, Los Baños, The Philippines. This provided opportunity to experience firsthand some of the problems of those whom I had interviewed in my doctoral study [later published in 1985 by Frederick A. Praeger, New York under the title *Americans in Technical Assistance: A Study of Attitudes and Responses to Their Roles Abroad*] (Francis Byrnes, personal communication, 4/2/93).



NPAC

National Project in Agricultural Communications

AMERICAN ASSOCIATION OF LAND-GRANT COLLEGES AND STATE UNIVERSITIES • AMERICAN ASSOCIATION OF AGRICULTURAL COLLEGE EDITORS

STANLEY ANDREWS
Executive Director

WELLS HALL • MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

February 4, 1960

Mr. Francis C. Byrnes
Associate Director
National Project in Agricultural
Communications
Wells Hall - B
Michigan State University

Dear Frank:

It would be wrong for me to fold up the tent without a word to you expressing my deep appreciation for the role you have played in making NPAC whatever it has turned out to be. Your willingness to come from the safety of a permanent place with a great university to an untried ship heading for an unknown destination certainly was an act of courage or of faith - I do not know which.

Your high intelligence, your tremendous drive and capacity for work, and the enthusiasm for trying the untried, made you an invaluable member of what some might call a team, but what I would rather call a group of individuals bent on going somewhere.

I personally deeply appreciate the way you took hold of and have carried through to what looks like a major success, the Communication Training Program. I hope you continue in this area of work because with your experience with this to build on, I'm sure something really significant in this area can be accomplished.

I'll be across the street, I guess, most of the next twelve months so our paths will be crossing frequently. I wanted, however, to pass along this personal note of appreciation for your valued efforts on this staff for the past six and one-half years.

Lots of luck with the PhD...I hope it doesn't spoil you.

Sincerely,

Stanley Andrews
Executive Director

How Byrnes learned about this job with the Rockefeller Foundation the International Rice Research Institute (IRRI) in the Philippines is an interesting story. While he was working on writing his doctoral dissertation, he received a letter from the Foundation asking if he would be interested in a position as an editor at IRRI. He sent a letter replying that he was not interested, perhaps because he was not interested in working as an editor.

Further, at the time, given his past work in journalism in Iowa, agricultural extension in Ohio, and the NPAC project, he may have been looking to find a job in the United States, not to moving his family overseas. In fact, during his period, he learned too late of a job opening for head of agricultural extension for the state of California. When dad asked some colleagues why they had not brought this opening to his attention, one colleague replied: "We didn't think you would be interested."

Not long after replying to the Foundation, Byrnes received a second letter from the Foundation again inquiring if he would be interested in the editing position at IRRI – and he again replied that he wasn't. Soon after dad received a long distance phone call from Dr. Albert Henry Moseman (1/27/14 - 12/2/07) who was an agronomist and Director of Agricultural Sciences at the Rockefeller Foundation in New York City. Sharing his understanding that my father wasn't interested in the editing position, Moseman said: "How long has it been since you and Ethel [my mother] had a vacation?" "Well," dad replied, "It's been quite a while as I've been focused on getting my doctoral research completed and the dissertation written." Moseman then asked: "Could you and Ethel come to New York City for a few days, at the Foundation's expense, to discuss this editing position? While you're here, you and Ethel can see the city's sites and take in a Broadway show." Well, the long and short of it was that my parents decided an all-expense paid trip to New York City was too good to pass up and dad accepted Moseman's offer.

Byrnes' Rockefeller Foundation field staff assignment to IRRI in the Philippines launched a 20+ year career working with the Foundation, serving from 1963-67 with IRRI as Head, Office of Information; from 1967-75 as Head, Training and Communication, International Center for Tropical Agriculture (CIAT) in Colombia; and from 1976-June 30, 1984 as Program Officer, International Agricultural Development (IADS), New York City, New York and Arlington, Virginia.

- **International Rice Research Institute (IRRI)** - During his years at IRRI, through seminars and training programs designed to inform scientists, specialists, and farmers about research on new rice varieties and methods of production, Byrnes introduced the scientific and administrative staffs, as well as young scientists and specialists from Asian countries, to the basic concepts of managing and influencing human behavior through effective communication. As an adjunct professor at the University of the Philippines College of Agriculture, he instructed graduate students from Asia in these same concepts. In a series of scientific symposia at IRRI, he developed discussion, translation, and interpretation procedures that helped forge continuing networks among rice scientists of the world.

Francis C. Byrnes (at his desk in IRRI in 1965)

Frank Byrnes "Learning by Doing" in IRRI Rice Production Training Program (1960s)

Among the most significant of his contributions to IRRI, and to the Green Revolution, were the rice production courses that Byrnes and William G. Golden, Jr., an agronomist who died in a tragic plane accident in 1978, designed to produce cadres of rice production and extension trainers for Asian extension workers and lead farmers.

In his account of IRRI's first 20 years, IRRI's director, Dr. Robert F. Chandler, Jr. (see vignette), wrote: "At graduation time, the trainees not only had done all that the farmer would need to do to get a high rice yield but also were able to identify every major insect pest and disease of rice and recognize nutritional deficiencies as well." This "hands on, feet in the mud" approach to rice training became so popular that even development-minded public officials, such as provincial governors and the country's first lady, came to IRRI not only to witness but also participate in truncated versions of the courses. The approach gained quick acceptance in educational and extension programs in many rice-growing countries of Asia. Rice paddies became the classrooms, and "learning by doing" replaced lectures and rote learning. The motto of Iowa State, "Science with Practice," was demonstrated daily in hundreds of paddies throughout Asia.

- **International Center for Tropical Agriculture (CIAT)** – In 1968, the Rockefeller Foundation transferred Byrnes to Colombia, where he incorporated lessons learned from IRRI in the Philippines into the planning, design, construction, financing, and management of the Centro International de Agricultura Tropical (CIAT), a research, training, and conference institution focusing on crop (rice, maize, field beans, cassava, and pasture grasses and legumes) and cattle/swine production in the lowland tropics. At CIAT, he served as head of communication, training, and conferences, as well as secretary of the board of trustees.

- **International Agricultural Development Service (IADS)** - In late 1975, the Rockefeller Foundation transferred Byrnes to New York to help plan and establish the International Agricultural Development Services (IADS), a not-for-profit organization designed to assist developing nations plan, organize or reorganize, and improve the management of their agricultural research, development, extension, and educational systems. Through IADS consultations and training, Byrnes greatly influenced agricultural institutions in many countries, particularly Bangladesh, Indonesia, Pakistan, and the Dominican Republic. Over 20 years, he helped the Dominican Republic to train extension workers in rice and bean production; to design and launch Plan Sierra, an extensive rural development program in a mountainous region; to design the program and mobilize funds for the Center for Administration of Rural Development at the Instituto Superior de Agricultura (ISA); and to integrate the Ministry of Agriculture's northern research program into the academic and extension operations of ISA.

In 1965, Frederick A. Praeger published Byrnes' dissertation under the title *Americans in Technical Assistance: A Study of Attitudes and Responses to Their Roles Abroad*; and, in 1966, the *Annals of the American Academy of Political and Social Science* published "Role Shock: An Occupational Hazard of American Technical Assistants Abroad" in which Byrnes proposed "role shock" as a phenomenon distinct from "culture shock." In 1979, the Society for Applied Anthropology elected Byrnes as a Fellow for his cross-cultural research contributions such as his "Assignment to Ambiguity" article published in 1964 in that Society's *Human Organization* journal.

Over the years, to reach a broader audience, Byrnes authored numerous reports with information on the impact of agricultural research and development programs on low-income communities in the developing world. These reports engaged the reader with action-oriented titles such as *Changing the Change Agent*; *No Turning Back: Small Steps Lead Filipino Farmers toward Self Reliance and Increased Income*; *In Mindanao's Uplands: Minds Win over Matter*; and *When Villagers Take Charge*.

In the 1960s-70s, his "train-the-trainer" approach to agricultural technology transfer, earlier developed, applied, and refined during the NPAC project at Michigan State, played a catalytic role in accelerating dissemination throughout

Asia and Latin America of the so-called "miracle rice" varieties developed by the "green revolution" scientists working at IRRI and other research organizations in the International Agricultural Research Center (IARC) network (see Norman Borlaug vignette).

As training officer at IRRI, CIAT, and IADS, Byrnes placed and monitored hundreds of young men and women from the developing world in masters, doctoral, and special programs in agricultural universities in the United States and abroad. This kept him up-to-date with what was happening in developed country universities and provided first hand opportunity to acquaint their professors with the changing needs of agricultural professionals in the developing world. It was a two-way learning experience for all involved.

Familiar with the Consultative Group on International Agricultural Research (CGIAR), Byrnes served as secretary to the boards of CIAT and IADS, and carried out various assignments to review communication, training, and management programs of the International Potato Center (CIP) in Peru, International Center for Improvement of Maize and Wheat (CIMMYT) in Mexico, International Livestock Center for Africa (ILCA) in Kenya, International Institute for Tropical Agriculture (IITA) in Nigeria, and the West Africa Rice Development Association (WARDA) in Côte d'Ivoire.

Following retirement from the Rockefeller Foundation in 1983, he was a consultant to many international organizations, including USAID, United Nations Development Programme (UNDP), Asian Development Bank (ADB), Management Training and Development Institute (MTDI), and several IARCs, including the International Potato Center (CIP), Peru; the International Maize and Wheat Improvement Center (CIMMYT), Mexico; and the International Institute for Tropical Agriculture (IITA), Nigeria.

Over the last decade of his life, in addition to independent consulting, Byrnes served as Senior Associate with the Winrock International Institute for Agricultural Development, at the time located in Rosslyn, Virginia, developing concept papers; carrying out training, communication, and management assignments; preparing proposals on major projects; and participating in project implementation, monitoring, and evaluation. During his years as a private consultant, Byrnes carried out assignments in Cameroon, Colombia, Côte d'Ivoire, Dominican Republic, Ecuador, Indonesia, Kenya, Nigeria, Pakistan, Peru, Senegal, Swaziland, Thailand, The Gambia, The Philippines, and Zimbabwe.

Byrnes' numerous recognitions included two major Iowa State University awards – the J.W. Schwartz Award for Distinguished Service to Journalism, and the Henry A. Wallace Award for Outstanding Contribution in Writing, Teaching, Research, and Leadership. He received the Outstanding Alumnus in Communication Award from Michigan State University; the Award for Excellence in International Affairs from the Agricultural Communicators in Education (ACE); the Special Service Award from the Association for International Agriculture and Rural Development (AIARD); and the Outstanding Service Award from the Association for International Agricultural Education and Extension. He was an Honorary Founder of the International Center for Tropical Agriculture (CIAT) in Colombia.

Centro Internacional de Agricultural Tropical (CIAT) (Colombia)

At age 81 Byrnes was still working as a Senior Associate to Winrock when he suddenly took ill on June 8, 2009 and was rushed to the hospital. At the time, less than a month before his death on July 5, 2009, he lamented having been less than two hours from finishing his last writing assignment, a report on African women in agriculture. Winrock completed and published this report with a dedication to him.

Speaking of women, and on a personal note, Byrnes married **Ethel Belle Overholt** (see vignette) who graduated from ISU in 1941, with a degree in food, nutrition, and technical journalism. She accompanied him on all of his military and civilian assignments until her death in 1984.

During his last decade of life, Byrnes spent his spare time developing the outline for and starting to draft an autobiography he planned to title *Experiences in International Institutional Innovation*. While many books on development authored by academics focus on "explaining" development, what was to be unique about Byrnes' book was that it would focus on his career in "doing" development.

The following shares highlights from a draft chapter Byrnes wrote in June 1993 in which he focused on a question that family, friends, and colleagues often asked him: "Why do you continue to do what you do?"

> They ask: Don't you realize what you do will make little difference in any of these countries unless…the leadership changes…they abandon their traditional ways…they start helping themselves instead of depending on us? What can you, as an individual, really do? Don't you think it hopeless? These were and are the kinds of questions I frequently confront—in the community, with my neighbors, at church events, even while flying across oceans on international airlines.
>
> But we must realize that conditions in the world are not static. Things are changing. We can help trigger the change, sometimes. Other times, we must anticipate the change and be ready to act with the change. It is easier to guide something moving than one standing still. When I went to the International Rice Research Institute in March 1963, I, as was most people who met him, was amazed by the enthusiasm, optimism, and vigor of Dr. Robert F. Chandler, Jr. [see vignette], the first IRRI director. Frequently, visitors would ask him: "Given the condition of the world and its peoples, how can you be so optimistic?" Always his reply would be quick, short, and courteous, "What would be the point in being pessimistic?"

Sometimes I feel the public's knowledge and attitudes about development stem directly from what they learn about development policies and activities through the mass media. There is a tendency to report the malfeasance of our representatives abroad, to chronicle the millions wasted on meaningless public works, the tons of relief food that fail to reach the starving, and the high jinks and mismanagement of foreign officials.

But stories of successes are rare; not that successes are rare, but someone decides, as they do in the United States in stories about good news, successes don't make headlines, sell newspapers, or bolster the Nielsen TV ratings.

When I have had the chance, and it has come my way on several occasions, to document in a popular way development success, the experience has been most memorable. I report one of these in my *No Turning Back* publication on small farmer development successes in the Bicol area of the Philippines. Another is told in a recent booklet *When Farmers Take Charge*, this based on the success of the Sarhad Rural Support Corporation in the North West Frontier Province of Pakistan. Neither of these would make headline news, but the success of these projects has radically changed the lives of the people in these areas and given new hope to those in others.

No, I'll never quit trying. There so many ways to become involved: You can identify a problem, conceptualize what might be done about it, and, if appropriate, set forth to do it; you can be given a problem statement or project description and develop a proposal to implement a solution, identify and recruit a staff, prepare the budget, and follow up as necessary; you can respond to invitations to go abroad on an assignment to prepare a project, appraise a project, or even evaluate one that is finishing.

But that is not all: You can organize and present courses and workshops to help those less experienced gain from your ups and downs and occasional insight; when all else fails, you can even write a book and hope some publisher will realize that out there is a fairly large readership who probably would derive some benefit from reading it.

Finally, life is never dull. People ask: "What do you really do as a consultant?" My usual answer: "Well, I'm like a fire department. When something is burning, some organization calls me immediately. I may be on a plane within hours. And, when things get dull, I may even start a fire here or there by raising a few burning questions in the right places."

It's not enough to have a suitcase, a briefcase, a laptop, and willingness to travel; you must keep your passport current, your inoculations up-to-date, your credit cards fully paid, and a few traveler's checks in your pocket. These days it's important to carry a current map, at least of the continent to which you are headed; but such maps rarely are available. As I said, things are changing. But rapidly. We must never quit trying." (Francis C. Byrnes, written in Addis Ababa, Ethiopia on June 13, 1993)

Flight Log Memories: Since my father's passing, I often reflect on him, not as a "celebrity" or "giant" among Spartan Educators, though he truly merits inclusion in that realm, but rather on how his life and career impacted on my life and career. In the fall of 1953, my father moved our family from Worthington, Ohio to a home near East Lansing, Michigan, just across Hagadorn Road from the Michigan State College (MSC) farm fields. Effective 10/1/53, he began his new job as Associate Professor and Associate Director of the National Project in Agricultural Communications (NPAC) (*October 16, 1953 MSC Board Meeting; p. 6, #1 under "Appointments"*). In retrospect, the fact that he was appointed to the Michigan State staff with the rank of Associate Professor, without holding a Ph.D. or even a Master's degree, spoke volumes of the experience he brought to his new job.

When I was in grade school at Saint Thomas Aquinas in East Lansing, Michigan, he often took pen to hand to edit something I wrote—and this is how I learned to write, edit, and rewrite. Many years later, in the 1980s, my family

made a trip to New York City to visit my parents where my father worked with the International Agricultural Service (IADS). One Saturday, Dad was in the living room and asked if I would take a look at the draft of an article he had written. Having learned from him, I took pen in hand and, as I read what he had written, made editorial changes, crossing out this or that and drawing arrows from here to there to indicate where text needed to be moved.

Shortly after giving his paper back to him, he exploded, saying: "I had this paper finished before I gave it to you!" By the next day, he had calmed down and apologized, indicating that on review of my edits he found they definitely improved his paper. On another occasion, I suggested that he write a report on the USAID-funded Farm Forestry project that Winrock International was implementing in Pakistan during the 1980s – and on which I had been contracted by another firm to conduct an evaluation of the project. As he always was looking for a catchy title to attract the reader's interest, I joked he could title the article: *Wood That They Could*!

As my parents lived overseas in the Philippines and Colombia from 1963-75, I would only see them from time to time, perhaps once a year when we got together for a family reunion or when they – or in some cases only my father – visited, which did occur a couple of times while I was a student at MSU. We also occasionally saw my parents when I was at Iowa State University (ISU), when Sonia and I worked with VISTA in Miami Florida, and later when I worked with the International Fertilizer Development Center (IFDC) in Muscle Shoals, Alabama.

A few months after my mother's passing in early 1984, after over 20 years (1963-84) of living so far from my parents while they were in the Philippines and Colombia, I was fortunate in landing a job with USAID under an employment mechanism with the USDA Graduate School (now "Graduate School USA"). This new job was located in Rosslyn, Virginia (across the Potomac River from Washington, DC) and in the building adjacent to the building where my father was working with the International Agricultural Development Service (IADS). On moving to Virginia, my family lived for a short period with my father in his townhouse on the 18th hole of the Reston Golf Course—and then, once we sold our house in Florence, Alabama, Sonia and I purchased a townhouse on the 7th hole of the same course.

Over the ensuing 15 years, from late 1984 to mid-1999, when my father and I were home (not traveling to some far-flung developing country), we carpooled, I driving and my father from time to time talking about his career. On one occasion, as we carpooled to work, Dad told me a story about when he was in the military and was asked to write a letter for the general's signature. After the secretary typed the letter and sent it to the general to sign, the general handed the letter, all marked up, back to my father, telling him to redo it. Dad got the letter rewritten, typed by the secretary, and sent back to the general who again marked it up and sent it back to dad to be redone.

As dad told the story, this letter went back and forth some umpteen times, by which point Dad was pretty fed up and asked the secretary if she still had the carbon copy of the original letter as drafted by my father. She said she still had it. Dad told her to retype that first version and send it to the general for signature. A bit nervous about this, she warned my father what the consequences of doing that might be but Dad said he didn't care—just retype the first letter and send it to the general.

After the newly typed first letter was sent to the general for signature, he shouted out: "Byrnes, get in here!" When dad entered the general's office, the general handed the letter, now signed, to my father, saying: "Byrnes, I hope this has taught you a lesson about how to write a letter!" I asked my father "Did you tell the general that he just signed the original letter he had so marked up?" Dad replied: "Hell, no, do you think I was stupid?"

Another of his stories, one that impacted on my outlook on life, was about a cocktail party he attended in the 1960s at IRRI in the Philippines. A colleague, perhaps after too many drinks, was berating that too much money was being wasted on trying to develop Third World countries. Not agreeing, my father said: "A lot of money may have been

spent on development, and not always with the desired results…but we can't quit trying!" The lesson I learned from this, all things considered, is that the only option is to not quit trying!

My father's work with the international agricultural research centers (e.g., IRRI in the Philippines and CIAT in Colombia) afforded opportunity for me to travel to developing countries while I was studying at MSU and later ISU. Visits to these developing countries helped to plant in me the idea of pursuing a career in international agricultural development. Including my father in these vignettes of my encounters with **Spartan Educators** sets the stage for the "development leader" vignettes in the next chapter. Had my father not moved from Ohio to take the job with NPAC at Michigan State, I would not have met the many **Spartan Educators** who opened doors for my later *Professional Encounters with Development Leaders*.

At times I've wondered what might have been the origin of my father's interest in communication and developing the "train-the-trainer" training programs with NPAC, IRRI, and CIAT. While he grew up on a farm, did he have a basic natural affinity for working with people? Some insight into this question recently emerged as I sorted through my father's personal files and found two photos of him – the first as a child sitting on a box watching over the chickens on the family farm, the second (taken by my sister Kathryn circa 1984) as an adult feeding the geese and ducks at Colvin Run Mill in Northern Virginia.

Between these two photos, Byrnes' career was that of the master trainer of hundreds, if not thousands, of training participants from throughout the U.S., Europe, and the developing world. In today's vernacular, he indeed was a master not only of holding court over chickens, geese, and ducks but also "herding cats" and "doing development"!

George Harold Axinn (2/1/26 – 3/8/10)

Jeff Charnley (Interviewer): *"Is there anything that you can—well…in looking back at your experience here [at Michigan State University], that stands out maybe more than anything?"*

Axinn: *""Well, certainly the Nigeria experience was a major change in our whole life, for [me] and my wife and our kids…. Our whole lives were changed in direction and in depth and in perception of the world around us. When I came back from [those] seven years, I was more than seven years older, and I'd learned an awful lot, and it had definitely changed my life. . . . Now, I'm giving you one thing [in my experience that stands out maybe more than anything]. Probably the day that John Hannah [see vignette] said, 'We need you in Nigeria,' and, you know, in my mind, 'Where's Nigeria?' - that's probably the biggest watershed." (July 22, 2003)* (Source)

Born in Queens, New York, **George Axinn** grew up to dedicate his life to alleviating poverty by helping the world's farmers to become more productive. Axinn attended Cornell University where he earned a B.S. in Agriculture (1947) and later the University of Wisconsin where he earned an M.S. (1952). When my father (Francis Byrnes – see vignette) left Ohio State University in the fall of 1953 to become the Associate Director of the National Project in Agricultural Communications (NPAC) at Michigan State College (MSC), he found a kindred spirit in George Axinn who had arrived on the MSC campus earlier that year in February to work as extension editor on the *Country Crossroads* TV show.

George's job as extension editor soon led to a job as leader of the Extension Service Communications training program in 1954, and Associate Director of Extension from 1955-60. After a few years away from MSU, when he studied at the University of Wisconsin for a Ph.D. in Administration and Rural Sociology (1958), Axinn returned to MSU to work in Extension, creating the Institute for Extension Personnel Development and becoming the coordinator of the MSU-Nigeria Program, under which he assisted Nigeria in developing a university modeled on the U.S. land-grant university.

During the years George and his wife Nancy lived in the East Lansing area, they became close friends of my parents, our families often sharing a meal at their house or ours. But, as I learned years later, George and Nancy were not only married but also professional partners who would become distinguished scholar-practitioners committed to rural development in the Third World and educators who mentored countless graduate students. Over a period of 31 years, George and Nancy served on several long-term assignments overseas, helping to establish MSU's reputation as an international land grant university. In 1960 George began coordinating MSU's University of Nigeria program and, in 1965, the Axinn family relocated to Nigeria, where George and Nancy became immersed in international education.

George and Nancy Axinn

In 1976, George served as MSU team leader on a USAID-funded project with the Midwest Universities Consortium for International Activities (MUCIA) – to conduct research to improve the overseas programs of MUCIA's member universities – Indiana University, University of Illinois, University of Wisconsin, and MSU – in the developing world. From 1976-78 they served in Nepal, where George and Nancy were members of a MSU team at the Institute of Agriculture and Animal Science. In 1983, they returned to Nepal, remaining through 1986, where Nancy worked for UNICEF and several Nepali organizations, while George served as the Food and Agriculture Organization (FAO) Representative to Nepal, and to the Governments of India and Bhutan (1989-91).

On returning to East Lansing, George joined the Department of Resource Development, where he became involved in the graduate program. In 1991, George officially retired, though neither he nor Nancy stopped working. In 1997 they jointly published *Collaboration in International Rural Development*. Also, George launched one of MSU's first web-based classes, International Rural Community Development. After he retired from MSU in 2003, he continued teaching his online course from his home in Tucson, Arizona until the spring of 2009.

During his career George designed and led dozens of key programs to educate, reduce poverty, and provide food in Asia, Africa and Latin America, authoring four books and more than 100 book chapters and articles, and teaching administration of rural development to hundreds of students from around the world. As testimony to the quality of his work, George won the highest lifetime achievement awards from both the Rural Sociological Association and Cornell University's College of Agriculture. In 2006, the Rural Sociology Society awarded George and Nancy the Distinguished Rural Sociologist Award, the first time such an award had been bestowed jointly.

Reflecting on his experience working in development, Axinn recalled the day that he was walking across the MSU campus to meet President Hannah who told him about Nigeria:

> …my focus was on Extension in Michigan. I got to every county at least once every year. I knew most of the Extension agents, not only by first name but I knew their wives and families because I was having lunch with them or something like that, and I was really trying to save the world through agricultural Extension.
>
> I was beginning to learn that we had what I called then a well-carpeted rut, that the world was changing faster than we were, and we were staying in our rut, and that every year in Michigan since I first came, there were less people farming. More farms had gone out of business. And the commitment to large-scale, one-crop-at-a-time, commercial agriculture was destroying rural life in America.

> Now, I couldn't say that in my college then. My colleagues would have killed me. But then I got exposed overseas to what rural life in America had been 100-and-some years before that and what it still was in places like Nigeria and Nepal, and I realized, in my India experience, trying to cope with food security…I became increasingly convinced you don't solve the food problem by producing more. …we really believed that you could solve the world's problem by getting rid of poverty and making life better by producing more food, and I learned painfully that, you know, that's one part. And I had courses in marketing here, but I never really paid that much attention. You've got to somehow put it in a form and in a place at a time when people can get it.
>
> But then this entitlement and we didn't talk about entitlement. Who's entitled to eat? I think still we don't talk about that much. I would argue with our present government and both parties, 'You ought to spend more time on entitlement than on these other things.' McDonald's can have a sign that they sold a billion hamburgers. Today, if you don't have ninety-nine cents, you don't get one. It doesn't make any difference about all this other stuff. You're not entitled to one.
>
> You know, I work in Tucson now, and I spend two days a week with homeless people on the south side of Tucson who are hungry, and it's a different approach to food security than I used to take. And that number is increasing. I've been working about four years with them on it, and the numbers are greater every year. And that's not different from the daily [newspaper]. If you look at the New York Times and you look at the op ed page, they're laying this out pretty clearly these days. The few are getting richer and richer and richer. The bulk are getting relatively poorer and more hungry and larger in numbers.
>
> Well, that's the thing we dealt with in Nigeria and tried to solve and in Nepal and in India, and to come back to America and to see that kind of thing—at any rate, I would say the watershed was Nigeria. Before that, we were believers in capitalism and if it's profitable, if the bottom line shows a profit, it's good. We learned it's good for some but not for all. Now, you know, other people have learned that staying in this country, but we grew up in farming families, where if you produced more, that was your contribution to the human condition. Now we're faced with things like thousands of Mexican farmers going out of business producing rice because they can't compete with the cheap, mass-produced U.S. rice, which is subsidized by my tax money so that it's cheaper than what they can produce.
>
> Now, Henry David Thoreau, one time, wouldn't pay his taxes because he didn't like what the U.S. government was doing, and he went to Walden Pond. In fact, he went to jail, and one of his friends bailed him out, and he was angry at that friend for bailing him out. I had read and used Thoreau in classes over the years, but I never faced the reality of what Thoreau was concerned about and what drove him to Walden Pond until the Nigeria experience, which was then reinforced by the other ones overseas" (Source).

George died on March 8, 2010 and Nancy followed less than seven months later in September.

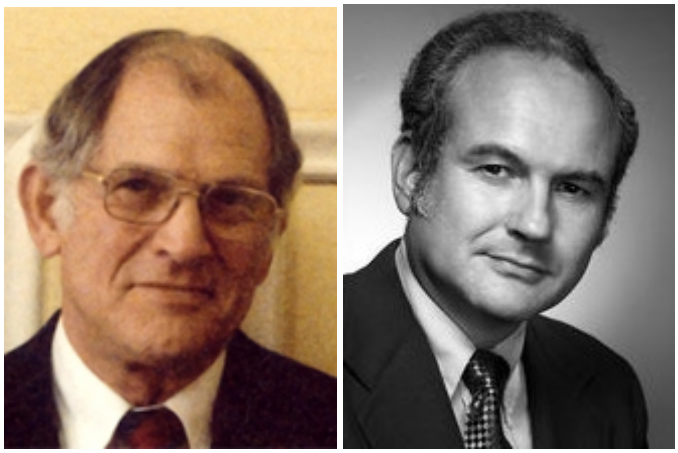
Flight Log Memories: During my first couple of years at MSU (1963-65), while my parents lived in the Philippines (1963-68), the Axinn family and their home afforded an occasional refuge from my Michigan State dormitory room during the spring and/or Christmas breaks.

One time when I was staying for a few days at the Axinn home I heard George talking to someone in his study. When I looked into the study, George was the only person in the room and was not talking on the phone. No, he had not been talking to himself, rather was writing a paper by dictating it into a Dictaphone for later transcription (typing) by a secretary. I was amazed someone could compose a paper in his or her head, simply writing the paper by talking into a machine. Perhaps this accounts for why George was such a prolific author of books, articles, and book chapters.

The quote from George Axinn that appears below his photo at the outset of this vignette highlights the guiding role Michigan State's president John Hannah (see vignette) had in steering Michigan State faculty toward careers in international development. Hannah also was instrumental in establishing an Office of International Studies and Program, where I had a part-time job working in the Nigeria Office in the Office of International Programs in the Center for International Programs.

I worked on developing a survey questionnaire to be sent to foreign students who had graduated from MSU and returned to their home countries, interviewing MSU foreign students in connection with the "brain drain" issues, and performing factotum tasks such as mimeographing and collating.

Being around the International Programs Office during those years exposed me to the reality of MSU faculty, like George and Nancy Axinn in Nigeria, working overseas in the developing countries where MSU held contracts with the U.S. Agency for International Development. Other MSU professors in the International Programs Office with whom I occasionally was in contact during those years were Irving R. Wyeth (12/2/17 – 10/18/2000; no photo on internet), Homer D, Higbee (3/13/21 – 11/10/87), and Ralph Herbert Smuckler (4/10/26 - 11/15/12).



Homer D. Higbee (L) and Ralph H. Smuckler (R)

Many years later while doing some consulting in the mid-1980s I ran into George and Nancy at one of the hotels in Orlando, Florida, where I was working with Robert Morris (see vignette) to conduct a training program in management communication. It was not an easy encounter for me because, back in the early 1970s, at the time I applied to the Selective Service System for Conscientious Objective status (see Rev. Mel Hemann vignette), I wrote to a number of people whom I knew from my years living in the East Lansing area, asking if they would write a letter supporting my application for CO status.

For some reason that I never learned, George and Nancy wrote back that they couldn't support my request for this letter. Interestingly, the only other person who wrote back to me that he couldn't provide such a letter was Earl A. Carne, the scoutmaster of the St. Thomas Aquinas Boy Scout Troop 293 during the years I earned my Eagle Scout award. Perhaps George and Nancy had doubts as to what were my motivations for applying for CO status, a story recounted in the vignette on **Rev. Jerome MacEachin**.

Gordon Arthur Sabine (2/10/17 – 8/28/03)

There has not been that much said, not enough, about our need to know much more about our audiences, to do descriptive studies before we lay on any more prescription, to learn more about the 'downs' [e.g., 'the poor, little people'] but also the very high ups, the decision-makers, and what they know or do not know..., and what will persuade them to take the paths we consider right.

(pp. 269-270, "We Resolve To...," Communication Strategies for Rural Development, Proceedings of the Cornell-CIAT 1974 International Symposium, Cali, Colombia, S.A., March 17-22, 1974*)*

Gordon Sabine was born in Brockton, Massachusetts. He began his career as a cub newspaper reporter and eventually authored 19 books. Prior to shifting to an academic career, and without the benefit of a college degree, Sabine worked in Lynchburg, Virginia for five years as a newspaper reporter for the *Lynchburg (VA) News*, eventually becoming its editor. In 1935, Sabine moved to Madison, Wisconsin, where he earned a double major degree in economics and journalism in 1939. In 1941, while working as a reporter for the *Wisconsin State Journal*, he got a master's degree in journalism.

During World War II, Sabine served in the Army at the rank of first lieutenant and also in the Air Force. After military service, he enrolled at the University of Minnesota where he earned a Ph.D. in political science in 1949. Subsequently he accepted a position in the School of Journalism at the University of Oregon. Within a year, at the age of 33, he was offered the position of Dean of the School of Journalism, which he accepted and held into 1955.

However, in early 1954, Michigan State began courting Sabine. As recounted by Harrison (1996), in February of 1954,

> Sabine got a call from Bert Applegate, head of journalism at Michigan State. He said he was about to retire and why didn't Sabine apply for the job. Sabine said no thanks, his new [journalism] building was being dedicated that spring, his enrollments were surging, and he was very happy where he was. Later, the [Michigan State] dean of business, where journalism was then situated, called Sabine three times urging him to reconsider. Finally, the business dean said: look it's our money, why don't you just come and at least see. So Sabine agreed to come and have a look. Sabine spent a few days in East Lansing and was not impressed. What journalism seemed to be doing was teaching 11 sections of business letter writing. Sabine did, however, talk with many people on campus, including a number of students. Before going back to Oregon, Sabine met with the president, John Hannah [see vignette]. As he recalls, they met for an hour, but most of the time Hannah was on the phone taking two long distance calls from Washington.

> Sabine returned to Oregon and a couple of weeks later wrote Hannah saying that what Michigan State really ought to do, which nobody else had done at the time, was pull all its communication activities together. Sabine had started to make moves in that direction in Oregon, but hadn't got far.
>
> Two weeks later, Sabine had not heard anything from Hannah and he assumed that was the end of the matter. One lunch hour, he and his wife went out and bought some expensive new furniture. They expected to be in Eugene a long time. But when he returned to the office, there'd been a call from Hannah.
>
> When Sabine called back, Hannah said, "Got your letter. Sounds good. The board meets tomorrow. I want to tell them you're coming." Sabine asked for at least a bit of time to consider it. He and his wife went for a drive. That night, he called Hannah and accepted. Michigan State had a new dean. (Randall Harrison, "Lessons from a Learning Organization Pioneer: The 'Communication' Meme Evolves," International Conference on Organizational Excellence, Honolulu, Hawaii, May, 1996, p. 11)

Effective June 1, 1955, MSC appointed Sabine to be Dean of the School of Communication Arts (*May 20, 1955 MSC Board Meeting; p. 15, #29*; *June 17, 1955 Board Meeting; p. 8, #3*). According to Erwin Bettinghaus (who later became Dean of the same College), Michigan State's president, John Hannah, played a key role not only in bringing Sabine to MSC but also in supporting Sabine's efforts to upgrade the school's overall communication program:

> The reputation of Journalism in the State was very poor, and even in [Sabine's] first year, he must have impressed President Hannah. The story I heard was that Hannah called him in and said something to the effect of "You seem to have done well with Journalism. If I give you the Speech Department, could you help that one as well." No proof, of course, but it was the way Hannah would have done things. So Sabine headed both Journalism and Speech. Journalism included print journalism, as well as advertising. He broke those into two different departments. Speech had rhetoric and public address, as well as theater, radio and television, and audiology and speech correction. Sabine separated television and radio out and made that a separate department. They were all combined into one school, until 1956, when MSC became a University, and all these schools became colleges. I think it was the reluctance of the old departments to recognize a behavioral approach to Communication that made Sabine create the Department of General Communication Arts [later simply called the Department of Communication]. I remember a faculty meeting in about 1960, where we all had to vote to make Com 100, 300 and 421 become courses taken by everyone in the College. It was a long and tempestuous meeting, but Sabine eventually prevailed (Erwin Bettinghaus, personal communication).

Harrison recalled the commitment that Sabine brought to his new job:

> When Sabine moved to Michigan State, …he hit the ground running. Journalism was moved over from business. (And business letter writing was dumped.) Speech came over from liberal arts. And the new college was underway. The first thing Sabine did in his new job was to secure the environment. At the time, there were 357 newspaper publishers in Michigan. And Sabine visited every one. He started on July 3 and finished the day before Thanksgiving. His first year on the job, he was away from home 183 nights. (Randall Harrison, 1996) [Note: Business letter writing was later revived in the College of Business, and eventually taught by some Communication graduates (Erving Bettinghaus, personal communication)].

While the College of Communication Arts had been established on July 1, 1955, it would not become the College of Communication Arts and Sciences until the late 1960s, when Oscar Tosi, a faculty member in Audiology, started proclaiming that he was a scientist, not an artist, and he eventually prevailed. (Erwin Bettinghaus, personal communication). This college, believed to be the first communication arts college in the United State, grew out of the leadership of Michigan State's president John Hannah. In the 1950s, Hannah sought to raise Michigan State from

being a college to being a university and, in the process, to elevate the caliber teaching and research, including in communication. This history is recounted by Wilbur Schramm in a memoir on the dawn of communication study in the United States. In the early 1950s, communication was only a recent arrival on the national academic scene:

> Michigan State was a university on-the-make, and it adopted the field of communication as a welcome innovation. As the state's land-grant university, Michigan State was founded to serve the agricultural and engineering interests of Michigan through teaching, applied research, and extension. Its practical and vocational character extended to other university programs, such as the School of Education. Communication fit into this pragmatic mission and was a natural target for build-up in the expansive 1950s….
>
> The situation in East Lansing was inherently different from that in, say, Madison or Urbana-Champaign, where the state university and the land-grant university were one and the same. In Michigan, the mission of developing high academic distinction on a par with the older Ivy League institutions was reserved for the University of Michigan in Ann Arbor. In the 1950s, however, Michigan State was upgraded to the level of, in effect, a second major state university. The state of Michigan's model was obviously California, where UCLA had rapidly emerged as a state university second only to the original University of California at Berkeley. Although this expansion involved strengthening liberal arts, MSU could not hope to compete with the outstanding academic departments in Ann Arbor, generally ranked behind only Berkeley among U.S. public universities. Wisely, MSU's administration decided to build from strength, which meant investing in the academic side of their pragmatically oriented schools.
>
> In 1955, MSC decided to establish a School of Communication Arts; when the institution's title was upgraded from "College" to "University" later that year, the Communication Arts unit was…promoted from 'School' to 'College'…. Gordon Sabine was appointed the first dean. [Wilbur Schramm, *The Beginnings of Communication Study in America* (1997)]

Sabine's duties at MSU expanded in 1956, when the university authorized establishing the Department of General Communication Arts in the College of Communication Arts and named Sabine as Acting Head of the Department, effective July 1, 1956 (*June 15, 1956 MSU Board Meeting; p. 13, #30*). Sabine headed the department until David K. Berlo (see vignette) was named the department's head effective December 1, 1958. Everett Rogers (see vignette) recounts Sabine's impact on building the Department of General Communication Arts during an era that Michigan State was rapidly expanding from its:

> cow-college image into a mega university. [MSC] already had a rather ho-hum school of journalism and an adequate speech department, but Michigan State's hard driving president, John Hannah, wanted his university to become a leader in the new field of communication study. In 1955, he hired Gordon A. Sabine, dean of the School of Journalism at Oregon…as dean of Michigan State's new…College of Communication Arts. It included the existing units of journalism and speech. [footnote: These units refused to go along with Sabine's insistence on having a communication study backbone to the college, so Sabine created a Department of General Communication Arts in 1957, and in 1958 named David K. Berlo [see vignette] as chair. In 1964, the department's unwieldy name was shortened to "communication".] President Hannah gave Sabine permission to go after promising young faculty members in communication and to recruit doctoral students for the Ph.D. program, set to begin in 1957. Sabine excelled as a recruiter, signing up talented individuals on his visits to Illinois [where he recruited Hideya Kumata and David K. Berlo], Wisconsin [where he recruited Malcolm Maclean, Jr.], and Stanford [where he recruited Paul J. Deutschmann] (Everett M. Rogers, *A History of Communication Study*, pp. 482-483).

In 1959, Sabine took on an additional role, that of being in charge of student admissions and scholarships. Then, effective May 1, 1960, MSU designated Sabine as Vice President for Special Projects, while also continuing in charge of Admissions and Scholarships (*April 21, 1960 MSU Board Meeting; p. 2, #3*). In his role as Vice President for Special Projects, Sabine gained national recognition for development of new recruitment techniques that resulted in MSU becoming the national leader in recruiting not only National Merit Scholars but also minority students and veterans.

Sabine left MSU in 1971 to become the director of the School of Journalism at the University of Iowa (UI) and, in 1975, joined the faculty of Virginia Tech in Blacksburg, Virginia. Following retirement, Sabine lived in Arizona, where he died in Tempe on August 28, 2003, just five days after his 86th birthday.

Flight Log Memories: My first encounter with **Gordon Sabine** occurred during the fall of my senior year (1962-63). At the time, we lived in a house just across Hagadorn Road from the farm fields of the MSU campus. I was at home one evening when the phone rang and was called to the phone. The caller introduced himself as Gordon Sabine and told me that he was calling to let me know that he had just approved my admission to begin my freshman year at MSU in the fall of 1963 — and that I would soon receive the official letter notifying me of this.

Not having much more than a "B" average in high school – going into my senior year, I was ranked 28th in my class with a 3.2285 GPA – I was no National Merit Scholar, so Sabine probably had called me by phone as a favor to my father. Subsequently, over the five years I was at MSU, including earning a B.A. in sociology and a M.A. in communication, I kept in touch with Sabine, stopping by his office from time to time to let him know how things were going. One such visit is highlighted earlier in the vignette on MSU President John Hannah.

For now, let me highlight one other visit to Sabine's office. Sabine, as a journalist, had a passion for reading, which would later include, as his own eyesight declined, reading for the blind. With his practical and academic background in journalism, Sabine was a speedy typist, a skill I had come to greatly value at MSU. During high school, my mother had enrolled me one summer in a typing class at East Lansing High School. Based on that class, I developed some rudimentary proficiency as a touch typist. During the first semester of my senior year at Okemos High School, I enrolled in Typing 1, focusing more on increasing my typing speed than improving my accuracy, much to the chagrin of the typing teacher, Mrs. Joy Moore (see Annex 2 in Volume 6) who once chided me in front of my classmates: "Mr. Byrnes, slow down and focus on reducing your errors per minute."

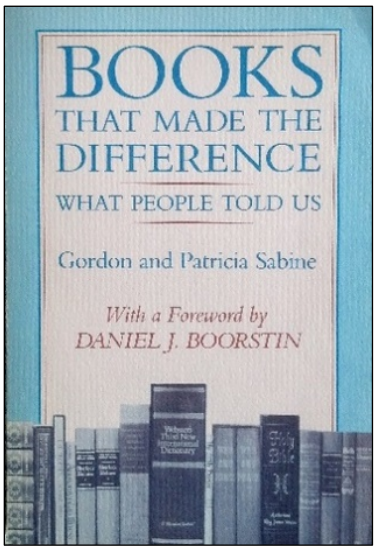
Fortunately, salvaging a passing grade for the course, I didn't try to slow down. Indeed, by the time, I was a freshman at MSU, I earned a few extra dollars typing term papers for my roommates on the old Royal "manual" typewriter my parents had bequeathed to me after they purchased an IBM Selectric typewriter used by my father to write his doctoral dissertation.

I would later work on an IBM Selectric at the International Fertilizer Development Center from 1975-84. One day, during that period, a secretary from the Word Processing Center was so impressed by my typing speed that she offered to give me a typing test on which I scored 70 words per minute with 3 errors and 100 words per minute with 7 errors. I'm sure Mrs. Moore, now in the great beyond, has often claimed credit for her teaching prowess in mentoring (or, as I saw it, tormenting) Kerry to become a speedy but also accurate typist. But I digress.

Soon Dr. Sabine's secretary signals for me to go into his office where Sabine is feverishly pounding away on his typewriter, telling me that he will be with me in 30 seconds. Something compelled me to take note of the second hand of my watch. In effect, here I was, a lowly undergraduate student, doing a time test on whether MSU's Vice-President would finish typing in 30 seconds. As the seconds ticked away, I noticed on the wall above Sabine's desk a sign that read something to the effect: "Luck = Opportunity + Preparation." This, I reflected, seemed good advice by which to live.

Then, just as the second hand hit the 30-second deadline, Sabine stopped typing and pulled the sheet of the paper out of the typewriter, saying something to the effect that a journalist's old habits (presumably meaning meeting a deadline) die hard, and then turned his attention to asking me how things were going with my courses.

Sabine, in a way, was my on-campus "father" since my parents during my college years were living in the Philippines, and I would only get to see them once a year, either when I traveled to the Philippines to visit them or when they were on home leave in the United States.



Sabine's interest in me came up years later when he and his wife Patricia were researching a book that they titled *Books That Made the Difference: What People Told Us* (1983). One day in the early 1980s I got a phone call from Sabine who described a book project he was working on and asked if I would be interested in being interviewed for the book. When I indicated my interest, Sabine said that he'd call back another day to interview me. When Sabine again phoned me, he asked just two questions: "What book made the greatest difference in your life?" and "What difference did it make?" Based on my responses to those two questions, here is what Sabine included in the book chapter titled "Books That Inspired Careers":

> *The Diffusion of Innovations* by Everett Rogers [see vignette], which is about how new ideas and practices become known and adopted. For Kerry Byrnes, sociologist with the International Fertilizer Development Center, Muscle Shoals, Alabama: "That was the text in a sophomore course in college. Until then, I'd just been shopping around, but this book lighted my interest in a career. Ten years later, I wrote my dissertation on the same subject and since then, it's been my professional career." (pp. 29-30).

Reflecting on that career, we'll come back, during a later vignette on Kelly Harrison, to the wisdom of the Sabine quote that introduced this vignette, namely, "*our need to know much more about our audiences, to do descriptive studies before we lay on any more prescription, to learn more about the 'downs' [e.g., 'the poor, little people'] but also the very high ups, the decision-makers, and what they know or do not know..., and what will persuade them to take the paths we consider right."*

David Kenneth Berlo (3/28/29 – 2/23/96)

"For the first time in history, two related propositions are true. One, it no longer is ***possible*** *to store within the [human] brain ... all of the information that [a human] needs; i.e., we can no longer rely on [ourselves] as a memory bank. Second it no longer is necessary to store within the human brain ... all of the information that [humans] need; i.e., we are obsolete as a memory bank ... Education [therefore] needs to be geared toward the* ***handling*** *of data rather than the* ***accumulation*** *of data."*

David K. Berlo, ***The Context of Communication*****, 1975**

By the early 1950s, Wilbur Schramm, a prominent University of Illinois (UI) communication researcher created at UI the nation's first graduate-level communication program separate from other communication disciplines such as speech and mass communications. Schramm was very successful in bringing external funding, from sources such as the U.S. Air Force, National Institute of Mental Health, Ford Foundation, and the U.S. Department of State, these funds supporting students training for a Ph.D. in communication research. One of these doctoral students was **David K. Berlo** who joined Schramm's doctoral program at Illinois in 1953.

Berlo, who had been an undergraduate math major at the University of Missouri, interrupted those studies during the Korean War to enlist in the U.S. Air Force. Stationed at the Chanute Air Force Base, about ten miles from the UI campus, Berlo worked part-time while completing his undergraduate degree at IU. It was during this period that Berlo met Arthur A. Lumsdaine who was conducting psychological research for the Air Force at Chanute. Berlo sought Lumsdaine's advice about where to go for doctoral study and Lumsdaine recommended that Berlo look into the new doctoral program in communication at Illinois. On meeting Schramm at his office on campus, Berlo learned that Schramm had received from Lumsdaine a letter recommending Berlo for Illinois' doctoral program in communication.

> Berlo was still in the Air Force during his first year in the Illinois doctoral program, and he worked full time as director of a local radio station during his second year. Five doctoral students took their qualifying examinations on the last day that Schramm was at Illinois, just before he departed for Stanford in August 1955. The celebration party was held at the home of Hideya Kumata, another one of the five, that evening in 102-degree heat. During the celebration, Gordon Sabine [see vignette], then a stranger to Berlo, asked him what he would do if he were dean of a college of communication. Sabine's conversation with Berlo at the…party was no accident. Sabine had a list of all the Illinois, Stanford, and Wisconsin doctoral students…and was systematically recruiting them for the faculty in communication that he was assembling at Michigan State University. Never at a loss for words, Berlo went on at some length. Later someone at the party whispered to Berlo that Sabine was dean of the newly created College of Communication [Arts] at Michigan State University. To Berlo's surprise, Sabine telephoned him the next morning to offer him a faculty position at MSU as soon as he completed his Ph.D. dissertation at Illinois [which he finished in 1956 at the age of 29] (Everett M. Rogers, *A History of Communication Study*). [Personal note: Coincidentally, I also finished my Ph.D. at the age of 29 but then I also humbly recognize that I was no David K. Berlo.]

Berlo arrived on the MSU campus in the fall of 1956 with an appointment, effective September 1, 1956, as Instructor in Communication Skills (*May 25, 1956 MSU Board Meeting; p4 4, #13*). Effective July 1, 1957, his appointment was changed to Instructor in Communication Arts (*April 19, 1957 Board Meeting; page 12, #2*). Shortly, thereafter, Berlo's was appointed Assistant Professor of Communication Arts (*July 19, 1957 MSU Board Meeting; p. 14, #3a*). It is rumored that, after Berlo arrived at MSU, the University of Iowa was courting Berlo and that Sabine countered by offering the chair of the Department of General Communication Arts to Berlo. University records show that, effective December 1, 1958, Berlo was appointed on a ten-month basis as Head of the Department of General Communication Arts (*November 20, 1958 MSU Board Meeting; p. 5, #6*). By 1962, the department's name became simply Department of Communication, with the "General" and "Arts" having been dropped.

Berlo in Icebreaker Exercise in Communication Training Program (circa 1957-58)

Earlier in 1958, the Minutes of the August 20, 1958 meeting of the State Board of Agriculture show that the International Cooperation Administration (ICA) made a grant of $73,000 to MSU to be used under the direction of Berlo to provide training in communication techniques to 850 ICA-funded participants from developing countries who were studying at various universities throughout the United States. This grant grew out of a pilot communication training program carried out under an ICA-funded contract with the National Project in Agricultural Communications (NPAC) (as recounted in the Francis Byrnes vignette). This program was held at MSU on June 22-28, 1958, for 39 participants from nine countries. The training objective was "to prepare the participant to re-enter his…work situation, and to help him plan ways to communicate what he had learned in the United States."

David Berlo (Left) & Francis Byrnes (Right – see vignette)

International Cooperation Administration-funded Pilot Communication Training Program

Held June 22-28, 1958 at Michigan State University

ICA found that the pilot program's participants felt the training sufficiently valuable that ICA set up a contract with MSU to deliver 14 week-long workshops (40-hours each) from July 1, 1958, through June 30, 1959, with Berlo directing this program (as previously noted). These workshops were held at Cacapon Lodge, West Virginia, except for summer sessions held at the University of Maryland and the University of Delaware. The initial series of workshops "was so successful that ICA contracted with Michigan State for 30 more seminars during the next year."

One condition of the ICA contract called for home country follow-up and evaluation. In January 1959, Berlo as the seminar director began an around-the-world trip to visit with seminar alumni to evaluate the seminar's impact. From October 1958 through June 1959, the NPAC Associate Director (Francis Byrnes – see vignette) "was leased to [MSU] on a two-thirds time basis…to supervise the seminars until the seminar director [Berlo] returned from his evaluation trip." Less than a year after the date (December 1, 1958) when Berlo was named Head of the Department of General Communication Arts, his status was upgraded to a 12-month appointment as Associate Professor and Head, Department of Communication Arts, effective September 1, 1959 (*September 18, 1959 MSU Board Meeting; page 15, # 7*).

Further, MSU Finance Committee records show that, effective November 1, 1960, Berlo's appointment was expanded to include being Associate Director, National Project in Agricultural Communications, a position he held for only a short period of time until December 31, 1960. This grew out of an agreement that NPAC and MSU reached in October 1959 for the Department of General Communication Arts to take over NPAC for a three-year period. While NPAC moved into a new phase on March 1, 1960, as a unit in the College of Communication Arts (with NPAC Director Stanley Andrews as a consultant to MSU in the area of international programs), there is little evidence that NPAC, absent any new funding after the Kellogg Foundation funding ended, continued with any level of activity. George Klare, in his book *The Measurement of Readability* (1963), reported that NPAC closed officially in March 1962.

Ironically, the ICA-funded Communication Training Program, which grew out of the NPAC-conducted pilot communication training program in 1958, blossomed at MSU as a major activity of the Department of Communication. From the early 1960s through 1978, various Communication department staff took the lead in directing, organizing, conducting, and participating in over 550 Communication Workshops (Seminars) that reached 30,000 students pursuing academic programs in agriculture and other fields at U.S. universities, providing training in effective communication, thereby supplementing and enhancing application of the knowledge and skills they were learning in their technical fields of study. A working list of the Department of Communication staff who directed these communication training programs over the years follows (in some cases, approximate dates):

- **David K. Berlo** – August 2, 1958 - December 31, 1960
- **Francis C. Byrnes** – October 1958 - June 1959 (interim while Berlo away from MSU)
- **Huber W. Ellingsworth** – November 1, 1960 - 62
- **Erwin P. Bettinghaus** – 1963 - 64
- **Lawrence E. Sarbaugh** (see vignette) – October 1, 1964; July 1, 1965 – June 30, 1966; & ongoing until Robert Morris was appointed as Seminar director in May 1974 (with others, for example, Gordon Thomas, occasionally director)
- **Robert C. Morris** (see vignette) – approximately May 1974 - December 31, 1978

  [Note: Erwin Bettinghaus became Assistant Dean in 1968, and stayed until Berlo resigned and Herb Oyer became Dean. Under Oyer, Bettinghaus returned to the Department of Communication and Lawrence Sarbaugh was named Assistant Dean. Bettinghaus was appointed Chair of the Department in 1972. At that point, the Communication Seminars did not have a formal Director until Robert Morris became the director in 1974. (Erwin Bettinghaus and Robert Morris, personal communication)]

Reflecting on the fate of NPAC after moving into the Department of General Communication Arts, Erwin P. Bettinghaus wrote:

> I don't think the Department of Communication did much with NPAC after 1960. We cooperated with John Parsey [who had been NPAC's director of research] in doing his book [*Research, Principles, and Practices in Visual Communication*], and…Parsey did hold an eventual seminar on the topic, but it wasn't held until 1965. We did do at least one more NPAC training program in Florida in 1960, but I think that after the money ran out, Berlo lost interest. …all the time that Berlo was helping NPAC and developing the [Communication Seminars] he also had a large contract with the Federal Office of Civil Defense, and did a lot of research into attitudes toward fallout shelters, toward nuclear war, etc. That contract was renewed for years, and I finally held the last contract, which ended in 1978. So he had a lot of irons in the fire, and NPAC suffered. In addition, Gordon Sabine was moving up to [Vice President], and the new Dean was Fred Siebert. Siebert was a Journalist, one of the country's foremost experts on press freedom. He had little or no interest in the seminars, or NPAC. He knew and appreciated Berlo because he had known him at Illinois where Siebert had been a department head for 20 years before coming to MSU. Again, I think NPAC suffered (Erwin Bettinghaus, personal communication).

What is clear is that Berlo, on becoming Head of the Department of General Communication Arts at the end of 1958, focused considerable attention over the next few years on hiring new faculty members from various fields. Wilbur Schramm recounts that Berlo's department shone brighter than:

> any other in the university in terms of national and international eminence within its field. Among the future luminaries added to its faculty roster in those early years were Gerald R. Miller, a speech and social psychology Ph.D. from Iowa, who was to do much toward establishing the study of interpersonal communication as a social science field; mass communication scholar Bradley S. Greenberg, a Wisconsin Ph.D. fresh from a postdoctoral stint at Stanford; Verling C. ("Pete") Troldahl, a mass communication Ph.D. from Minnesota; and R. Vincent Farace, an Iowa Ph.D. who along with Everett M. Rogers [see vignette] helped establish organizational com-munication as a viable academic specialty. [Hideya] Kumata and Rogers developed Michigan State's strength in international communication, and [Erwin] Bettinghaus (a future dean of the College of Communication Arts at MSU) became a leading figure in persuasive studies (Wilbur Schramm, *The Beginnings of Communication Study in America: A Personal Memoir*, edited by Steven H. Chaffee and Everett M. Rogers, 1997).

Similarly, Erwin P. Bettinghaus, reflecting on Gerald R. Miller's career, recalled that period when Michigan State had established:

> the nation's first College of Communication Arts in 1955. Miller's appointment was in the Department of General Communication Arts, a department founded in 1958, with David K. Berlo as its first Chairperson. The department was small, but it included many of the scholars who were to help define the discipline in the years ahead. Hideya Kumata studied communication from a sociological and intercultural perspective. Paul Deutschmann was an editor at the Denver Post before heading off to Stanford for a Ph.D. Malcolm MacLean Jr. looked at our field from a mass media perspective acquired at Wisconsin. Vernon "Pete" Troldahl came from journalism and mass communication at Minnesota. Erv Bettinghaus arrived from Illinois in 1958, just before completing his degree in rhetoric and public address. Within a few years after Gerry Miller arrived the department was to change its name to the Department of Communication, and its faculty was to be enhanced by the addition of Bradley Greenberg in 1964 and Everett Rogers [see vignette] in 196[4]. (Erwin P. Bettinghaus, "Gerald R. Miller: A Colleague's View," *Communication Studies*, Vol. 50, No. 3, Fall 1999)

Reports on that era also reflect on Berlo as a person, one stating that Berlo,

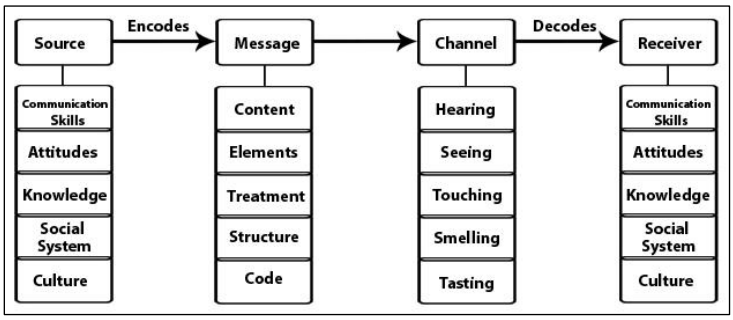
> being years younger than his colleagues and some of his students, perceived himself in need of communicating an air of permanence and maturity, so that his position, and that of the newly formed department, would be taken seriously. To this end, he deliberately gained weight…up to 270 pounds of body mass, dressed in dark, fancy suits, and began to act the part of the chairperson of a more well-established department…. It must have worked, because he was able to successfully establish…one of our country's first undergraduate majors in communication (Source).

Another personal account questions that Berlo decided to put on weight in order to look older:

> It might be true, but there is no doubt that the way he accomplished the feat was through alcohol. David is the only person I have ever known who could stay up all night, put away a fifth of gin, and do a seminar at 8:00 am without missing a word. Unfortunately, it eventually caught up with him. He died from the effects of liver failure. We stayed friends throughout his life, and talked every three or four months. Usually, he would call me with a new idea, or a complaint that he needed help on a project. We met at airports from time to time, and although he tried to stop drinking, it never worked for long. Most unfortunate. Probably the most interesting person I have ever known, and I still miss him (Erwin Bettinghaus, personal communication).

During the years that Berlo worked at Michigan State, he served as an educator, author, and chair of the Department of Communication from 1958 to 1971, when he left MSU to become President of Illinois State University. After leaving that university in 1973, he became a corporate consultant in St. Petersburg, Florida. Outside academia, Berlo was among a prestigious group of business consultants, and became involved in producing communication training films for the Bureau of National Affairs, Inc. In a special exhibit called "Messages" in the Museum of Civilization in Quebec City, Berlo was recognized as one of eleven highly significant communications theorists of the 20th Century, along with the likes of Marshall McLuhan.

Perhaps Berlo is most noted as the author of the seminal book *The Process of Communication* (1960) in which he laid out his SMCR Model of Communication (as illustrated below).



David K. Berlo's SMCR Model of Communication

Flight Log Memories: I was formally introduced to Berlo's research and writing during 1964's spring quarter through Berlo's *The Process of Communication* which was the Communication Department's basic text for its introductory course – The Communication Process (COM 100).

This text, eventually translated into seven languages, presented Berlo's Source-Message-Channel-Receiver (SMCR) communication model. In this model, Berlo stressed the importance of the channel through which a source sends a message and the receiver's perception of the message and its source. As I already was familiar with variations on the SMCR model that my father had used in his communication and training work during the NPAC, the Communication Department allowed me to simply audit COM 100 and take the final exam on which I scored an "A."

In 1967's fall quarter, to prepare for doing my thesis research, I took the COM 805 research methods and statistics course. This was the first and only course that I took at MSU where Berlo taught the course. A rather large number of students were enrolled in the course held in a large classroom, though the room was not the size of a lecture hall. But the number of students was sufficiently large that it wasn't the small class size that a professor would have when teaching a graduate-level course — and it was not the small class size Berlo had been teaching in recent years when most of the courses he taught were at the graduate level.

During this course, one student all too frequently raised his hand to ask questions that, even to the other students in the class, seemed strange. To illustrate, this student would go on and on with some introductory comments that eventually brought him to asking a question such as the following:

- Do we see as far as we look or do we look as far as we see?
- Do we hear what we listen to or do we listen to what we hear?
- Do we know what we think or do we think what we know?

While these may be great questions for a student or a professor to ask and discuss in a philosophy course, this was not Berlo's cup of tea. One could see the perplexed look on Berlo's face as he was accustomed to using the Socratic Method of teaching, putting questions to the students, not a student putting questions of such a philosophical nature to him in a course on research methods and statistics.

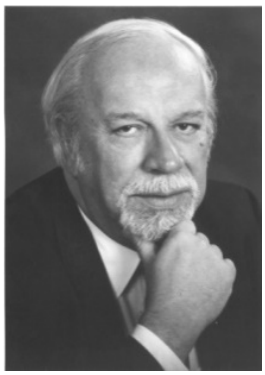
The high (or low) point with this particular student was the day that the student asked Berlo a question about "the law of large numbers." In probability theory, as you may know, the law of large numbers is:

> a theorem that describes the result of performing the same experiment a large number of times. According to the law, the average of the results obtained from a large number of trials should be close to the expected value, and will tend to become closer as more trials are performed. . . . When a fair coin is flipped once, the theoretical probability that the outcome will be heads is equal to 1/2. Therefore, according to the law of large numbers, the proportion of heads in a "large" number of coin flips "should be" roughly 1/2. In particular, the proportion of heads after *n* flips will almost surely converge to 1/2 as *n* approaches infinity (Source).

The student framed his question by first citing that the author of one of our readings about the "law of large numbers" had written: "This is remarkable!" Then the student asked: "What's so remarkable?" At this point, Berlo was left speechless, looking helplessly around the classroom, perhaps hoping that one of his teaching assistants would bail him out. Finally, Berlo replied that the law's result is indeed so "remarkable" that the author felt compelled to comment or "remark" about this, hence saying that the law of large numbers is "remarkable."

If this one student was giving Berlo fits during the 1967 fall quarter, this paled in comparison to what he ran into a quarter later (1968 winter quarter). By this time, Berlo was primarily teaching graduate-level courses where he worked with students in small class sizes conducive to teaching by the Socratic Method. In this quarter, for whatever reason, Berlo had returned to a large lecture hall to teach the Communication Department's introductory course - The Communication Process (COM 100).

By mid-term, a significant number of the students were unhappy with the course—its content, their mid-term grade, and/or Berlo. In the face of student complaints, the Department offered that any student taking the course could switch to a section of the course where the lecture would be given on TV (by videotape) by Dr. Gerald R. Miller, another member of the department.



Gerald Raymond Miller (10/18/31 - 5/26/93)

The Department of Communication's response to this "communication breakdown" (one of the key Berlo communication concepts taught in COM 100) was not limited to offering any student the option of bailing out of the section taught by Berlo and switching to the TV section taught by Miller.

Before getting into that other response, perhaps it was coincidental that the communication breakdown in COM 100 during the 1968 winter quarter occurred a few months after a more famous communication breakdown occurred on November 1, 1967, the date Hollywood premiered the film *Cool Hand Luke* (1967). In the film, Paul Newman plays the role of Luke Jackson, a gutsy prisoner in a Southern chain gang. Jackson refuses to buckle under to authority and keeps escaping only to be recaptured. Seeking to break Luke's spirit with both whip and words, character actor Strother Martin, in the role of the chain gang captain, voices what quickly became one of the most famous lines of Hollywood film dialogue: "What we've got here is failure to communicate."

Months later, when I was working in Cali, Colombia (see Kelly Harrison vignette), when *Cool Hand Luke* was screening in one of Cali's theaters, I saw the movie poster (see above) promoting the film. With the help of my then girlfriend (and later wife) Sonia, we persuaded the theater manager to gift the poster to us – which I subsequently framed as a constant reminder of how "failure to communicate" can sink any endeavor.

Now, going back to that "communication breakdown" in COM 100 during the 1968 winter quarter, there is more to the story of how the Department of Communication responded to that breakdown. However, as noted radio newscaster Paul Harvey would stay, "the rest of the story" will be told in a later vignette on **Lawrence Sarbaugh**. But first we turn in our next vignette to **Everett Rogers**.

Everett Mitchell Rogers (3/6/31 - 10/21/04)

More than anything else, it was the social power of peers talking to peers about the innovation that led to adoption of the new idea.
(Everett Rogers, *Diffusion of Innovations*, 5th Edition)

Everett Rogers was born on his family's farm in Carroll, Iowa in 1931. As the young Rogers grew up and as the new drought-resistant hybrid corn seed varieties were becoming available that yielded 25% higher than traditional seed varieties, Rogers' father held off on adopting the new hybrid seed. During the 1936 drought in Iowa, Rogers' father saw that his corn field was wilting, while the hybrid corn stood tall on the neighbor's farm, this finally convincing him to adopt hybrid seed. While the young Rogers planned on becoming a farmer and not going to college, those plans changed when a high school teacher drove him and some classmates to Ames, Iowa to visit Iowa State College.

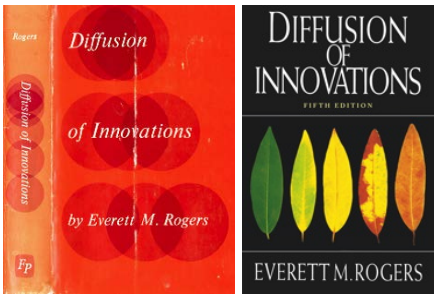
That visit had a big impact on Rogers who decided to pursue a BA degree in agriculture at ISU. Then, after serving in the military for two years during the Korean War, Rogers returned to Iowa State to earn both a MA and Ph.D. in rural sociology, completing the latter in 1957. Iowa State College was renamed Iowa State University in 1959.

In the 1950s, there was a growing research tradition on adoption of agricultural technologies by farmers and diffusion of agricultural technologies within rural communities. Scientists at land-grant universities and at the U.S. Department of Agriculture were generating numerous agricultural innovations. Rural sociologists such as **George Beal** (see vignette), Rogers' Iowa State doctoral advisor, were studying the diffusion of agricultural innovations such as high-yielding hybrid seed corn, chemical fertilizers, and weed sprays. In 2008, four years after Rogers' death in 2004, ISU's Department of Journalism recognized Rogers, awarding him the department's highest honor, the James W. Schwartz Award. Reflecting on the career that led Rogers to receiving this award, Robert Kern wrote that Rogers's great contribution to diffusion theory was that he was:

> the herald and contributor to that theory, not as the original author; it had been constructed and named more than a decade earlier—actually in an Iowa State research publication by Ryan and Gross, published…in the early or mid-1940s. ([Rogers] later read it when he was a sociology grad student with George Beal and Joe Bohlen.] Beal and Bohlen were the early spokesmen for the Diffusion Process—in fact they did a research

publication that used the term. … Gross and Ryan are generally identified as the formulators of the stages in diffusion and identification of the several adopter categories (innovator, early adopter, etc., which were modified later by Rogers and others) (Source).

Rogers was intrigued by two questions being studied by diffusion researchers around the country: Why did some farmers adopt these technologies, while others didn't? And why does it take such a long time for seemingly advantageous innovations to be adopted by some farmers? To answer these questions, for his doctoral dissertation Rogers interviewed more than 200 Story County, Iowa farmers about their decisions whether to adopt the weed-killer 2,4-D. Further he reviewed earlier studies of the diffusion of agricultural, educational, medical, and marketing innovations, among others. Emerging from this work, Rogers found similarities in the findings of various studies, for example, that innovations tend to diffuse following an S-curve of adoption. On completing his Ph.D. at ISU, the Ohio State University (OSU) hired Rogers as an assistant professor. At OSU, Rogers reworked his doctoral dissertation and literature review into the first edition of *Diffusion of Innovations* (1962) that provided a comprehensive theory of how innovations diffuse or spread in a social system.



Diffusion of Innovations (1st edition & 5th edition)

While only 30 years old, Rogers was fast becoming a world-renowned academic figure. By the late 1950s and early 1960s, national governments in Asian, African, and Latin American countries were wrestling with how to transfer agricultural, family planning, and other innovations to farmers and farm families in rural villages in the developing countries. Rogers' book was timely, providing development practitioners a useful theory with practical application. By the mid-2000s, *Diffusion of Innovations* would become the second-most-cited book in the social sciences, being reissued from time to time in new editions.

The interest of many developing countries in how to diffuse agricultural, family planning, and other social innovations was shared by the United States Agency for International Development (USAID) established by President Kennedy in 1961. Building on the Point IV program of its predecessor agencies (Technical Cooperation Administration and International Cooperation Administration), USAID provided technical assistance to the developing world's emerging nations. In the early 1960s, while still at Ohio State University, Rogers landed a USAID grant to conduct research on the adoption and diffusion of agricultural technologies in the developing countries.

At the time, Paul J. Deutschmann, Director of the Communications Research Center in MSU's Department of Communication was doing similar diffusion research. On May 3, 1963, Deutschmann died of a heart attack. In looking for a replacement, David Berlo (see vignette), chair of the Communication Department, hired Rogers to continue conducting research on innovation adoption and diffusion for the department — and to boot Rogers brought with him to MSU the aforementioned USAID-funded research project that focused on the adoption and diffusion of agricultural technologies in Brazil, India, and Nigeria. Interestingly, Berlo hired Rogers before the latter knew that the grant would be made by USAID. "It greatly surprised Berlo, when [Rogers] called and told him he was coming with more money than anyone had ever had in the College." (Erwin Bettinghaus, personal communication).

Rogers started at MSU as an Associate Professor of Communication on July 1, 1964 (*March 19, 1964 Board Meeting; page 5, #9 under "Appointments"*) in the midst of an academic career that would span 47 years of teaching, research, and writing, and during which he held faculty positions at the Ohio State University, Michigan State University, and the University of Michigan. Later he served as Janet M. Peck Professor of International Communication at Stanford University, Walter H. Annenberg Professor at the University of Southern California, and Distinguished Professor of Communication at the University of New Mexico. Sadly, after a battle with cancer, Rogers died on October 21, 2004.

Remembering Everett Rogers (Parts 1 & 2)

Flight Log Memories: I first met **Everett Rogers** at MSU at the start of the 1965 spring quarter, when he taught COM 470 – *Communication and Change: The Diffusion of Ideas and Information*. When Rogers entered a classroom, he exuded confidence, enthusiasm, and passion for conducting research on – and teaching students about – the adoption and diffusion of innovations. One day he arrived to class wearing sunglasses and proceeded to deliver his lecture without taking off his sunglasses -- somehow that made the course subject matter even more intriguing

On another occasion, he came to class with a tin can, which he opened and gave to the first student in the first row, asking him/her to eat one of what was in the tin and pass it on to the next student. By the time the tin reached me a few rows back, the word already had circulated that the tin contained a developing country delicacy – fried ants! When the young woman next to me ate an ant, the pressure was on for me to also "adopt" – and I recall biting into a very crunchy ant, swallowing, and trying to make sure that none of the ant's legs got stuck between my teeth.

Rogers also was a great story teller – on one occasion telling the students about the young Italian boy with great potential to become a swimming champion but who lived in destitute "povetry"—and Rogers kept using "povetry" throughout the story, perhaps purposively mispronouncing "poverty" as a set up for the story's punch line. Near the story's end, the ship on which the boy had stowed away to gain free passage was nearing its destination, New York City, site of the world swimming championship. Just as the ship was nearing port, a crew member discovered the boy who attempted to escape by scrambling up the ship's mast, in hopes of diving into the ocean, swimming to shore, and competing in the world swimming championship. From the top of the mast the boy launched into a swan dive but fell short of the ocean and crashed onto the ship's wooden deck, to the great concern of all the sailors. Suddenly, this poor Italian boy who had lived all of his life in "povetry" stands up, dusts himself off, and says "Don't worry, I've been used to hardships all my life."

As reported in the Gordon Sabine vignette, Rogers' *Diffusion of Innovations* was the book that made the most difference in my life in terms of influencing the career path I chose. Sabine, interviewing me for a book that he and his wife Patricia were writing, asked two questions: "What book made the greatest difference in your life?" and "What difference did it make?" Based on my responses, the authors included the following in the book's chapter on "Books That Inspired Careers":

Diffusion of Innovations by Everett Rogers, which is about how new ideas and practices become known and adopted. For Kerry Byrnes, sociologist with the International Fertilizer Development Center, Muscle Shoals, Alabama: "That was the text in a sophomore course in college. Until then, I'd just been shopping around, but this book lighted my interest in a career. Ten years later, I wrote my dissertation on the same subject and since then, it's been my professional career." (Gordon and Patricia Sabine, *Books That Made The Difference: What People Told Us*, pp. 29-30)

Between Rogers' book and teaching COM 470 (*Diffusion of Ideas and Information*) course, I was pretty much hooked! Studying for the final exam, I memorized that book to the point that, even as a sophomore, I had the 4th highest score on the final exam, just behind the three graduate students working as Rogers' research assistants on the USAID-funded adoption and diffusion research project.

Ten years later, in the spring of 1975 I was finishing up my doctoral dissertation at Iowa State University and contacting various potential employers. These included the International Institute for Tropical Agriculture (IITA) in Nigeria and The Rockefeller Foundation Postdoctoral Fellowship Program. I hoped to land an entry-level position or a fellowship to start my career as a sociologist doing research at one of the International Agricultural Research Centers (IARCs), such as the International Center for Tropical Agriculture (CIAT) in Colombia or International Rice Research Institute (IRRI) in the Philippines, where my father had worked. Indeed, I recalled the time in the mid-1960s when Rogers came to IRRI to give a seminar to the institute's staff on how agricultural technologies are adopted by farmers and how such adoption of new technology spreads (or diffuses) in a farming community.

Even as I was looking for a position at one of the IARCs, I also applied for a research grant under another postdoctoral program. At ISU I was receiving research assistantship support under the USAID-funded "Indicators of Social Development" project, and had written a report on indicators for monitoring health in a developing country. Based on that work, I wrote a proposal to conduct a postdoctoral research project aimed at developing a system of social indicators of health.

The prospect that I might be awarded a postdoctoral seemed bright when I received an invitation to travel from Ames, Iowa to Washington, D.C. for an interview with the program's selection committee. By this time, I had been away from MSU since 1968, working in Colombia with MSU, going back to graduate school at ISU for a brief stint before going into VISTA for a year-and-a-half, and returning to ISU in early 1972 to continue study for my doctorate that I would complete in 1975.

As I would later learn, Rogers also had been away from MSU for periods on sabbatical leaves:

- From September 1, 1970 through August 31, 1971, Rogers (now Professor of Communication) went on sabbatical to study six months at Stanford University in the Institute for Communication Research and six months In India and Kenya. (*April 16, 1970 MSU Board Meeting; p. 5, #7*)

- From January 15, 1973 through March 14, 1973, Rogers was on leave to study at the East-West Communication Institute, Honolulu, Hawaii. (*January 12, 1973 MSU Board Meeting; p. 8; #6*)

However, effective June 30, 1973, Rogers had left MSU for a position with the University of Michigan. (*April 20, 1973 MSU Board Meeting; p. 9, #5*).

Thus, it was a surprise a year or so later when I walked into the fellowship interview and discovered Rogers was on the interview committee. While it was great to again see and interact with him, the committee for whatever reason didn't award a fellowship to me. This setback refocused me on searching for employment with the international agricultural research centers (IARCs). Looking back, I now see there was a silver lining in not being awarded that

fellowship—had I landed it, that might have taken my career path in the direction of working in the field of health rather than agriculture, so a vote of thanks is in order if Rogers' vote in the committee helped to spare me from spending the rest of my career working on social indicators of health.

A job opportunity soon arose when I learned that Donald McCune, director of the International Fertilizer Development Center (IFDC), would be visiting ISU in search of candidates to fill various positions at this new center – and one position was for a sociologist. I arranged to meet with Dr. McCune and soon after the interview I was informed that IFDC had selected me for the position. On wrapping up my dissertation, and with my wife and son visiting her family in Colombia during the summer of 1975, I headed to Muscle Shoals, Alabama to begin my new job.

IFDC looked to me to provide guidance on how the center could foster accelerated and increased farmer adoption of fertilizers and new fertilizer technologies, I set as my first task conducting a review of the research literature on the adoption and diffusion of fertilizers. This led me to reach out to Rogers who, by this time, had moved from the University of Michigan to Stanford University, to ask if I could visit Stanford to review the literature Rogers had compiled in his Diffusion Documents Center (DDC). Rogers concurred and I soon traveled west on my first trip for IFDC, spending several days going through the DDC files and making photocopies of papers and reports I would later read when back at IFDC.

Based on reviewing the research reports and journal articles in the DDC and other sources, I wrote a lengthy literature review titled *Diffusion and Adoption of Innovations in Fertilizer-Related Agricultural Production Technology in Developing Countries*. But IFDC got cold feet when it came to investing funds to publish this report. To test the waters, it was agreed that I would send the literature review out for peer review by a half dozen prominent social scientists. While all came back with positive comments on the literature review, IFDC still chose not to publish it.

However, I was most appreciative of the positive feedback provided by the reviewers, notably Rogers who wrote:

> I am tremendously impressed with your report; it should be published in a format so that it is widely available. Even though you focus especially on fertilizer, much of what you say applies to all types of agricultural diffusion in developing countries. Your review is very extensive; I could not find much that you did not include, and, in fact, I learned of several new items. Your Policy Implications section is especially useful (4/14/78 letter from Everett M. Rogers).

Unfortunately, like the farming communities that Rogers studied around the world, IFDC also had its own social system in which staff, in diffusion theory parlance, could be classified as innovators, some as early or late adopters, and even some among the so-called laggards. Indeed, as the desktop computer era was dawning in the early 1980s, several IFDC staff members were hauling their Apple computers to the office and back home each day. Those innovators made a request to Dr. McCune that IFDC buy a few desktop computers but McCune resisted, arguing that IFDC already had a well-staffed Word Processing Center (WPC) with an IBM System 6 to support the staff's typing needs. Ironically, it was one of the WPC secretaries who had been typing and re-typing my literature review that I originally drafted on my IBM Selectric typewriter—hence double the labor.

One day word came down that IFDC had an unexpected surplus of USAID funds that needed to be spent by the end of the fiscal year or those funds would have to be returned to USAID. While some saw this as an opportunity to buy new office furniture or new laboratory equipment, several of my Outreach Division colleagues saw this was the moment to convince McCune to approve using some of the funds to buy at least a few desktop computers (Apples and/or PCs).

Kerry at IFDC in Late 1970s

My colleagues did a quick survey to identify how many computers would be used by the staff and concluded there was justification to make a case for eight PCs. But then they realized that, if they requested only eight PCs, McCune would probably only approve half that number or fewer. In the end, a proposal went to McCune for IFDC to purchase a large number of Apples and PCs, perhaps 40 or so, as this surely would provide a sufficiently large cushion to ensure that McCune would approve purchasing at least the eight Apples/PCs and thus meet the needs of the staff who were clamoring to get their hands on a personal computer to support their work in the office—and that is how PCs were "adopted" by IFDC! Unfortunately, by the time this transpired, I had left IFDC to take a new job with the USDA Graduate School but within USAID, was working neither on an IBM Selectric or a desktop computer but rather time-sharing a (now obsolete) stand-alone Wang word processing machine that USAID was still using into the late 1980s.

Looking back, just as Rogers had visited IRRI in the Philippines in the 1960s, I regret not having had the foresight to invite Rogers to visit IFDC in Alabama in the late 1970s. Perhaps Rogers could have had an impact on some of my laggard colleagues who seemed to feel that the solution to getting farmers to adopt fertilizer was to come up with a new miracle fertilizer, such as some of the newer fertilizer technologies that IFDC was working on (e.g., sulfur-coated urea granules and urea briquettes for deep placement of nitrogen in rice paddy).

Where Stanley Andrews (see vignette) had an "open mind" as he kept searching to find a better approach to foster change in the villages of the developing world, I found myself at IFDC at times trying to collaborate with "close-minded" and disciplined-bound colleagues who all too often acted as if their own field of expertise was the "magic bullet," regardless of the specific discipline the individual had been trained in or his/her specific area of responsibility, including research, marketing, training, outreach, and even IFDC's administration and management.

Had I the foresight to invite Rogers to present a seminar at IFDC on adoption and diffusion of technology perhaps that might have had an impact on IFDC's management and some of my colleagues. During this period, I was looking to line up a posting opportunity for IFDC's "resident" sociologist to an overseas location where I could carry out research on the factors influencing a farmer's adoption of fertilizers. Several possibilities on that front fell through, including postings to Brazil, the Dominican Republic, and Bangladesh. In the latter case, the USAID Mission in Bangladesh had approved IFDC's proposal to post me to the dealer development-training position on the Bangladesh Fertilizer Distribution Improvement Project being implemented by IFDC. But some Bangladeshi official decided that the dealer development training component needed an agronomist, not a sociologist! Apparently, it was felt that an agronomist's expertise in nurturing plants would easily transfer to training people!

After the Bangladesh posting fell through, I decided that I was going nowhere by remaining at IFDC and that it was time to look for a new job. In the years since leaving IFDC in late 1984, I fortunately have been able to continue working, through one employment mechanism or another, in the general area of agricultural and rural development, eventually transitioning from the USAID-funded contract with USDA that employed me for 19+ years over to a direct hire position with USAID under the Agency's Foreign Service Office-Limited hiring authority, a position I held for a little over two years until I retired on September 30, 2014.

During the last couple of years working with USAID, the focus of my job was President Obama's Feed the Future initiative, looking to how USAID development assistance programs can most effectively foster developmental change, more specifically, helping Central America's and Haiti's poor and small-scale farmers to adopt income-increasing agricultural technologies to better enable them to feed their families. This, basically, is the same challenge that Stanley Andrews (see vignette) described as the focus of much of the early U.S. development assistance in Latin America in the late 1940s, and the same area – adoption and diffusion of technologies – that was the focus Everett Rogers' professional career for nearly a half century of his professional life. Now, 50+ years later, USAID is still struggling to find a way to foster technology transfer to small-scale farmers, this time with the Feed the Future initiative making a big push on "scaling technology"—basically the latest approach (and largely a repackaging of adoption/diffusion theory) in the efforts of USAID under Feed the Future to achieve significant increases in the numbers of farmers and households adopting improved agricultural technologies and nutrition practices.

John Herald Useem (10/15/10 – 7/16/2000)

John Useem (near retirement from Michigan State University in 1981)

> *"we need…studies of the personal experiences and interpersonal behavior of the people who move across national boundaries to help modernize the developing non-Western countries. . . . The specific content of the challenges and problems which Americas face in overseas assignments may change, the organizations in which they work may be renamed, the demand for particular technical skills may fluctuate, but there are generalizable ways in which Americans feel, act, create their roles, work within cross-cultural organizational environments and absorb their experiences into their individual life histories. It is the delineation of these enduring processes which makes this book an enduring contribution."* [John Useem's Foreword to Francis C. Byrnes, *Americans in Technical Assistance: A Study of Attitudes and Responses to Their Roles Abroad* (1965)]

Born in Erie County, New York, the family of **John Useem** moved to Los Angeles while he was a young child. His career in sociology began in the 1930s, earning his BA at the University of California at Los Angeles. From1934-36, he attended Harvard University as a graduate student but then transferred to the University of Wisconsin where he earned a Ph.D. in 1939, the same year he began serving as the chair of the sociology department at the University of South Dakota through the fall of 1942, when he entered military service. Useem served in the Navy as a Civil Affairs/Military Government Officer in the South Pacific from 1943-45, at one point as military governor of Guam.

While on the faculty of the University of Wisconsin from 1946-48, Useem returned twice to the Palau archipelago to conduct research that assisted post-war reconstruction. He came to Michigan State College in 1949, working there until his retirement in 1981, including serving as chair of the Department of Sociology and Anthropology from 1959-65,

James B. McKee, long-time professional colleague of Useem, provides a more detailed biography of the life and contributions of Useem who passed away on July 16, 2000. Years earlier, during MSU's 1968 Spring quarter, Dr. McKee was a guest lecturer in the Mass Communication Theory (COM 921) course I was taking while studying for a M.A. in Communication. This class met once a week for three hours on Thursday evenings. Ironically, on the evening of April 4, McKee was giving a lecture on the sociology of race relations. We had just returned from class break when McKee announced that he was adjourning the class because he had learned during the break that Martin Luther King, Jr. had been assassinated earlier that evening.

Flight Log Memories: It was around 1962, while I was in high school and my father was writing his l dissertation for a doctorate in communication at MSU, that I first met John Useem and his wife, Ruth Hill Useem (5/31/15 – 9/10/03), who also was a sociologist. One Saturday morning I accompanied my father to the Useem's home where dad met with Useem, chair of my father's doctoral committee, to discuss the progress my father was making on his dissertation.

At the time, John and Ruth had been active in conducting research on what they called the "third culture" and "third culture kids - TCKs" (a term coined by Ruth). Some of their TCK research findings included the difficulty that "third culture kids" have readjusting on return to their origin country, reverse culture shock on returning home, and being homesick for their adopted country.

With Useem's experience working overseas during WWII and his interest in research on the "third culture," he was the right person to guide my father's doctoral dissertation, later published by Praeger [*Americans in Technical Assistance: A Study of Attitudes and Responses to Their Role Abroad.* (1965)] and in journal articles, for example, "Assignment to Ambiguity: Work Performance in Cross-Cultural Technical Assistance" and "Role Shock: An Occupational Hazard of American Technical Assistants Abroad." A term that my father contributed to the social science literature was "role shock" which he had documented as a phenomenon distinct from "culture shock."

During the fall 1965 quarter, I took John Useem's Culture and Personality (SOC 473) course, quickly finding him one of the most stimulating teachers I had encountered at MSU. I so enjoyed his lectures that I re-enrolled to audit this course when offered the following year. Listening to Useem lecture and delving into reading assignments such as Ruth Benedict's *Patterns of Culture* introduced me to the concept of "cultural relativity."

When I was near graduation, I was considering studying for a Ph.D. in anthropology. Accordingly, I made an appointment to meet with Useem to ask his recommendation on universities that would be good prospects to study for a Ph.D. in anthropology. I was considering two universities: University of Texas because I was interested in doing research in a Spanish-speaking culture; and Cornell University because I had read about and was intrigued by the applied research and development work that Alan Holmberg, a Cornell applied anthropologist, had carried out under the Vicos Project in Peru.

> In 1952, Professor Allan Holmberg arranged for Cornell University to lease…Hacienda Vicos, an agricultural estate in the central Peruvian highlands on which some 1800 Quechua-speaking highland peasants resided. Between 1952 and 1957 Holmberg, with colleagues and students, initiated a set of social, economic, and agrarian changes, and nurtured mechanisms for community-based management of the estate by the resident peasants. By the end of a second lease in 1962, sufficient political pressure had been brought to bear on a reluctant national government to force the sale of Vicos to its people. Holmberg's twin goals for the Vicos Project were to bring about community possession of their land base and to study the process as it unfolded, advancing anthropological understanding of cultural change. To describe the process of doing both, he invented the term "participant intervention" (Source).

On October 14, 1966, I met with Dr. Useem to discuss these university options and ask what other options he might suggest. When I mentioned Cornell, Useem replied "Why Cornell?" I told him I was interested in a career where I could work in applied (problem-solving) agricultural development, and felt that this would be advanced by studying for a Ph.D. in applied anthropology under Cornell's Alan Holmberg, in view of Holmberg's applied social science work in the Vicos Project. I have never forgotten Useem's chilling but matter of fact response: "Alan died yesterday." With this disheartening news, Cornell was quickly crossed off my list of possible universities for pursuing a doctorate.

If I were to count on just one hand the best (and most inspiring) teachers at MSU, John Useem and James McKee, would easily be among the top five. For a brief period, McKee influenced my thinking about where I would like to take my career. Once we were discussing the sociology of knowledge, which I found interesting, especially the book *The Social Construction of Reality* (1966) by Peter L. Berger and Thomas Luckmann. However, as intrigued as I was by this book and the sociology of knowledge as a potential direction for my career, I found the area too academic and/or theoretical relative to my more practical interests in a professional career applying social science to the challenges of agricultural and rural development in the Third World.

This, obviously, was the direction that my father had chosen for his career beyond a Ph.D. and one that Useem wholeheartedly supported. Indeed, years later, Useem urged my father to write a book about his experiences in agricultural development. Useem told my father that numerous academics had written journal articles and books about their research on and theories of development but few if any had practical experience working in development.

Useem felt my father had practical experience in "doing development," telling my father that if he put this experience down in writing, it would be a valuable contribution to the development literature for the academic and the practitioner. By 1998 my father had drafted a chapter outline and first chapter for this book on "doing development" but this project stalled that year when he was diagnosed with cancer. While he did go back to work for Winrock International after successful chemotherapy, he never got back to working on his book before the cancer returned a year later, resulting in his death on July 5, 1999.

A year or so before his passing, Dad was able to discuss the book outline with Useem, his former doctoral advisor. Both my father and Useem died within just a little over a year of each other, my father on July 5, 1999, and Useem on July 16, 2000. Perhaps at this moment Useem and my father are continuing in the great beyond to discuss their experiences with the Third Culture and role shock here on earth if not also in heaven.

Lawrence Edward Sarbaugh (5/17/21 – 8/4/2018)

"What if' we were to look at development questions as boundary maintenance or boundary penetration problems? What communication takes place to maintain which boundaries? What communication takes place to penetrate which boundaries? If we stop to consider, we realize that boundaries exist in the minds of people (individuals).... In thinking of the behavior of rural people, ...[w]hat are the norms which prevent a farmer from considering a new practice, and how can that boundary be changed to allow acceptance of the change."

(Source: Lawrence Sarbaugh, "We Resolve To…," *Communication Strategies for Rural Development, Proceedings of the Cornell-CIAT 1974 International Symposium*, p. 241, Cali, Colombia, March 17-22, 1974)

Lawrence Sarbaugh grew up on a 217-acre farm west of Adamsville, Ohio and, until he was four, lived in a four-generation household with his parents, grandparents, and great grandmother. He took vocational agriculture in high school, with his Vo-Ag teacher helping him get a scholarship in agriculture at the Ohio State University (OSU). When Sarbaugh's Vo-Ag teacher accompanied him to register, there was a whole list of courses to take. Sarbaugh recalls: "I asked my agriculture teacher what I should take to do what you do. That was my choice of major." After graduating in 1942, Sarbaugh volunteered for the army air corps where he earned his

> wings as a navigator and taught cadets for a year and half, then was assigned to a B-24 crew. We trained at Savannah, GA. We were ready go to England just as the war was ending, [so]…having served 33 months, they sent my crew to Salinas. I taught vocational agriculture for six months, and then became an associate county agent in Coshocton County [in Ohio]. That's where I got acquainted with your dad [Francis C. Byrnes - see vignette]. We were having difficulty getting the local paper to cover 4-H news, especially at the county fair. We got your dad to come talk to the editor of the local paper. The outcome was a 4-page insert with advertising (important). From Coshocton I went to Cadiz as top agent where we did a weekly column for each of three weekly papers and a monthly broadcast on WWVA, Wheeling [West Virginia], and a weekly broadcast on the Bellaire station (Lawrence E. Sarbaugh, personal communication).

Sarbaugh recalls visiting Columbus one day and stopping by the office of Francis Byrnes (see vignette) to pick up some films:

> [Byrnes] called me in to talk with him. He wanted to know if what he'd heard was true that I would not be interested in the Radio/TV job. I was surprised and said so but I was interested in this line of work. I had been rejected for a fellowship in family and child development at [the] Merrill Palmer School [The Merrill Palmer Skillman Institute for Child & Family Development (MPSI) at Wayne State University (WSU)] in Detroit. One week after your dad called to say I had the OSU radio/TV job, Merrill Palmer called and offered me an assistantship. Talk about forked road decisions and timing (Lawrence E. Sarbaugh, personal communication).

Sarbaugh opting for OSU over WSU would prove fortunate not only for Michigan State University but also eventually for me, as he found himself working at OSU with my father (Francis C. Byrnes):

> Your father and I worked together on scripts [for the TV show] and did the first show together. At the end he said "next week's show is yours" (my TV training). I was due for sabbatical so your father and Hadley Reed arranged for me to go to Illinois for my masters. It was a great experience with Wilbur Schramm, Charles H. Sandage (advertising and research methods); William Albig (public opinion), and Fred S. Seibert (communication law) (Lawrence E. Sarbaugh, personal communication).

After completing coursework at Illinois, Sarbaugh returned to OSU for two years to fulfill the agreement under which he had been away on the study leave at Illinois, during which he completed his Masters. Sarbaugh recalls that, at the end of two years,

> Hadley called and offered me a job to head the agricultural journalism program. [After a year and a half], Lyle Webster, Head of information in USDA, offered me a job to do evaluation research on USDA publications. After three years I was working on a doctorate at American University [in Washington, DC]. Dave Berlo [Chair of Michigan State University's Department of Communication - see vignette], whom I had met at some of the NPAC activities [see Francis Byrnes vignette], came to Washington, DC and, at a lunch, said, "if MSU were in DC would you be going to American or MSU?" I immediately said MSU. That fall I started at MSU with my doctoral committee comprised of [David] Berlo, [Hideya] Kumata, [Erwin] Bettinghaus, and [Malcolm] MacLean, and a sociologist (Lawrence Sarbaugh, personal communication).

On completing his coursework at MSU, Sarbaugh returned to USDA to continue his evaluation research. At the time, a USDA employee did a weekly summary of agriculture-related news that was distributed nationwide as a four-page publication to farm-oriented publications and radio and television stations. When that employee retired, USDA asked Sarbaugh to take on preparing the summaries for a couple of months. By this time Sarbaugh had completed his Ph.D. but, as he recalls, "a year after I was still writing the summaries." Then, in 1964, David Berlo (see vignette) offered Sarbaugh the opportunity to direct the U.S. Agency for International Development-funded Communication Seminars (or "AID Seminars"–see **David Berlo** and **Robert Morris** vignettes). For a period, Sarbaugh directed the Seminars out of Virginia (where he lived), running the Seminars at Cacapon Lodge in West Virginia. Later the Seminar location was moved from Cacapon to Atwood Lake Lodge in northeastern Ohio. In 1967, Berlo asked Sarbaugh "to come onto the regular faculty as an associate professor" – a definite step up from working as a lecturer while directing the Seminars. Sarbaugh continued as the Seminar director for the ensuing years until the Communication Department hired Robert Morris (see vignette) for this position, excepting an occasional period when another staff person (e.g., Gordon Thomas) filled this role.

Once on board as an associate professor in the Department of Communication, Sarbaugh recalls,

> I started teaching [a course on] teaching methods for speech communication majors. When Everett Rogers [see vignette] left for Stanford University, I inherited the communication and change course. Then I added a course on intercultural communication. When Jack Bain retired as Dean of the College and Herb Oyer became Dean, he asked me to be his associate dean, which position I held under him and Bettinghaus. [Later] I was acting Dean for about nine months. I much preferred the associate position where I had more contact with students (Lawrence Sarbaugh, personal communication).

Sarbaugh's teaching and research on intercultural communication led to the publication of a book of the same title (*Intercultural Communication*) published in 1979. Later, while working on administration of the College of Communication Arts, Sarbaugh got involved in a project that had been talked about for years – computerizing student

records. For lack of a workable system, students were coming up to graduation without having met their requirements "Finally, we got a committee in the College to develop a paper record that each student would receive at the end of each term, showing what they had completed and what they still needed. A few years later it was computerized."

> *The difference between intercultural and intra-cultural communication is the homogeneity/heterogeneity of the participants. The more homogeneous, the easier to communicate (more intra-cultural). The fewer shared experiences, the more difficult to communicate. The more shared experiences, the easier to communicate. … I can communicate with a teacher any place in the world more easily than I can talk with someone from inner city Detroit.* (Lawrence Sarbaugh, personal communication)

Having for many years directed the USAID Communication Seminars for foreign students, Sarbaugh also began to undertake some assignments overseas. From the 1960s to the 1980s Sheldon Cherney directed MSU's Graduate Education Overseas Program to support teachers in maintaining their certification. On three occasions Sarbaugh served as a faculty member in that program, once each in Italy, Japan, and England. After retirement, the Director of Communication at the International Christian University (ICU) in Mitaki, Japan asked Sarbaugh to come to ICU to teach for two years. Not being able to be away from MSU for that long, Sarbaugh taught at the ICU for only one term. He also held a Fulbright Fellowship to teach at the Inter-American University in Puebla, Mexico, where the head of the university's sociology department asked him to lay the foundations for starting a communication program at the university. "All in all," recalls Sarbaugh, "I have been in 14 different countries."

On retiring from MSU in early 1983, Sarbaugh returned to the family farm that he had inherited west of Adamsville, starting a new career—for the next decade growing and selling Christmas trees on five acres (about 5,000-6,000 trees). While Sarbaugh will always be a Spartan, he now lives in Ann Arbor (home of the University of Michigan) in order to be near his children and grandchildren. Sadly, on August 4, 2018, Sarbaugh passed at the age of 97.

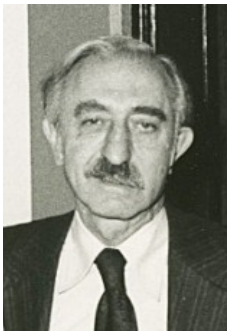
Lawrence Sarbaugh (Christmas 2013)

Flight Log Memories: During MSU's 1968 Winter quarter, when the "communication breakdown" took place in COM 100 (described in the Flight Log Memories of the David Berlo vignette), I was in my second quarter of study for a M.A. in Communication, with **Lawrence Sarbaugh** as my advisor.

After the start of the Spring quarter, Sarbaugh asked me to come to his office, where he told me about the events that had taken place in Berlo's COM 100 course during the previous quarter. Sarbaugh then asked if I would be interested in doing research on this as the topic of my thesis, indicating that the Department would cover my research expenses by awarding me a part-time research assistantship. I decided to accept the offer, in part, because I wasn't making any progress on identifying a research topic for my thesis research – and here all of a sudden I had an immediate audience wanting to know the answer to what my research might reveal as an explanation for the event that had taken place in Berlo's course.

I quickly began to think about how to research the problem. For a thesis that required data collection and quantitative analysis, it was clear that I had a defined population (144 students had enrolled in the course and had not dropped out prior to the mid-term exam). It was also clear I would need to collect data, such as by surveying and interviewing the students, so I would need a sample of students who had stayed in the course's two-way (open communication) section taught by Berlo as well of the students switching to the closed channel (TV) section taught by the Communication department's Gerald Miller. By stratifying the sample to include males and females as well as students at each year of college, I could rule out, or minimize, the potential impact those variables might have had on a student deciding to stay in Berlo's section or switch to the TV section.

But this left the challenge of formulating a hypothesis on what specific variable might explain (or predict) the student's behavior – choosing to stay in the lecture hall section with Berlo or switching to the TV section with Miller.



Milton Rokeach (born Mendel Rokicz) (12/27/18 – 10/25/88)

How I solved this problem grew out of the Advanced Social Psychology (PSY 640) course I took from Dr. Milton Rokeach during the fall quarter of 1967. Rokeach was already well established as a giant in the realm of psychology, based on the research he reported in *The Open and Closed Mind* (1960) and *The Three Christs of Ypsilanti* (1964). Reflecting on Rokeach's research, I was intrigued that the concept of "dogmatism" might explain (or predict) why some students in Berlo's course switched to the course's TV section. Quoting from my thesis:

> To Rokeach the concept [of dogmatism or] "dogmatic thinking" refers to the "resistance to change of systems of beliefs." The dogmatic person is described as having "a relatively closed cognitive organization of beliefs and disbeliefs about reality…." Rokeach hypothesized that "the more closed a person's belief system, as measured by the Dogmatism Sale, the more resistance he will put up to forming new belief systems" (Kerry J. Byrnes, *The Relationship of Dogmatism to Channel Preference and Learning in Classroom* Communication, Thesis for the Degree of M.A., Michigan State University, 1968).

This led me to the hypothesis that a student measuring high on Rokeach's Dogmatism Scale would more likely have switched to the TV section, while a student measuring low on this scale would more likely have remained in the lecture hall section. Underlying this hypothesis was the idea that a student who is highly dogmatic would more likely be uncomfortable in an open channel setting (i.e., the lecture hall) where he or she was constantly at risk of being challenged by Berlo's Socratic Method teaching style, in effect, at risk that Berlo would challenge a student's belief system by putting a challenging question to him or her. However, if you were in the TV section, there was no such risk that the teacher, presenting a pre-recorded lecture on videotape, would suddenly ask you a question.

In short, my research attempted to look at the extent to which dogmatism may have influenced a student's channel preference as well as learning. On analyzing the data from a sample of 55 students, 29 scoring high on Rokeach's Dogmatism Scale (the "High Dogs") and 26 scoring low (the "Low Dogs"), my data confirmed the hypothesized relationship between dogmatism and channel preference, with 65% of the High Dogs having switched to the closed

channel TV section, while 69% of the Low Dogs remained in the open channel lecture hall section. Perhaps even more interesting were the students' responses to open-ended questions about their experience, particularly those comments highlighting the way that High Dogs and Low Dogs reacted differently to Berlo\ and his Socratic method style of teaching.

Drawing from my thesis (*The Relationship of Dogmatism to Channel Preference and Learning in Classroom Communication*), I share below a selection of student perceptions (comments) demonstrating how differently students perceived Berlo depending on the student's level of dogmatism.

High Dogs (opted to switch to the closed channel – one way flow of information - TV section taught by Miller)

- "Boring lectures. Dr. Berlo made the comment that if we did not participate in [the] lecture session, we could get out."
- "I did not feel it was teaching me anything 'concrete'; it didn't give me anything I felt I could carry on to another class or later life. It seemed to dwell on items of a nature of things I knew but was not aware of because in society they are useless."
- "Attitudes of Berlo (before the split up) in teaching techniques. Also the subject seemed unimportant (I felt like more of it was previously acquired by other learning"
- "Simple concepts were repeated over and over. The book was very poorly written having a lot of filler."
- "Most of my other courses in my major provide the exact information. In general, it was a waste of time."
- "I expected more of an analysis of different types of communication."
- "I expected a course that would give me a little trouble (an uninteresting subject to start with), but that would consist of entirely different material than what I was used to or knew much about."
- "The course seemed to consist of the things that we see or learn through our experiences, especially in school. The course just didn't seem nearly as important as Berlo piped it up to be."
- "My major is geared to the concrete. If all Com courses are up in the air, I don't want to waste my time. I had all that nonsense in ATL [American Thought and Language] and Soc. Sci. and Philosophy. Now I want to get to the serous business of getting an education and do something with my life. I hate sitting around firesides trying to 'define the undefinable' and discussing the 'meaning of meaning'."
- "I hadn't expected so much 'abstract in the clouds' type information. I had hoped for more concrete data. After the first few classes of being told to define that which [we were] also told was undefinable, I decided not to exert myself and settle for a C."
- "I had expected to merely watch TV lectures and then memorize the material which would appear on multiple choice tests. This is what someone else had told me."

Low Dogs (opted to stay in open channel – face-to-face – lecture hall section taught by Berlo)

- "Dr. Berlo's enthusiasm and wit."
- "I enjoyed Berlo because he was so dynamic and you didn't get a chance to sleep. But the reason I felt extremely satisfied was because I felt lost through the whole course until the end. All the seemingly unimportant little factors (process, why we should affectively communicate, etc.) became understandable. At the end I felt that I had learned something that would be important in whatever I do in the future."

- "I really thought Dr. Berlo was terrific. I like his personality and communication style and he really made me think about the problem involved. Also, I took this at a time when I was pondering over the relativity of meaning which fit in with what we were studying."
- "Basically, the interesting lectures and their manner of presentation by Dr. Berlo; and that fact that I felt I knew the course material very well."
- "Dr. Berlo is extremely interesting and was probably the main reason why I like[d] Com 100. I almost always walked away thinking about something he said. I learned a little better how to make myself understood by others."
- "It made me realize factors in communication which are obvious but which I had not previously considered."
- "It increased my viewpoints in such fields as human behavior and helped me understand why people sometimes react in different ways."
- "I found the 'everyday' situations which were used to be extremely helpful in my own communication."
- "I learned not exact things. No actual formulas for solving problems, no definite categories for which to place things. Instead of concrete things, I learned and obtained general knowledge…that I can apply to present life situations."
- "The realization that communication was essential to human progress and development made me more aware of the complex process of communicating – I had taken communication for granted before."
- "I learned about objectivity, communications breakdowns and other problems which seemed extremely interesting."
- "It made good use of communications situations which I feel were personally beneficial."
- "The things that we discussed emphasized the role and importance of communications in everyday life. Dr. Berlo has a very good way of making his lectures interesting and humorous at times."
- "Dr. Berlo's lectures made you feel you were learning something that wasn't just 'book material.'"
- "Berlo's an exciting dynamic man."
- "It offered me new concepts. Increased my vocabulary. Displayed the importance of choosing the correct way to communicate under varying conditions."
- "I am not a journalism major anymore, because this course [had] such a great effect on me that I decided after much thought to become a communication major."
- "Com 100 was very enlightening and I feel there were several points in the course that merit further study."
- "[Com 100] proved profitable and enjoyable. It was the first and only course that I had taken at State which I actually wanted to go to—it was unusual and the student-teacher relationship was excellent."
- "I'd like to take another course in communication, but only if I knew that it would further the same type of ideas that Com 100 had. I wouldn't want to have to memorize a lot of unimportant facts."
- I doubt if another course would be as interesting unless Dr. Berlo was part of the instruction. He was an extremely effective speaker, and had it not been for him, I doubt if the course would have been as effective."

Obviously, the study's overall findings, including the students' responses to the open-ended questions, were of great interest not only to the Department of Communication but also to one key member of my thesis committee, namely,

Berlo. At the thesis defense, I provided a summary of my thesis findings and conclusions and speculated a bit as to the implications of the thesis for future research.

From that session, three things have remained in my memory over the past 48+ years:

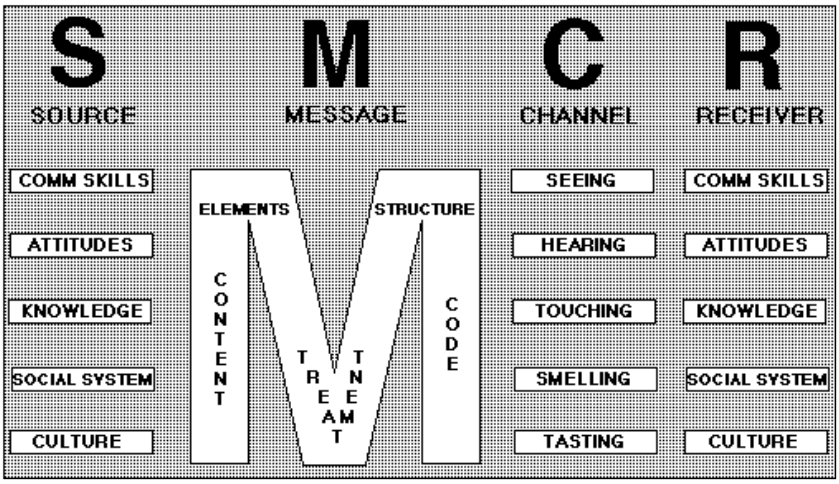
1. I provided in my thesis some tables presenting the empirical (quantitative) results of my findings as well as the results of the Chi Square statistical test that I had run, for example, on the two-by-two tables that presented in four cells the data breakdown on the two key study variables: dogmatism (High Dogs vs. Low Dogs) and channel preference (Open vs. Closed). But one committee member asked me why I even bothered to conduct a statistical test on the data, as the empirical results were so starkly evident on the relationship between these two variables. I offered the following response: "Well, a thesis requirement was to include statistical analysis, so even though the results were clear, I did the Chi Square test to check if the results were statistically significant."

2. The first of two comments made by Berlo was that, in the course of reading the thesis, he found himself saying: "My God, there were two different people teaching the course!" Of course, he did not mean that those two people were Berlo and Miller but rather that, in the eye of the beholder (the students taking the class), there were two different Berlo's in the lecture hall section. Which Berlo a student saw greatly depended on whether the student was a High Dog or a Low Dog.

3. Berlo's other comment made at the conclusion of the defense left me very satisfied about my work on the thesis. Over the years since MSU had created the Department of Communication in 1956, scores of communication degrees had been awarded at the M.A. and Ph.D. levels, all entailing the writing of a thesis or dissertation by a student who, on approval and successful defense of this document, was awarded his or her graduate degree. Thus, I felt great satisfaction when Berlo commented that my thesis was the first communication thesis (or dissertation) ever done in the department during all those years. I speculate that Berlo probably felt this way because my research applied his SMCR model in an innovative way that covered all four of that model's components to an extent that no prior thesis or dissertation had done. To illustrate:

    - Berlo (using the Socratic Method that challenged students by Berlo asking questions) vs. Miller (using a one-way delivery of a videotaped lecture);
    - A constant as both sources covered the same subject matter derived from Berlo's introductory communication text book - *The Process of Communication*;
    - Open (two-way, interactive communication afforded by the lecture hall section) vs. Closed (one-way flow of information delivered on videotape in the TV section); and
    - "High Dogs" and "Low Dogs" (and controlling for sex and grade level).

In addition to Sarbaugh's support and guidance on my M.A. thesis, he also arranged for me to participate as a junior staff member in one of the USAID-sponsored MSU Communication Seminars (#297 – week of August 17-23, 1968), offered on the MSU campus for students from the developing countries. This provided me an "insider view" of these Seminars that my father had initiated during the late 1950s under the NPAC project and on which he worked during the early 1960s while studying for his Ph.D. in Communication. More on the impact that this experience had on my life is presented later in the **Robert Morris** vignette.



Alternate Representation of Berlo's SMCR Model of Communication

More immediately, after successfully defending my thesis – and when opportunity arose for me to travel to Colombia the summer of 1968 (more on this later in the Kelly Harrison vignette), Dr. Sarbaugh kindly took on coordinating with one of the Communication Department's typists to get the final version of my thesis typed, bound, and submitted to the university library – a labor that he generously offered to take on and for which I, for many years, failed to thank him, until 45 years later (much too late!) when I tracked him down, got in touch by phone and email, and finally thanked him.

Yes, "Spartans Will! But this "Spartan Did!" and I hereby express my eternal gratitude for all of Dr. Sarbaugh's support and guidance during my Master's program. If I had a "bucket list" of regrets about my career, one regret would be that I never followed up to get my thesis on dogmatism converted into a published journal article. However, by the time I completed my thesis, I was off to visit my parents in Colombia and my first job working as an applied sociologist in the field of agriculture and rural development, a tale recounted in the next vignette on **Kelly Harrison**.

In conclusion, let's reflect for a moment on the Sarbaugh quote that introduced this vignette, taking a bit of liberty to apply the concept of dogmatism as a boundary:

> *If we stop to consider, boundaries exist in the minds of people. In thinking about the behavior of people, to what extent does a level of dogmatism in each of us prevent us from considering a new idea or changing our own behavior, and how can that boundary of dogmatism be changed to allow acceptance of constructive change.*

Kelly Harrison (9/24/39 - present)

the Commodity Systems Approach used by LAMP was a clear methodological precursor to what later became known as Value Chain Analysis and Development [which] served as a methodological underpinning to the export development emphasis by [USAID] starting in the mid to late 1980s. (Kelly Harrison, personal communication)'

Over his long career in international agricultural development, **Kelly Harrison** has applied his technical skills and expertise in such areas as agriculture and food market analysis, value chain analysis, agribusiness planning and management, marketing system development, agribusiness competitiveness, export promotion, and economic development planning and implementation. He has designed and managed donor-funded agricultural development projects, co-owned and managed a large fresh flower export farm in Egypt, and delivered consulting services in more than 25 countries for over 30 years under his own company, Kelly Harrison Associates, Inc.

Born in 1939, Harrison grew up in Texas. After earning a B.S. in agricultural economics in 1962 from Texas Tech University, Harrison went on to earn a M.A. degree in agricultural economics from Kansas State University (1963) and a Ph.D. (1967) from Michigan State University (MSU), joining the faculty of MSU's Department of Agricultural Economics and Agribusiness Management as an assistant professor in 1966, and rising to tenured associate professor by the time he left MSU in 1967. From 1977-81, Harrison served as General Sales Manager and Associate Administrator of the Foreign Agricultural Service (FAS) in the U.S. Department of Agriculture (USDA), supervising commercial export credit programs, directing international commodity sales of the Commodity Credit Corporation, and managing USDA's export promotion programs.

In 1984, Harrison started Kelly Harrison Associates, Inc. As the firm's President, Harrison organized and managed consulting assignments in over 25 countries from 1984-2013, providing consulting services in marketing, value chain analysis, transportation studies, business planning, export market development, franchise business analysis, and business management training. His clients included the U.S. Agency for International Development (USAID), the World Bank, the Inter-American Development Bank, the UN Food and Agriculture Organization, and national governments, and private companies.

While Chief of Party for a USAID project in Jordan, he assisted the national marketing organization, conducting policy studies, competitiveness analyses, and export marketing plan development. He completed research studies in Egypt, providing evidence for designing a USAID-funded value chain development project, then serving as the project's Chief of Party. For eight years he co-owned and served as Managing Director of the Egyptian Sun for Agricultural Development, the first large-scale Egyptian flower export business, overseeing exports of several million

stems of cuts flowers to Europe. During this same period, he carried out short-term consulting work in Egypt and the Middle East. Since relinquishing day-to-day management of Egyptian Sun, Harrison has continued to do short-term consulting on value chain management. Since January 2013 Harrison has been President of Pelagos Energy, a company that is focused on providing sustainable geothermal energy, using a patented process that can be implemented almost anywhere in the world, coupled with efficient use of water resources for agricultural production.

Harrison's career in international agricultural development began in the United States when he did his doctoral dissertation on the food marketing system in Puerto Rico. After joining MSU's Department of Agricultural Economics, he worked on the USAID-funded Latin American Market Planning (LAMP) project, serving a little over a year as Chief of Party on the Agricultural Marketing Development Project in Northeast Brazil (1966-67). From September 1968-January 1972, the LAMP project shifted its focus to Colombia, where Harrison served as the Agricultural Marketing Development Project's Chief of Party. The project, known as PIMUR by its Spanish acronym, was implemented in Colombia's Cauca Valley. On returning to the U.S., Harrison became the Project Director of LAMP, overseeing an agricultural marketing project in Costa Rica and consulting for USAID Missions in Latin America and the Caribbean.

Harrison (right front) Planning PIMUR (1968)

Harrison in Cali Food Market (bottom)

Flight Log Memories: I met **Kelly Harrison** during the summer of 1968 on the MSU campus in the Department of Agricultural Economics, while finishing my M.A. thesis and anticipating the Selective Service System (otherwise known as the Draft Board) would soon be inviting me for induction to military service.

Not knowing when that invitation would arrive, I was planning to visit my parents in Colombia, where my father (**Francis Byrnes** – see vignette) was working in Cali on planning the International Center for Tropical Agriculture (CIAT). The impetus for meeting with Harrison was a short telex my father sent to me reporting that USAID had awarded a contract to Michigan State's Agricultural Economics Department to conduct an agricultural marketing research project in Colombia's Cauca Valley Department, the capitol city of which is Cali – where my parents were living. The telex suggested that I get in touch with the Department of Agricultural Economics to explore if there might be a possibility that I could land a research assistant position on the project.

I quickly followed up to get in touch with that department's Kelly Harrison who had been assigned to be chief of party on this project. On meeting with Harrison and his colleague, Don Larson (director of the rural marketing component of the project), I told them about my background and asked if there might be an opportunity for me to work on the project, such as a research assistant, adding that I would soon be going to Cali to visit my parents. Harrison suggested that we revisit this possibility after both he and I had arrived in Cali.

Soon after arriving in Cali and settling in with my parents, I contacted the project's office and made an appointment to meet with Harrison. Out of that meeting came an agreement that MSU would hire me at $100 per month to collaborate with the project's other researchers in carrying out a project component that had not been included in the project's original research design. This component entailed studying the role communication media were playing in diffusing market information and agricultural technology in the Cauca Valley. My research resulted in PIMUR's publications including the report that I authored in Spanish titled: *Informe técnico no. 9: Sistemas de información y comunicación de mercadeo en la zona de influencia de Cali* (1969).

I owe a great deal to Dr. Harrison and MSU for having made the adjustment in the original design of the PIMUR project that opened the door for me to contribute to the project. But Harrison was not only my supervisor as the project's Chief of Party but also a friend. On several occasions, I met with Kelly (e.g., at his house for dinner) and we exchanged ideas from the vantage point of our respective disciplines (his training being in agricultural economics and agribusiness, mine in rural sociology and communication) about how agricultural development could be accelerated.

I probably gained a lot more out of working with the PIMUR project's staff, largely economists and marketing specialists, than they did from me as a sociologist. Most valuable to my own intellectual growth was PIMUR's conceptual framework regarding how a more efficient agricultural marketing system, freed of market imperfection constraints, could drive agricultural development by developing marketing channels that better link urban areas (as a source of consumer demand) with the rural areas (as a source of producer goods – agricultural products), reduce marketing costs and, thereby, retail prices to consumers which, in turn, would increase consumer demand for agricultural products as well as other goods and services produced locally.

This market-oriented (or demand-driven) approach was a new perspective for me because much of what I had studied about agricultural development had been very much supply-driven, for example, the emphasis on increasing productivity through agricultural research to develop high-yielding crop varieties. In short, the PIMUR project – and interaction with the project's colleagues – had the effect of getting me to think about how supply and demand impact on market prices and, in turn, on the incentive of farmers to adopt new agricultural technologies.

After almost a year with PIMUR, I returned to the United States to enroll in a doctoral program in sociology at Iowa State University and, based on my experience working on the PIMUR project, complemented my sociology courses with economics courses sufficient to earn a minor in economics as part of my Ph.D.

But one PIMUR-related anecdote illustrates that the constraints to change in an agricultural marketing system are not driven solely by prices and economic-related constraints on the supply of and the demand for production inputs and agricultural outputs. As I was designing the information and communication study that I conducted for PIMUR, I came across a study suggesting that change in a marketing system can be constrained by the extent to which a marketing manager is not "progressive," that is, the extent to which a marketing manager or, more generally, an actor in a marketing channel, is not open to looking for ways to make changes that would result in the marketing system becoming more efficient.

This reminded me of the research I had done for my MA thesis on the impact of dogmatism on channel preference and learning as well as the research that Everett Rogers (see vignette) had conducted on the adoption and diffusion of innovations and the important roles that innovators and early adopters play in accelerating innovation adoption and diffusion.

This led me to hypothesize that the extent to which actors in a marketing system are "progressive" (or not) could impact on choices made about marketing (e.g., which marketing channel to use) and, in turn, on a marketing system's overall efficiency. I translated the study's "progressive manager" instrument into Spanish ("Gerente Progresista") and proposed to PIMUR's leadership that this instrument be integrated into the survey questionnaires PIMUR's teams would use to collect information from actors in the Cauca Valley's agricultural marketing system.

The leaders of PIMUR and LAMP, perhaps being economists and not sociologists, didn't see how data from the "Gerente Progresista" instrument would be useful in the context of the conceptual framework guiding the project's research on the agricultural marketing system of the Cauca Valley. So my proposal and the "Gerente Progresista" instrument went no further.

Years later, however, I asked some Colombians about what impact the PIMUR study had on changing the agricultural marketing system of the Cauca Valley. One replied that PIMUR had run into roadblocks in fostering change because there was resistance on the part of marketing actors and political leaders to make change. What the PIMUR project ran into was difficulty in getting leadership within the Cauca Valley to adopt the project's recommended changes. Indeed, even when there was a request from marketing leaders in Bogotá, Colombia's capitol city, for PIMUR's technical support to identify ways to increase marketing system efficiency in the food system serving Bogotá, PIMUR ran into similar resistance to marketing system reforms.

Looking back, I have wondered if the PIMUR project's conclusions and recommendations might have more swiftly found acceptance (adoption) had the project's leaders approved including the "Gerente Progresista" instrument in the questionnaires for the project's marketing components, so that this information could have been utilized in designing a strategy to more effectively engage marketing and political leaders to buy into and adopt the study's recommendations. In a recent email discussion on this, Harrison reflected that years later he

> regretfully realized that Nelson Suarez [the project's Colombian co-director] and I made a big mistake by not including the "progressive manager" instrument in our research. In retrospect I now realize that in all the development work I've done it was crucial to concentrate our efforts on individuals who were fanatically progressive, or as I have called it – innovators (Kelly Harrison, personal communication).

Kelly's reflection on how the "progressive manager" instrument could have generated useful information reaffirms the point that **Gordon Sabine** (see vignette) was making as presented in the quote introducing that vignette, specifically:

> There has not been that much said, not enough, about our need to know much more about our audiences, to do descriptive studies before we lay on any more prescription, to learn more about the 'downs' [e.g., "the poor, little people"] but also the very high ups, the decision-makers, and what they know or do not know..., and what will persuade them to take the paths we consider right (Gordon Sabine).

In the case of PIMUR, more "descriptive" information, perhaps provided by the "progressive manager" instrument, could have empowered the project to learn "much more about [its] audiences," in particular, "the very high ups, the decision-makers, and what they [knew or did not] know" – with that information, in turn, being used to more successfully "persuade them to take the paths" [make the reforms in the Cauca Valley's marketing system that the PIMUR project] consider[ed] right."

One improvement in the Cauca Valley's agricultural marketing system that did grow out of PIMUR was the establishment in Candelaria, a town near Cali, of the Central de Abastecimiento del Valle del Cauca SA (CAVASA) as the major food assembly and wholesale operation serving Cali's retail food system.

Central de Abastecimiento del Valle del Cauca SA (CAVASA), Candelaria, Colombia

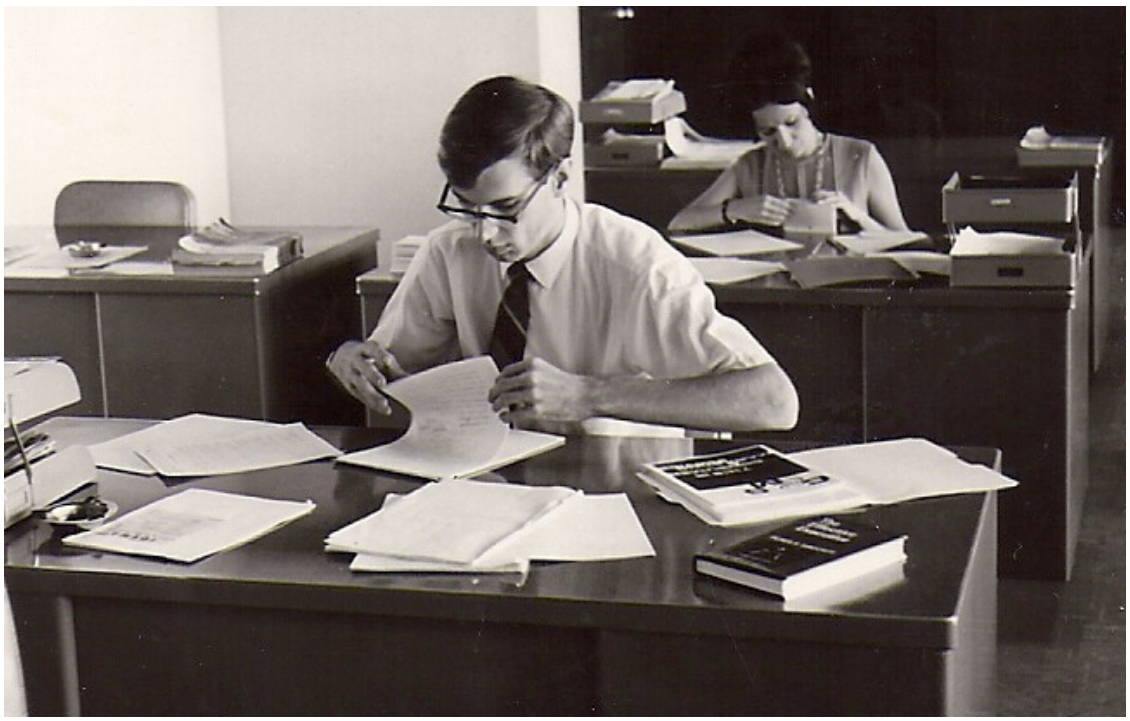
As I was writing this vignette, I happened to be in Cali, visiting my wife's family and recalling how "poorly" developed the Cauca Valley's agricultural marketing system was at the start of the PIMUR project in 1968. Today, however, one can see the incredible changes that have taken place over the past 48+ years in Cali's food retail system.

Back in 1968, the center for food retailing in Cali was the central market in downtown Cali plus a few nascent supermarkets (e.g., Carulla) that were small and poorly stocked, with fresh produce (fruits and vegetables) all too often not all that fresh. Today Cali's food retail system rivals that where I live in Northern Virginia, with Cali having diverse food retailers, from supermarkets to hypermarkets, that drive fierce competition among the city's food retailers that include Alkosto, Carulla, Confamdi, Exito, Jumbo (formerly Carrefour), La 14, Makro, Olimpica, PriceSmart (Costco subsidiary), and Super Inter. Only two of these (Carulla and Confamdi) existed in Cali back in 1968. Cali is a case study of the rise of supermarkets in the developing world, a trend in recent years closely studied worldwide by Thomas Reardon, another MSU economist.

In 2013 I visited Guatemala and Honduras where USAID projects were helping small-scale farmers to increase the productivity of high-value crops (horticulture and coffee). One constraint farmers frequently complain about is that their country's agricultural marketing system is poorly organized. Looking behind this problem, one finds that to a great extent the agricultural marketing system operates in an information vacuum due to the absence of recent

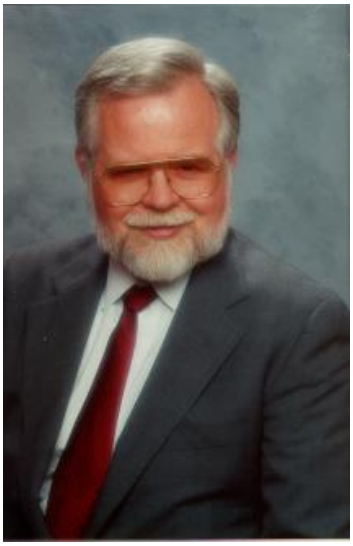
agricultural census data, quarterly production estimates, and the lack of a well-developed price reporting system. Agricultural marketing studies may have been conducted in these countries but such studies were done decades ago and have not been updated, thus leaving public sector officials and the private sector without current data on a food marketing system's structure, function, and performance, which data would greatly assist marketing system stakeholders – the private sector, national governments, and donors – in making investment decisions to improve the system's performance and efficiency.

PIMUR proved a great experience not only for the memories shared above but also as the project where I met **Sonia Gomez Naranjo** (see vignette), the young lady behind me in the below photo. Less than a year later we were married.



Behind Every Great Man There Is an Even Greater Woman (Cali, Colombia, circa 1969)

Robert Crane Morris (7/22/37 – present)



Hate to admit it, but much as I enjoyed the work [running a beef cattle operation], I was a little bored, and decided I preferred teaching.

With over forty years of working in training, management of training, and consultancies in the U.S. and overseas, one would be hard put to guess the line of work of **Robert Morris** back in 1959, before he got into the field of communication- and management-related training. Well, if MSU President John Hannah (see vignette) could get his start in poultry, and there is photographic evidence of my father's affinity to working with chickens (see photos at end of Francis Byrnes vignette), there is no reason why Morris could not have gotten his start in running a beef cattle operation on a mixed product ranch/farm in California. Even if there may not be a big difference between "herding cats" (or cattle) and heading a communication training program, such appeal as the former may have had quickly lost its bloom for Morris.

After attending the University of California-Davis where he had earned a B.S. in Animal Science and Nutrition in 1960, Morris earned his secondary teaching credentials in chemistry and biology in 1961. At that time, Morris recalls, someone "mentioned to me…the [Peace Corps] idea [that John F. Kennedy] was espousing. I knew vaguely of Kennedy, but I thought the Peace Corps idea was a very interesting one, though of course no one knew what it really was since it didn't yet exist. That's how I [became] a [Peace Corps] volunteer in its first year" (Robert Morris, personal communication). From 1961-63, Morris was a Peace Corps Volunteer in Pakistan where he taught animal nutrition at the College of Animal Husbandry in Lahore and then at the Agricultural University at Lyallpur (now Faisalabad). He also did cattle feedlot extension work with a local butcher cooperative to create a feedlot operation taking advantage of waste agricultural products (e.g., molasses) readily available and undervalued. Morris recalls:

> An unexpected side-result…was that farmers, bringing in their run-down decrepit draft cattle to sell for what little meat was left on them, saw the refurbished animals in the yard and wanted to buy them as they were much more valuable back working in the fields. The butchers were soon in the reconditioned used-bullock business, as well as their butcher shops. Hopefully this also encouraged some farmers to take better care of their cattle (Robert Morris, personal communication).

From 1963-65, Morris moved up in the Peace Corps ranks becoming the Assistant Director of US Peace Corps, Pakistan, which entailed planning and negotiating projects, training newly arrived volunteers, and supervising programs.

During 1966-67, Morris moved to Stockholm, Sweden where he worked on a six-month consultancy on field administration and volunteer training with the Swedish International Development Authority (SIDA), assisting with the implementation of the newly formed Swedish Volunteer Service (SVS). Then, from 1967-68, Morris returned to the Peace Corps, this time based in Washington, DC as the Director of the overseas operations of the Peace Corps' School Partnership Program. This program facilitated U.S. schools and organizations in helping to fund specific school building projects of Peace Corps volunteers in many countries. Morris' value to other organizations beyond the Peace Corps resulted in a 1968-70 seconding to the International Secretariat for Voluntary Service (ISVS) in Washington, D.C. as Director of the Research and Information Center. ISVS is a multinational organization that specializes in providing information, research, and advisory services to government-sponsored international volunteer programs such as Peace Corps-type organizations in countries that send volunteers abroad to work in development assistance—for example, Canada's CUSO, Germany's DED, Japan's JOCV, Netherland's ONV, and Norway's NVS, among others.

Then, from 1970-72, Morris returned to the University of California Davis to study for an M.A. degree in International Agricultural Development. While at UC Davis, Morris wrote a book about the Peace Corps-type organizations that he had worked with during his seconding to ISVS. In mid-1972, Morris applied for and received a Social Science Research Council (SSRC) grant to be a Foreign Area Research Scholar Grantee, resulting in placement with the International Center for Tropical Agriculture (CIAT) in Cali, Colombia, where he met my father (see Francis Byrnes vignette). From 1972 to 1974, Morris conducted an evaluation of CIAT's first five years of short courses, following up with 300 former CIAT research and training participants from 16 countries worldwide. After delivery of his report at a CIAT conference, and with his SSRC grant coming to end, CIAT hired Morris for an additional period to help CIAT in preparing for the opening of the center's new facility at Palmira. Then, in early 1974, Morris recalls,

> I learned that Francis Byrnes had nominated me to be the new director of the Communication Seminars at MSU. Larry Sarbaugh [then the Seminar director at MSU – see vignette] flew down [to Cali] in early 1974 [to attend the Cornell-CIAT International Symposium on *Communication Strategies for Rural Development*, March 17-22, 1974]. During the week of that Symposium, Frank suggested one day that I interview with Sarbaugh for the Seminar director position. I gathered from Sarbaugh that a decision had been made at MSU to upgrade the Communication Seminar [Director] position to one of board-approved adjunct faculty (Robert Morris, personal communication).

Reflecting on how this opportunity developed, Byrnes recalled that while he was at CIAT, he accepted Morris on a post-master fellowship from the Ford Foundation.

> After working with me in training programs at CIAT for some 20 months and expressing a desire to further his education, I suggested he inquire if MSU might have a seminar coordinator position open. It did, he got the job, and went to East Lansing to coordinate seminars and do doctoral study (Francis Byrnes, personal communication, 4/2/93).

With this new job at MSU, Morris returned to the U.S., moved to East Lansing, and became Director of the Communication Seminars, a job that he would hold from the spring of 1974 to December 31, 1978. In this position, Morris took the reins of organizing, managing, and conducting five-day development skills workshops for foreign graduate students coming from universities throughout the United States.

> It was only after I had been there a couple of years that someone suggested I might work on a doctorate, but it could not be in the same department [because of my Department of Communication Adjunct Faculty position], so I did my program in the School of Education for a Ph.D. in Education Administration (though my dissertation really was about cross-cultural communication, fitted to education in studying what…major

commercial firms were doing to prepare their people and operations for international operations) (Robert Morris, personal communication).

At the time Morris took the job as Director of the Communication Seminars, there was uncertainty how long the U.S. Agency for International Development (USAID) would continue funding the contract under which the seminars were being conducted. Morris recalls:

> I had been informed when I took the job that it might not last more than a year or so given noises from USAID. However, I figured that if the program got good ratings it would be continued. It did, from all I could discern, but after four years, we were informed that it was coming to an end…. When it looked like the termination was set and MSU seemed to have accepted that it was to be closed down, I asked Irv Bettinghaus, [Chair of the Department of Communication], if I might go out to Washington and talk with some of the [USAID] persons involved out there. He concurred, and I went out. At the end of discussions in DC, the feedback I got there suggested there was support for continuing MSU's role. Later, however, we were notified that it was not going to be continued. I assume that reversal was made after those I met with took it to a higher level.
>
> I stayed on another year at MSU completing my doctorate [Higher Education Administration and Curriculum, 1984]. Being assured that MSU was not interested in pursuing [the Communication Seminars] on a non-contract basis, I decided to take a shot at offering a program on a similar, but non-contract basis with open enrollment to all foreign graduate students regardless of their sponsorship, and redesigned the program to give more emphasis to management and leadership.
>
> I only regret that I was the last director for MSU, though it lasted four years to 1978 instead of the one I was led to expect as probable. But I appreciate that what I learned from it allowed me to adapt a version and continue to make many of its features available for another 29 years, 1978 to 2007 (Robert Morris, personal communication).

Bob with a group of Malaysian participants in a Communication Seminar

On completing his Ph.D., and to take the lead on offering – organizing, managing, and conducting – an updated version of the MSU Communication Seminar, Morris moved to Washington, DC in 1978 and established his own firm, originally calling it Management Communication Associates (MCA) but later changing its name to the Management Training and Development Institute (MTDI). MTDI programs operated from 1978-2007, providing hundreds of five- and ten-day scheduled workshops in Management Communication; Project Management and Evaluation; Training of Trainers and Management of Training; and custom topics and experiences on special topics and as components for participants on professional travel to the United States. MTDI started very slowly.

> I think we had six participants in the first program [in Arizona in May of 1979] and it was a year before we picked up much steam. After we got programs going again over the year following the closure of the program at MSU, the participants were still often on USAID-supported academic programs, but it was the personnel of USAID's placement and administrative contract organizations that gradually seemed to decide they still wanted to include such training when discretionary aspects of the participants' budgets allowed. Note: when we went private, we were still dealing directly with USAID's training officers and those in related federal agencies such as USDA and DOL that were also managing foreign participant-training programs. The major emergence of the participant-training NGO contractors, e.g., IIE, World Learning, AED, AAI, etc., came later, perhaps under the privatization initiatives of the Reagan Administration beginning in 1980.
> Other organizations, like UN agencies, non-profits and foreign governments, also began sending participants.
>
> We moved the program around the country, thinking regional access would help, but found participants still came from all over the country as differing academic schedules played more a role in where and when they attended. We also did occasional custom programs for professional visit groups and special needs, e.g., one in Arabic on production of low-cost videos for agricultural extension personnel. Occasionally former participants would request some of our programs be given in-country, e.g., Malaysia.
>
> This network from MSU was very important, even as we began offering a greater variety of programs and a great deal of customization. The group overall took a great personal interest and they were always great links to locate other outstanding trainers on faculties throughout the US with international experience in a variety of specializations to join the network for our sessions.

MTDI workshop for senior educators from Malaysia and Ghana, studying in the United States (MTDI trainer Don Cushman in back left)

We learned later that they continued to exchange information and consultancies with each other after they returned home.
(Robert Morris, personal communication)

More than 10,000 participants from 123 countries attended the MTDI programs. Participants were sponsored by various U.S. agencies, UN and other international organizations, NGOs, private firms and home governments, e.g., Saudi Arabia, Malaysia, Nigeria, Philippines, Bolivia, Kuwait and other. Programs have also been conducted directly, or with interpreters, in Spanish, Arabic, Korean, Russian, Polish, Mongolian and French. Programs were also occasionally held abroad, usually at the invitation of former MTDI participants (Robert Morris, personal communication).

Bob with Bonnie Stewart of the San Diego State University Foundation, which had a substantial USAID Egypt contract for which we provided more than a dozen workshops, some in Arabic. This one was on project management and you can see a huge logical framework on the back wall. When the participants put that up, one of the trainers said, "'well…they're the folks who built the pyramids." (Robert Morris, personal communication)

In the wake of 9/11, there was a negative impact on the ability of MTDI to sustain high enrolment levels of foreign students in its training programs.

[9/11] did indeed have an impact. For example, we were by that time having…registrations from abroad for scheduled or custom programs, not just from sponsors of foreign students attending US institutions. However, after 9/11 the overseas registrations virtually shut down. Not that they did not try; to give a couple of examples:

- We had scheduled a workshop that fall and had registrations from participants of several different countries, including Albania and Nepal. None of them were able to get visas. As I recall, one of the Albanians even flew to Istanbul to see if she could get a visa from the US Consulate there, but was refused.

- We also had a group of insurance professionals from Guinea who wanted a program in French that we put together, but they were never able to get visas.

However, there is another dimension to this and one that started before 9/11…USAID's apparent decision to largely get out of sponsorship of foreign graduate students. I do not know how extensive that drawback has been or how paced, but it certainly had an impact in a number of ways, and not just on MTDI. For example, I was at a social gathering at a friend's and happened to talk to a senior USAID executive and he

indicated belief that that reduction was one of the USAID directions taken that should be reversed. He noted that in his region he used to go to virtually any country and very soon a number of the local leaders would be sticking in such comments as, 'Oh, when I was at Wisconsin…, etc.,' and that this identity with, and understanding of, the US was of great significance to relationships and operations--and all the stronger for such longer experience in the US, i.e., graduate programs.

Also, with the base that the USAID-funded participants provided, MTDI could hold seminars to which other sponsors, who had too few numbers for a workshop of their own, could use. These included participants from UN agencies and other governments, and indeed their participants' presence provided more exchange and substance for all. I saw this as another contribution USAID was making to development efforts that cost it nothing, by making possible workshops to which others with insufficient participant numbers could register (Robert Morris, personal communication).

With the decline in sponsorship of international students to the US, Morris explored from 2002-06 the potential to add MTDI functions to operations of several other organizations, but eventually moved on to semi-retirement and more advisory roles. The occasional custom program evolved but did not generate much activity as the sponsorship of foreign graduate students had dropped off dramatically. But, here and there, Morris consulted with organizations such as Winrock International (an agricultural project review in Guatemala), Management Systems International (consultations in The Gambia, Cape Verde and Pakistan), the Florida Association of Voluntary Agencies for Caribbean Action (consultation in Belize), and the Swedish International Development Authority (consultation in Sweden). From 2007-present, Morris has been affiliated as a director of the International Leadership Center (ILC) that he helped form with IBI International (IBI). ILC provides MTDI-type programs, with a greater emphasis on leadership in training components, on a custom basis.

In addition to a distinguished list of publications relating to the field of international training, in 1978 the U.S. Agency for International Development's Office of International Training awarded Robert Morris with a certificate of recognition for his contributions to participant training.

Flight Log Memories: I met **Robert Morris** in the mid-1980s, following moving to the Washington, DC area in late 1984. My father and Bob not only were both members of a Washington, DC-based group of professionals who had worked in international agricultural development but they also both shared in common having worked at CIAT in Colombia and on the MSU Communication Seminars. Occasionally my father worked with Bob in his MTDI workshops (e.g., a workshop on proposal writing). It was in 1986 that opportunity arose for me to also get involved in working with Bob in his MTDI training programs.

My professional involvement in training actually had begun during the last five years (1980-84) that I worked in the Outreach Division of the International Fertilizer Development Center (IFDC) in Muscle Shoals, Alabama. There I assisted in developing IFDC's training programs, gaining experience in the design and management of, and working as a trainer in, such programs. This experience included preparing, presenting, and defending proposals to funding agencies for training funds; keying training activities to participants' training needs; defining and writing training objectives; writing program announcements; scheduling program content; organizing activities and trainers; preparing lesson plans; improving quality and readability of training materials; coordinating arrangements; supervising trainers; and evaluating training.

I wrote, revised, and/or updated lectures/case studies in economics of fertilizer use; socioeconomic factors affecting farmer use of fertilizer; keys to successful fertilizer demonstrations; "package of practices" vs. "step-by-step" approaches to fertilizer use efficiency research and demonstrations; fertilizer market and marketing research; fertilizer wholesaler/retailer network; and pricing and marketing strategy planning in the Alpha Fertilizer Marketing Simulation.

I also developed manuals for the Alpha Simulation and the Green Revolution Game, and gained experience in using computer-assisted simulation in training. Also, I developed data collection instruments (baseline and follow up tests) and a system to evaluate and report on training, using results to identify training needs and revise training curricula/methods. During those years, I provided technical and/or managerial support for the following training programs:

- 1980 - **Kenya** - 1st IFDC Fertilizer Use Efficiency Training Program for the African Region. Assistant program manager and lecturer.
- 1981 - **Thailand** - 2nd IFDC Fertilizer Marketing Training Program for the Asian Region. Alpha leader.
- 1982 - **Nigeria** - 1st IFDC Fertilizer Marketing Training Program for the African Region. Lecturer and case study discussion leader.
- 1982 - **Indonesia** - 3rd IFDC Fertilizer Marketing Training Program for the Asian Region. Program Manager, Alpha Simulation leader, Green Revolution manager, and lecturer at P.T. PUSRI, Cikampek, Indonesia.
- 1983 - **Bangladesh -** Fertilizer Marketing Management Training Program for the Bangladesh Agricultural Development Corporation. Assistant program manager, Alpha Simulation leader, Green Revolution Game manager, and lecturer.
- 1983 - **Indonesia** - Alpha Fertilizer Marketing Simulation Training Program, P.T. PUSRI.
- 1984 - **Colombia -** CIAT I Curso Avanzado sobre Administración de Empresas de Semillas y Mercadeo (Effective Management Communication & Green Revolution Game).

When I left IFDC in late 1984, I did not know that my job with the USDA Graduate School would last for less than a year, suddenly in the fall of 1985 putting me between engagements (full-time employment) and looking for part-time consulting until I could again land a full-time position (which did not occur until the fall of 1987). One day in 1986, perhaps with some behind-the-scenes help from my father, an opportunity arose for me to work in the Management Communication for Development (MCD) Seminars being conducted by Robert Morris' Management Training and Development Institute (MTDI).

Kerry (front row second from right) at Management Communication for Development Seminar (San Diego, California – 1986)

Previously at MSU I had been afforded opportunity by the Department of Communication to participate as a junior staff member in a MSU Communication Seminar (August 27-23, 1968). Now, almost twenty years later, Bob Morris offered me the opportunity to work with him and his MTDI associates – Sam Betty, Don Cushman, Randy Harrison, Jeffrey Katzer, Gene Lamb, and others in a MCD seminar — and make some money. All told, during 1986 and possibly in later years, I worked in nine MCD seminars, six in English and three in Spanish. These were held in various cities around the United States: Orlando, Florida; San Diego, California (see photo below); Niagara Falls, New York; and Washington, DC.

One of the key training resources in the Management Communication for Development workshops was a film titled "The Eye of the Beholder" (see Page Cook vignette) which always proved an effective tool for stimulating discussion among the workshop participants about how perception of others (how we perceive others) influences our communication and interaction with them. Thus, when I later worked on preparing training materials in Spanish for workshops to be conducted in Spanish, I was looking for an appropriate film, eventually discovering *The Ballad of Gregorio Cortez* (1982), starring James Edward Olmos in the title role. Based on an old Spanish ballad ("El Corrido de Gregorio Cortez"), the film illustrates the dangers of miscommunication, especially if we mistakenly assume that words have meaning.

VHS & DVD

The ballad and film were inspired by an event that

> occurred on June 12, 1901, in Karnes County, at the W.A. Thulmeyer Ranch. Gregorio Cortez and his brother Romaldo, who worked as ranch hands on the Thulmeyer property, were approached by Karnes County sheriff W. T. Morris and his deputies John Trimmell and Boone Choate. The sheriff and his men went to the ranch to look for a horse thief who had been trailed to Karnes County. As the sheriff interrogated the Cortez brothers, Choate, who acted as interpreter, apparently misunderstood several of Gregorio Cortez's replies. For example, when asked if he had recently traded a horse, Cortez replied "no." Choate seemed unaware that, in Spanish, there is a distinction between a horse (*caballo*) and a mare (*yegua*). Cortez, in fact, had traded a mare but not a horse.
>
> As the misunderstanding escalated, the sheriff became convinced that Cortez was lying. When Morris tried to arrest the brothers, Gregorio refused, telling the sheriff, "*No me puede arrestar por nada"* (You cannot arrest me for nothing). Choate misinterpreted this statement as well and reported to Morris that Cortez was saying, "No white man can arrest me." Believing the Cortez brothers were unarmed, Morris drew his gun. Romaldo tried to protect his brother by lunging at the sheriff. Morris shot and wounded Romaldo and then fired at Gregorio, narrowly missing him. Cortez immediately shot and killed the sheriff. Cortez fled the scene and headed for the Rio Grande (Source).

The experience that I gained working with Bob and his MTDI associates not only raised my own level of confidence as a trainer but also provided experience in doing training in Spanish, an area in which I had an initial baptism when I had travelled to Colombia in 1984 to conduct the Green Revolution Game and a *Comunicación Eficaz* course in Spanish as part of CIAT's I *Curso Avanzado sobre Administración de Empresas de Semillas y Mercadeo*. That experience gave me confidence that I could deliver on a request that Bob made to create a Spanish version of the MCD course and deliver it in Spanish to a group of Latin American census officials attending a Bureau of Census training program. In turn, that experience raised my confidence level that I could take on future training assignments in Spanish that I carried out either as a consultant or when I was again working in a full-time job:

- 1987 - **Costa Rica** - designed and conducted in Spanish an "Extension Methods Training Course" for staff of the *Consejo Agropecuario Agroindustrial Privado* (CAAP).
- 1992 - **Costa Rica** - designed and conducted in Spanish a training course on "Design of a Technical Assistance Program" for extension staff of CINDE/*División Agrícola*.
- 1994 - **Peru** - designed and conducted a two-day "Organizational Management for Sustainability" Workshop in Spanish for 16 participants from eight Peruvian NGOs, Lima, Peru.
- 1994-2012 - **LAC Region** – conducted 12 three-day Organizational Management for Sustainability Workshops in 7 LAC countries:1994 (Peru); 1995 (Bolivia, two in Colombia, Dominican Republic, Honduras, Jamaica, Nicaragua, and Peru); 1998 (Dominican Republic); 1999 (Colombia); 2007 (Nicaragua); and 2012 (Paraguay).

This vignette on Robert Morris illustrates that the experience he gained as Michigan State's last Director of the Communication Seminars was a springboard for launching a long career working in the private sector, through his own firm (MTDI), directing communication-related training programs for over three decades – and, along the way, affording opportunity for me to work in a number of these seminars, an experience that was a springboard for me to take on developing and delivering various types of training programs over the past two decades in my work for the U.S. Agency for International Development. On this, see the discussion on the Organizational Management for Sustainability (OMS) Workshops in the vignette on **Albert "Scaff" Brown**.

Clifton Reginald Wharton, Jr. (9/13/26 – present)

Martin Luther King, Jr., was the conscience of his generation.... He and I grew up in the same South, he the son of a clergyman, I the son of a farmer. We both knew from opposite sides, the invisible wall of racial segregation.

Clifton Wharton: Cliff's Education / Career

Clifton Wharton, born in Boston, Massachusetts, is the son of Clifton Reginald Wharton, Sr. who was a 40-year career diplomat in the United States Foreign Service. At the age of 16, Wharton entered Harvard University, earning a BA in history in 1947, and a MA from the Johns Hopkins University School of Advanced International Studies in 1948, where he majored in international studies with an emphasis on Latin America. After five years with the American Institute of International Social Development, Wharton enrolled at the University of Chicago where he earned a MA and a Ph.D. in economics. In 1957, Wharton joined The Rockefeller Foundation's Agricultural Development Council.

As a council associate stationed in Malaysia, Wharton directed programs in Vietnam, Thailand and Cambodia. He also was a visiting professor at the Universities of Malaysia and Singapore, where he taught and conducted research. Later he became Vice President of the Council, a position he held until becoming the president of Michigan State University (MSU) in 1970.

During the administration of President Jimmy Carter, Wharton served as chair of the Congressional Food Advisory Committee, as a member of President Carter's Commission on World Hunger. He also served as first Chair of the Board for International Food and Agricultural Development (an initiative of the U.S. Agency for International Development). He also has served as a longstanding member of the Overseas Development Council and trustee of the Council on Foreign Relations.

Following the resignation of John Hannah (see vignette) as the president of Michigan State University (MSU), the presidency was held on an interim basis by a MSU economist, Walter Adams, until Wharton became the university's 14th president in January of 1970. This career move, which was a loss to those who had followed Wharton's research on agricultural development, may also have been of concern to Wharton who encountered troubled times on arrival at MSU. As one source reported:

> His term of office was often a turbulent one, featuring student demonstrations in 1970 and 1972 as well as a National Collegiate Athletic Association investigation of the MSU football program. Fiscal problems resulting from budget cuts remained a constant problem throughout Wharton's tenure (Source: MSU Archives).

On the other hand, this same source highlighted Wharton's successful efforts in maintaining:

> the quality of MSU's academic programs despite budget reductions, his commitment to the education of the economically and educationally disadvantaged, and the integration of the School of Osteopathic Medicine with the other medical schools. Major innovations implemented under Wharton's tenure included the Presidential Commission on Admissions and Student Body Composition to study future enrollment policies and a Presidential Fellows Program to allow selected students and junior faculty members to gain experience in university administration. Wharton's most lasting contribution to the University was the completion of a new center for the performing arts. The building, dedicated in 1982, was named in honor of Wharton and his wife Dolores, in recognition of the strong support, which they gave the project (Source: MSU Archives).

In December 1977, Wharton resigned from MSU to become Chancellor of the State University of New York and, in the next nine years, launched many initiatives to enhance SUNY's international role. In 1982 Wharton was named Chairman of The Rockefeller Foundation, succeeding Father Theodore Hesburgh, and served as a trustee for 17 years.

From 1987-93, Wharton became Chairman and CEO of the Teachers Insurance and Annuity Association and College Retirement Equities Fund (TIAA- CREF), the largest private pension program in the U.S., thereby becoming the first African American to head a Fortune 100 company. In that position, he was the highest paid African-American executive in the country. Earlier, in 1958, he was the first African-American to earn a Ph.D. in economics from the University of Chicago; and, in 1970, the first African-American president of a major, predominantly White, university —Michigan State University. He also was the first African-American to serve as chancellor of the State University of New York, and the first African-American to chair the board of a major foundation—the Rockefeller Foundation.

In 1993 President William Jefferson Clinton tapped Wharton to serve as the Deputy Secretary of State, the second highest official in the Department of State. At the time, at least one columnist expressed that Wharton lacked experience in foreign affairs:

> "A friend of mine called me after reading that column," [Wharton] recalls. He said, "You know, they just wiped out 22 years of your life!" Indeed, to those who know Wharton--the only nominee for the post in history who boasts experience in foreign economic development--the charge sounded ludicrous. On January 22, at his Senate confirmation hearing, he set the record straight. The day he graduated from Harvard

> University in 1947, Wharton recalled, he was inspired by commencement speaker Gen. George Marshall, whose plan for postwar Europe involved idealistic principles. "(I) resolved on the spot to dedicate (myself) to these principles," he told the senators. Accordingly, Wharton earned his master's degree at Johns Hopkins School of Advanced International Studies, where he majored in international studies with an emphasis on Latin America. That, noted Wharton, "eventually led to five years of work on assistance programs in Venezuela, Brazil, and Costa Rica in association with Nelson Rockefeller." Later, while earning his doctorate at the University of Chicago, he was mentored by Nobel Laureate economist Theodore Schultz, who was evaluating technical assistance in Latin America. Wharton's dissertation focused on the impact of technical assistance on agricultural development in Brazil. From 1957 to 1970, Wharton continued to feel the excitement of George Marshall's vision, as well as President Truman's 'Point Four' program, which extended Marshall's concept to the Third World. He offered his service to the private, nonprofit Agricultural Development Council headed by John D. Rockefeller, III. During that period he and his family spent six years in Singapore and Malaysia and travelled regularly to Thailand, Laos, Cambodia and Vietnam. Thus, before assuming the MSU presidency in 1970, Wharton spent 22 years achieving concrete results abroad through technical assistance and foreign economic development. Wharton's international work did not end when he took charge of MSU--a megaversity boasting one of the world's largest international programs and featuring scores of projects based in developing nations--many funded by the Agency for International Development. …
>
> Give President Clinton credit for identifying Wharton, whom he met while both served in the Business and Higher Education Forum created by the American Council on Education. More recently, Wharton participated in Clinton's economic summit in Little Rock, AK, and made a tremendous impression. There is an irony in Wharton's new ascension. Wharton's father had served in the foreign service for 40 years and was the first black career officer to be appointed a U.S. ambassador. "My one regret is that he couldn't be in the audience today," Wharton told the senators. "If he had been here, he'd probably be nodding and saying, 'Well, son, you certainly took the long way around. It was about time you took my advice'" (Source: MSU Alumni Magazine).

While working with the State Department, Wharton focused on reorganizing it as well as the U.S. Agency for International Development (USAID). However, after eight months on the job (1/27/93 – 11/8/93), he resigned, reportedly amid controversy over his role in the Clinton administration's foreign policy, perhaps in the wake of speaking out on such issues as the crisis in Rwanda and U.S. policy in Africa.

Flight Log Memories: It was during his years with the Agricultural Development Council (ADC) that I became familiar with the research **Clifton Wharton** was conducting on agricultural development as published in various ADC reports. During this period, I became very interested in agricultural development not only through my course work at MSU (e.g., the *Diffusion of Innovations* course taught by Everett Rogers – see vignette) but also because of the work of my father (Francis Byrnes – see vignette) with the International Rice Research Institute (IRRI) in the Philippines, the latter providing opportunity to visit the Philippines, including a semester studying at the University of the Philippines College of Agriculture in Los Baños.

It was not until many years later that I met Wharton who had been a professional colleague of my father in the 1960s, when both worked for organizations that The Rockefeller Foundation had played a role in establishing and funding – Wharton in Malaysia with the Agricultural Development Council and my father in the Philippines with the International Rice Research Institute.

On the day that I met Wharton, I was attending a development-related conference at the Brookings Institution in Washington, D.C. I was sitting in a aisle seat when I noticed Wharton walking past me toward the front of the room where he took a seat in the second or third row. At break, I mustered the courage to approach Wharton and introduce myself as a fellow MSU Spartan.

Shaking his hand, I mentioned that I was the son of Francis Byrnes and that back in the 1960s I had read his ADC publications reporting his research on peasant economies and agricultural development. I told him a bit about my work with USAID.

Wharton listened most graciously but, not wanting to wear out my welcome and with the conference's next session about to start, I wished him all the best, shook his hand, and retreated. I've always remembered how kind Wharton had been that day when suddenly assailed by this development groupie.

Melville Peter McPherson (10/27/40 - present)

If we can't figure out how to measure ourselves, someone else will figure out how to measure us.

Peter McPherson, born in Grand Rapids, Michigan, earned his undergraduate degree from MSU in 1963. From 1965-66 McPherson served as a Peace Corps volunteer in Peru, managing a food distribution program in a slum and setting up credit unions. McPherson later called this experience a defining moment in his life, one that helped to learn how to adapt.

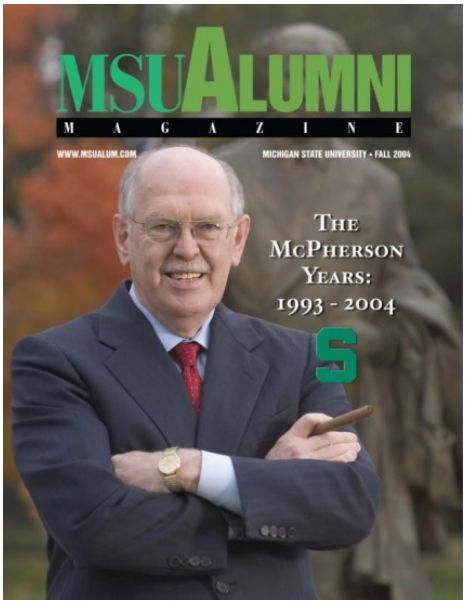
> When I was a Peace Corps volunteer, it was just a different culture.… I found I couldn't be a gringo and be effective. It's just a matter of asking people what they want to get done, finding out what the formal and informal rules are and figuring out ways to do things differently, while doing practical work in that environment. But that process was a challenge (Wikipedia.org).

After Peace Corps, McPherson earned a MBA from Western Michigan University in 1967 and a law degree from American University (Washington, DC) in 1969. After law school, he worked for the Internal Revenue Service, specializing in international taxation. In 1975, McPherson joined the Gerald Ford administration as special assistant to the President. After serving the Ford administration, he worked in private law practice as managing partner of an Ohio law firm's Washington office, resigning from that position in November, 1980, when named general counsel to the Reagan-Bush transition.

In 1981, President Reagan nominated McPherson to serve as the Administrator of the U.S. Agency for International Development (USAID), serving in this role from 2/27/81 to 8/7/87. This was a period when USAID was placing greater emphasis on the role of the private sector in development. Indeed, during this same period, McPherson also served as chair of the board of the Overseas Private Investment Corporation (OPIC). From 1987-89, McPherson served as the Deputy Secretary of the U.S. Treasury Department. After leaving the Reagan administration, McPherson went to the Bank of America where he served as the executive vice president from 1989-93.

In 1993 McPherson was selected out of 171 publicly identified candidates to become the President of Michigan State University (MSU). While serving as MSU's president from 1993-2004, the university's international undergraduate study program became the nation's largest. McPherson also is credited as having been the only president of a major university to keep tuition at the rate of inflation, in addition to spearheading a $1 billion capital fund-raising campaign and bringing a private law school to the 45,000-student campus. In an interview with McPherson, Robert Bao, the editor of the *MSU Alumni Magazine*, asked McPherson if the leadership skills from heading a Fortune 500 company can be transferred to heading a university. McPherson replied:

> Knowledge of finance and general management skills are applicable here. There was a time in the past when financial management skills weren't so important. Today it's a requirement. What really helps is my having worked in a variety of organizations. I also ran a big government agency (U.S. Agency for International Development) that was more akin to a university because there were lots of media attention, tense political problems, and diverse views within my own staff. Government and universities share many of the same characteristics. But, frankly, I've found benefit in both the demanding management accountability of the private sector as well as the media attention and the public policy management skills that come with government service (Source: MSU Alumni Magazine).



Before retiring from MSU in 2004, McPherson took a four-month leave of absence in 2004 to serve in Iraq as Director of Economic Policy for the Office of Reconstruction and Humanitarian Assistance, where he helped to establish a central bank and develop a new currency. In August of 2004, McPherson was among five recipients presented with the Distinguished Service Award for his service in Iraq.

In February 2007, after serving as a director of Dow Jones & Co. since 1998, McPherson was named the company's chairman. As Chairman, McPherson was involved in the negotiations with Rupert Murdoch over his plan to purchase the *Wall Street Journal*. On December 17, 2007, McPherson led the final annual meeting of Dow Jones where stockholders voted to approve the 125-year old company's $5 billion sale, including the *Wall Street Journal*, to Rupert Murdoch's News Corp. McPherson also is a Founding Co-Chair and serves as a Director of the Partnership to Cut Hunger and Poverty in Africa. He now serves as the Director of the Association of Public and Land Grant Universities (APLU).

Flight Log Memories: I never met McPherson until, during the 1990s, my father invited me to tag along with him to a MSU alumni gathering at the Cosmos Club in Washington, DC. At this event, my father and I were surveying the room to see what other Spartan alumni we knew might be in attendance, when Dad pointed to the other side of the room, saying "Let's go say hello to Peter." My father, who already knew Peter from earlier connections, introduced me to McPherson as we shook hands. I was pretty much in awe of this chance encounter with McPherson but quickly found one area of common interest as I congratulated him on MSU's latest win on the basketball court. After some additional discussion, we said goodbye to McPherson. As I walked away, I said: "Go Spartans!" to which he smiled.

Years later, in the fall of 2007, I and longtime colleague, **David Bathrick** (see vignette), whom I met in Peru in 1985 when Dave headed USAID/Peru's Office of Agriculture, met with McPherson at his APLU office. David had recently completed a report for USAID on the role of trade-led agricultural diversification (T-LAD) in fostering rural economic growth and poverty reduction in Central America. Dave and I mounted a modest outreach program to diffuse the study's conclusions and recommendations — and we were looking for a way for the study's recommendations to gain traction. With a presidential election on the horizon in November, we hoped that our efforts would build a measure of stakeholder consensus, across Administrations, for the U.S., more specifically USAID, to increase its investments in agricultural development in Central America.

When Dave and I met with McPherson, we had high expectations that McPherson, to whom we had sent a copy of the T-LAD report in advance, would signal his interest in providing such support as he could, and he did so signal. Unfortunately, what Dave and I ran into as we attempted to build stakeholder support for a T-LAD initiative within USAID was that the bureau in which I worked, the Bureau for Latin America and Caribbean (LAC), was not interested in Agriculture, as the bureau's priorities lay elsewhere in such areas as democracy, citizen security, and youth. In fact, as I was promoting the T-LAD case to one LAC Bureau official, that individual replied: "Central America's youth are not interested in agriculture!" I later learned that, during this period, the Bureau had been signaling to the USAID Missions in Central America not to request funds for Agriculture.

Unfortunately, with the project under which Dave had been working nearing its end and funding running out, the T-LAD initiative that Dave and I had tried to nurture ground to a halt. We had hoped that the trade focus of the proposed T-LAD initiative would have garnered greater support under the Republican Administration of President George H. Bush but, again, that Administration, the State Department, and USAID had other priorities (e.g., Iraq and Afghanistan) until, suddenly, the food price hikes of 2007-08 began to capture the attention of the U.S. government and the press in the wake of rising food prices and rioting in the streets of many developing countries facing rising food prices or, worse, food shortages.

As the USG geared up to respond to the crisis that was global, attention was largely placed on Africa's food insecure countries. However, the LAC Bureau did receive some funds under President Obama's Feed the Future initiative for three USAID Missions (Guatemala, Haiti, and Honduras) to support trade-led agricultural diversification through assistance programs designed to help small-scale rural households diversify their land and labor resources into higher-value crops (e.g., horticulture and coffee) that provide households growing these crops higher income than continuing to rely for their food security solely on traditional subsistence crops (corn and beans). With this increased income, these households will be better able to afford the food that is available in the market.

What I learned from this period, and that I can now more clearly see, is that USAID operates within the context of an ebb and flow of competing and shifting priorities within and across Administrations. This environment continued during my last years working with USAID under Administrator (Rajiv Shah) just as was earlier experienced by his predecessors (e.g., Peter McPherson, John Hannah, Stanley Andrews), going back to the earliest days of our country's development assistance programs under the Technical Cooperation Administration during the early 1950s.

I again had the pleasure, the day before I retired from USAID, to briefly visit with Peter who also was attending the 40th Anniversary Commemoration of the International Fertilizer Development Center (IFDC).

Peter McPherson (front center facing away from camera) & Kerry (rear center) at IFDC's 40th Anniversary Commemoration (September 29, 2014)

Looking back on my years working with USAID in Washington, DC, from 1984 to 2014, I had "close encounters" – from shaking hands to sharing elevator rides to showing up for all hands meetings – with each USAID Administrator serving during this period, including Alan Woods (under President George H.W. Bush); John Brian Atwood and J. Brady Anderson (under President William Jefferson Clinton); Andrew Natsios, Andrew Tobias, and Henrietta Fore (under President George W. Bush); and Rajiv Shah (under President Barack Obama).

None of those encounters, however, had the special distinction of being with the Spartan Educators whose vignettes are presented herein – Stanley Andrews, John Hannah, and Peter McPherson – and who also served as administrators of USG development assistance programs.

George Melvin Beal (5/21/17 – 9/20/12)

Finding a wide range of clients interested in the many facets of our work proved that applied sociology has utility.

George Beal was born in Parkdale, Oregon. He arrived at Iowa State University (ISU in Ames, Iowa) in late 1941, shortly before Pearl Harbor, fresh from a small Oregon farm and initial undergraduate study at Oregon State College. Beal completed a BS in agricultural economics in 1943, before serving in the Army and earning a Purple Heart. On leaving the military, he returned to ISU, earning a MS in agricultural economics (1947) and a Ph.D. in rural sociology (1953). For the next 24 years, he focused on developing the university's academic program in sociology. During those years, Beal and longtime colleague Joe Bohlen (BS '47 farm management, MS '48 sociology, Ph.D. '54 sociology) recruited and mentored a group of students known as "The Shop," many of whom later became outstanding rural sociologists such as Everett Rogers (see vignette).

In 1956, Iowa State established the Department of Sociology and Anthropology with the splitting of the former Department of Economics and Sociology into two departments, with William Kenkel serving as the new department's first Chair from 1966-1968, at which point George Beal became the second Chair, serving that position until 1975, when Gerald Klonglan (who had been my doctoral dissertation advisor) became the Chair. In 1973, Beal was awarded the Charles F. Curtiss Distinguished Professor Award. On retiring from ISU in 1977, but continuing as an ISU emeritus professor, George and his wife Lull moved to Kailua, Hawaii, where he became a professor in the Communications Institute at the East West Center on the campus of the University of Hawaii at Manoa, where he engaged in various cooperative activities with students and government and university professionals from countries of Asia and the Pacific Rim. George and Lull continued living in Hawaii for the next 35 years until his death in 2012. In 1983, Iowa State University honored Beal with the Henry A. Wallace Award for Distinguished Service to Agriculture.

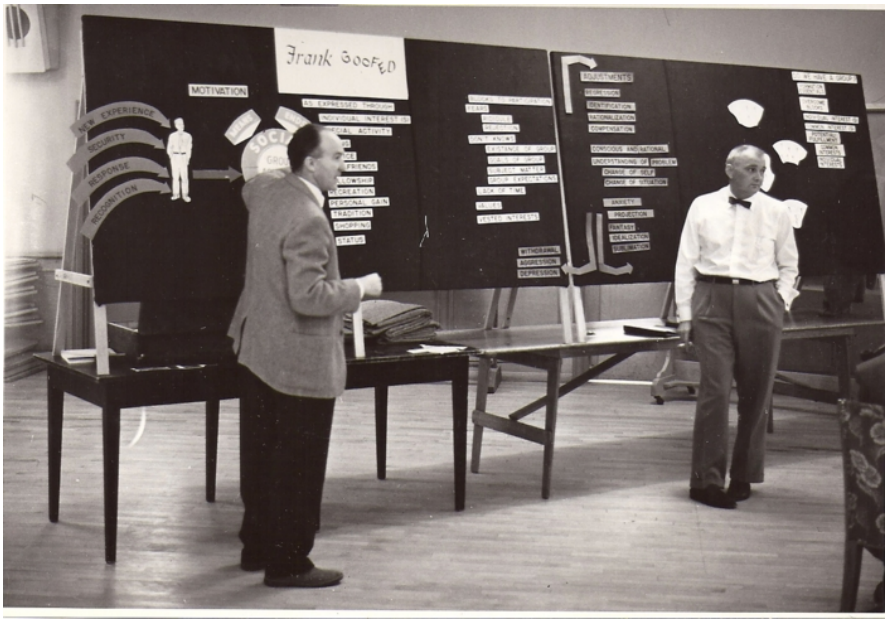
George Beal (enjoying the view from his home

built into a mountain on the island of Oahu, Hawaii)

But, you may be asking, why is longtime ISU Cyclone George Beal included here as an honorary Spartan Educator? The first part of the answer to this question lies in preceding vignettes. While Beal remained at ISU after completing his academic degrees, my father who had earned his BA at ISU left the university to serve in the military during WWII, later worked at Ohio State University, and then took a job at Michigan State University, where he eventually earned a Ph.D. This is almost the same path followed by Everett Rogers (see vignette). Like Beal, Rogers earned his three degrees at ISU (where his doctoral advisor was Beal) and then went to Ohio State University and later to Michigan State University. By comparison, I followed the same path but in reverse, earning my BA and MA degrees at MSU and my Ph.D. at Iowa State, though I never worked on either campus other than part-time jobs or as a research assistant.

But, as you are still asking, why is Beal identified here as an honorary Spartan Educator? The second part of the answer to this question is found in the research, teaching, and extension contributions that George Beal and Joe Bohlen made as a result of their efforts to understand how farmers adopt a new technology. Their research on the adoption and diffusion of agricultural technologies in Iowa was later continued by **Everett Rogers** (see vignette) when he led a major study at MSU in the 1960s on adoption and diffusion of agricultural technologies in the developing world (Brazil, India, and Nigeria). Rogers confirmed in his research on adoption and diffusion of agricultural technologies in the developing countries what Beal and Bohlen earlier discovered in Iowa, namely, that technologies diffuse according to a "bell curve" based on how fast farmers adopt a new technology.

Beyond their adoption and diffusion research, Beal and Bohlen also studied the strategy of community action. "We wanted to know how to mobilize and organize community resources, mainly volunteers, to achieve projects and progress in areas like education, religion, economics, health and recreation" (George Beal as reported by Melea Reicks Licht in Iowa State University College of Agriculture and Life Sciences *STORIES*, "Beal Led Sociology to Adopt Tradition of Applied Research, Spring 2009. p. 26). Given the knack Beal and Bohlen had to communicate effectively the relevance of their research, they were for decades active as highly sought consultants to corporations, government agencies, foreign countries, organizations and media. Their findings were used to create a cancer screening model, to design community development programs, to develop civil defense plans, and to market many consumer products.



George Beal and Joe Bohlen Making Their Social Action Presentation

(Basic Communication Training Program, Laramie, Wyoming, October 1956)

In 1959, Beal served as a member of a Ford Foundation task force to study and suggest how to improve food production in India. On one occasion when I was talking with Dr. Beal in his office, he told me about a meeting he once had with Indira Gandhi, India's third Prime Minister. He had asked her if India's objective was to increase food production overall or improve the productivity and livelihoods of small-scale farmers, since each was a different objective and each potentially required a very different strategy and program for developing India's agricultural sector.

Later, in 1963, Beal and Bohlen shared their research results on a prime-time, national network television show about farm families. However, before going prime-time, Beal and Bohlen were major contributors to NPAC, the National Project in Agricultural Communications, on which my father served as Associate Director at Michigan State. NPAC staff, based on the research of Beal and Bohlen, developed a range of publications, training materials, and training courses that incorporated concepts from the Innovation Diffusion and Social Action models developed by Beal and Bohlen. In turn, some of these materials became part of the curricula of the NPAC communication seminars and later the MSU Communication Department Communication Seminars that the Communication Department conducted under contract with the International Cooperation Administration and the U.S. Agency for International Development, for foreign participants studying in the United States (see vignettes for Francis Byrnes, David Berlo, and Lawrence Sarbaugh). After MSU's contract with USAID for these seminars ended, Robert Morris (see vignette), who had earned his Ph.D. at MSU and was last director of the MSU Communication Seminars, continued the seminar in the private sector through his Management Training and Development Institute.

Joe Bohlen and George Beal (using a flannel board to discuss the diffusion process)

As one additional link of George Beal to this roster of Spartan Educators, the first edition of Erwin Bettinghaus' *Persuasive Communication* (1968) applied the social action model to the challenge of persuading community stakeholders on community-based topics, with Beal kindly providing a review of that chapter for Bettinghaus (Erwin Bettinghaus, personal communication).

Flight Log Memories: While studying for my doctorate at Iowa State, I drew on the Social Action Model of **George Beal** and Joe Bohlen as the conceptual framework for my dissertation, *A Construct of Social Action of Social Action for Small-Farmer Agricultural Development* (1975).

My research documented how the Social Action Model concepts applied to implementing the Rockefeller Foundation-funded Puebla Project in Mexico, which promoted small-scale farmer adoption and diffusion of a technology package (hybrid corn seed and fertilizers).

The dissertation's focus, in turn, played a role in helping to land my post-Ph.D. job as an applied sociologist at the International Fertilizer Development Center (IFDC) located in Muscle Shoals, Alabama.

There my work was initially focused on identifying constraints to farmer adoption of fertilizer and agricultural technologies and, later, on helping IFDC to implement a UNDP-funded project to design and deliver training programs on fertilizer production, marketing, and use, those programs held both at IFDC and in the developing countries (see Per Pinstrup-Andersen vignette).

Thus, after studying at MSU under the influence of the Spartan Educators whose vignettes were earlier presented, and later at ISU under mentors such as George Beal who was an early contributor to the NPAC project at Michigan State in the 1950s, I worked in international agricultural and rural development as an applied sociologist for the balance of my career until my retirement from USAID on September 30, 2014.

Going through an educational system (from grade school to high school to undergraduate and graduate study), one has ample opportunity to learn how to become applied, especially on how to most effectively focus and concentrate. Often I recall the day as a graduate student at ISU that I went to the Department of Sociology to check with the secretary about something. While I was talking with the secretary, Beal, the department chair, saw me and beckoned me to come into his office. This quickly left me wondering what was on his mind.

We exchanged greetings and then he asked: "Your grades here at Iowa State are higher than your grades at Michigan State." At that point, I was getting straight A's in my ISU courses. He continued: "Is our coursework less difficult than the courses at Michigan State?" Of course, it crossed my mind immediately that I better not say anything unfavorably comparing ISU's academic standards to those of MSU—and quickly said: "No, I think the difference is that I finally learned how to apply myself to my studies by better focusing and concentrating." With a smile on his face, and my truthful answer, I think that Beal was pleased.

After leaving ISU in the summer of 1975, I only saw George and Lull one more time, when my family made a vacation trip to Hawaii in 1992, and visited them in their beautiful home in Kailua. Once, years before while I was at IFDC and George at the East-West Center, he and I had corresponded pursuant to possibly developing a collaborative project but any momentum on that front dissipated when I left IFDC in late 1984.

> *…if we are really honest with ourselves, we accomplish very few things as individuals on our own. There are always those individuals, situations and factors that push us into situations that provide opportunities for us to succeed. In addition to that, there is always the goddess of serendipity that helps us along the way* (George Beal).

Virtual Stopover Epilogue

Looking back on the five years I studied at MSU, I recalled that my father had given me one piece of advice about being a student at MSU. That advice was to pick courses (or the section of a course) providing opportunity to study under a top-notch teacher. On this count, I had a good track record as I took courses from or heard guest lectures of the following MSU professors, all of whom had already (or would later) be recognized as Distinguished Faculty of Michigan State:

- 1961 – John F.A. Taylor (Philosophy–First Recipient of the Distinguished Faculty Award) (died: 4/15/96)
- 1962 – John Useem (Sociology and Anthropology) (died: 7/16/2000) (see vignette)
- 1967 – Hideya Kumata (Communication) (5/8/21 – 6/29/73)
- 1968 – Milton Rokeach (Psychology) (12/27/18 - 10/25/88)
- 1970 – James B. McKee, Jr. (Sociology) [6/8/19 - 2/9/15)
- 1973 – Gerald R. Miller (Communication) (10/18/31 - 5/26/93)

Over the ensuing years of my professional career, I also met or worked with other Spartan Educators also honored by Michigan State as Distinguished Faculty, notably, Dale E. Hathaway (1964 – Economics – died: 9/28/07) and Thomas A. Reardon (2009 – Economics).

Looking back on my years as a student at Michigan State brought back many memories of those Spartan Educators who had an impact on my personal life and professional career, especially those no longer with us: Dale Brubaker, John Hannah, Stanley Andrews, Francis Byrnes, George Axinn, Gordon Sabine, David Berlo, Everett Rogers, John Useem, and George Beal (our honorary Spartan Educator), plus those about whom I did not write a vignette (John F.A. Taylor, Hideya Kumata, Milton Rokeach, Jim McKee, Jerry Miller, Dale Hathaway, and Tom Reardon).

Strange, isn't it? Each man's life touches so many other lives. When he isn't around he leaves an awful hole, doesn't he?

It is with a sense of loss or emptiness that I look back on their passing, recalling the observation made by Clarence, the guardian angel (actor Henry Travers), in the Hollywood film *It's A Wonderful Life* (1946).

My association with Michigan State during my years as a student was a "determinative experience" in my own personal and professional life. My father (Francis Byrnes–see vignette) often used to comment that for nearly 22 years, from 1954 to 1976 (except the summer of 1955 when my father was on a consulting assignment in Europe), at least one family member – Francis, Kerry, Kevin, and/or Kathryn – was enrolled as a student at Michigan State, not to mention that my mother, Ethel Byrnes, helped bring in extra income working as a part-time assistant to Dr. Russel Blaine Nye (2/17/13 – 9/2/93), Professor of English, while my father focused on his doctoral program.

Actually, our family's first MSU graduate was its youngest, Kathryn, who was enrolled in MSU's laboratory pre-school in 1962-63. In succession followed my father with a Ph.D. in 1963 (having begun taking courses at night in 1954), Kerry with B.A. (1967) and M.A. (1968), and Kevin with B.A. (1973) and M.A. (1976).

Peter McPherson (see vignette), while President of MSU, commented on this role of Michigan State having a "determinative experience" in its graduates' lives:

> You come here and you see a whole range of opportunities. I mean, this isn't just a solid education, you see horizons as well. Many people, when they look back at Michigan State 20 years later, they say, "Gee, what if I hadn't gone to Michigan State?" [Former MSU president] Cliff Wharton [see vignette], who has seen graduates from virtually every part of this country, recently told me that in his travels around the United States he finds that graduates from Michigan State as a group are more loyal and interested in their school than those from most other schools. . . . I've met so many people…who have said to me, "I got to go to Michigan State and it was the determinative experience of my life." We have to keep on reinforcing that (Source).

During our *Academic Encounters in the Realm of Spartan Educators*, you met 16 persons with whom I came in contact during my years living in East Lansing, including as a Michigan State student, or later in life after I had graduated from MSU.

As you read through these vignettes, you see the influence that each of these "giants" (especially beginning with John Hannah) had on subsequent Spartan Educators, for example, with Hannah hiring Stanley Andrew to direct the NPAC project on which my father was hired as Associate Director; and Hannah later hiring Gordon Sabine who, in turn, hired David Berlo. In turn, Berlo hired Everett Rogers, with the Department of Communication later hiring Lawrence Sarbaugh and Robert Morris.

At least for me, for those of these "giants" who are no longer with us, there is a strong sentiment of nostalgia, a yearning to be able to go back in time and be able to visit with these individuals who cumulatively -- directly and/or indirectly – significantly impacted on my personal life and professional career.

The so many Spartan Educators are no longer with us, paraphrasing Clarence the guardian angel, has left an "awful hole."

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During our inbound flight from Miami to Washington, DC, we will again return to the MSU campus to share some *Athletic Encounters in the Realm of Spartan Sports*. But first, moving beyond the realm of *Spartan Educators*, we make our next virtual stopover for some *Professional Encounters in the Realm of Development Leaders*.

Chapter 2

Professional Encounters in the Realm of Development Leaders

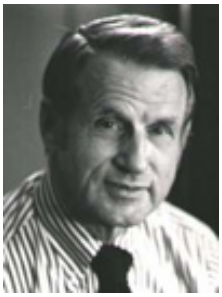
Tom Brokaw's *The Greatest Generation* (1998) heralds the generation that grew up in the United States during the Great Depression and went on to fight in World War II as well as those whose productivity on the home front contributed decisively to the war effort. Following on his attendance at the D-day 40th anniversary, Brokaw profiles members of this generation who fought not for fame and recognition but because it was the "right thing to do," making this, Brokaw argues, "the greatest generation any society has ever produced."

Today, the field of agricultural and rural development (or development more broadly) has yet to have the contributors to its own "greatest generation" profiled. An initial step to correct this oversight was taken in the previous chapter's vignettes on *Spartan Educators* who made pioneering contribution to the development field, including John Hannah, Stanley Andrews, Frank Byrnes, and Robert Morris. Now, this chapter recounts my *Professional Encounters with Development Leaders* whose vignettes provide strong evidence that they merit consideration as among "the greatest generation" of development leaders at least within the field of agricultural and rural development.

My own "close encounters" with these individuals began over 50 years ago when, in March of 1963, my father (Francis Byrnes) moved our family to the Philippines to begin his new job as head of Communication and Training at the International Rice Research Institute (IRRI) in Los Baños. There I met two of my father's colleagues, Robert Chandler and Sterling Wortman, whom you also will meet during this virtual stopover in the realm of *Development Leaders*.

After their vignettes, we'll have encounters with fourteen more "giants" in this realm: **James Yen**, **Lester Brown**, **Per Pinstrup-Andersen**, **Richard Sawyer**, **Albert Brown**, **Norman Borlaug**, **Ismail Serageldin**, **Muhammad Yunnus**, **Robert McNamara**, **Montague Yudelman**, **John Hatch**, **John Mellor**, **David Bathrick**, and **Huntington Hobbs**.

Robert Flint Chandler, Jr. (6/22/07 – 3/23/91)



…in a matter of three years after we made that initial [plant breeding] cross we had one [rice variety] we called IR8-288-3 which later became IR8 and we were able to get under experimental conditions, ideal conditions, up to 10 metric tons per hectare when the average yield in the Philippines was 1.2 metric tons at the time we went in there. And that started the revolution in rice (Source: YouTube Video).

Norman Borlaug and Robert Chandler on IRRI's Origins

Robert Chandler, born in Ohio in 1907, grew up in Maine and earned a B.S. in Horticulture (1929) from the University of Maine. From 1929-31, he worked as the State Horticulturalist for Maine's Department of Agriculture, before earning a Ph.D. in Pomology (1934) from the University of Maryland. From 1935-46, Chandler worked at Cornell University, rising to Professor in Forest Soils. In 1946, he was named director of agricultural research at the University of New Hampshire, also spending some time in Mexico studying soils. He rose to become Dean of the College of Agriculture (1947-50) before becoming the president of the University of New Hampshire (1950-54).

In 1954, Chandler was hired by the Rockefeller Foundation as Assistant Director of Agricultural Sciences (1954-56), directing the foundation's research program in agriculture in the developing countries, including the research of **Norman Borlaug** (see vignette) in Mexico to breed high-yielding wheat varieties. From 1957-58, Chandler served as Associate Director of the foundation's agricultural research program.

As the 1960s neared, there was growing concern within the foundation that the population of Asia was expanding rapidly and that the prospects for countries to be able to feed their growing populations were bleak. Indeed, experts predicted that the region would outgrow its food production capacities and warned of chronic, widespread famine by 1975, such as forecast in *Famine 1975* (1968) by **William Paddock** (see vignette). To keep pace with the growing population in Asia, rice production had to increase by more than five million tons annually, since rice was the primary food crop for four-fifths of Asia's population. In the late 1950s, a decision was made by the Rockefeller Foundation that Chandler's experience in science and administration pointed to him as the right person to lead the efforts of the foundation and its partner, the Ford Foundation, to establish the International Rice Research Institute (IRRI) in the Philippines as an international response to the challenge of raising rice productivity.

While the IRRI facilities were to be located adjacent to the University of the Philippines' College of Agriculture in Los Baños, Laguna, Chandler and his wife Sunny (Muriel Boyd) started planning IRRI with little more than a typewriter in a hotel room of the Manila Hotel in Manila. Over the next decade (1959-72), Chandler served as IRRI's Director General, recruiting a team of twenty-four scientists and administrators from numerous countries in Southeast Asia and beyond, including the United States. The IRRI scientists concentrated on collecting thousands of rice varieties, selecting certain varieties for their desired traits, breeding genetically improved varieties incorporating the desired traits, and testing the resulting varieties under various conditions. The goal was to produce varieties that would double and triple the yield potential of traditional rice plants.

As early as 1963, Henry Beachell, an IRRI researcher and later World Food Prize Laureate (1996), had identified over two dozen new varieties of rice that produced higher yields than traditional varieties, resulting in the identification of the IR8 strain that would become lauded as the "miracle rice" variety. A key contributor to the effort to breed the IR8 rice variety was a plant breeder named Peter Jennings who recalls the origins of IRRI's rice breeding program in the following video.

Luck is the residue of design: Peter Jennings Interview

With the release and dissemination of these higher-yielding varieties, the Philippines became self-sufficient in rice by 1968, with rice production across Asia increasing by 66 percent while the population rose by 47 percent. As a result, the projected famine was averted. Today, the new rice varieties are grown on 50 million hectares across Asia.

The success of Dr. Chandler's work with IRRI spurred the development of an international network of agricultural research centers supported by the Consultative Group on International Agricultural Research (CGIAR), an informal consortium of donor organizations that fund the global network of international agricultural research centers (IARCs). Each of the network's 16 centers focuses on particular crops, livestock, or problems in food production. In 1966, the Indian Council of Agricultural Research honored Dr. Chandler's contribution to IRRI's achievements, stating:

> His own personal qualities as a critical scientist and a dynamic leader have been primarily responsible for the emergence of the International Rice Research Institute as the finest rice research center in the world. … His contributions…lie not only in the practical application of science for human welfare, but in the evolution of a pattern of research administration conducive to science becoming an instrument of social progress in the developing nations.

Dr. S.K. DeDatta, an IRRI agronomist from 1964 to 1991, credited Dr. Chandler for his commitment to and leadership in staving off hunger in Asia, saying "[the researchers'] brains were the only limitations at IRRI in the early days." After leading IRRI in its early years, Chandler left IRRI to become the founder and Executive Director of the Asian Vegetable Research and Development Center (AVRDC) in Taiwan. Serving at AVRDC from 1972-75, Chandler led the center's research to develop varieties of vegetables suitable to the tropics, including a heat-tolerant tomato with a yield of 20 tons per hectare. Over the years, AVRDC varieties have enriched the diets of millions of people, especially women and children suffering from a lack of micronutrients, with AVRDC continuing to advance its mission through outreach activities across Asia, Africa, and Central America.

For his vision and leadership to agricultural development in the developing world Chandler was honored with India's Gold Medal Award in 1966, Pakistan's Sitara-I-Imtiaz Award in 1968, Indonesia's Star of Merit in 1972, the Philippines' Golden Heart Award in 1972, and China's Order of the Brilliant Star in 1975. He also received the Presidential Hunger Award (1986) that cited his "continued, demonstrated vision, initiative and leadership in the effort to achieve a world without hunger." Nearly a quarter of a century later he was the recipient of the World Food Prize (1988) in recognition of his vision, leadership, and contributions to the establishment and success of IRRI and AVRDC.

On retiring from full-time work in 1975, Chandler continued his mission through consulting assignments with the Near East Foundation, the Rockefeller and Ford foundations, the U.S. Agency for International Development (USAID), and the World Bank. In a scientific and administrative career spanning seventy years, Chandler provided inspiration for scores of young and talented scientists to dedicate their lives to improving human nutrition and rural income. Many of his protégés later became leaders in agricultural research. Dr. Chandler was remembered by fellow World Food Prize Laureate, M.S. Swaminathan, as "a scientist of vision and conviction, warmth and wisdom, and of great inner strength. The impact of his leadership and dynamism was widely felt in Asia within a short period." That impact continues to be felt globally by billions today. On March 23, 1999, Chandler died at the age of 91.

Flight Log Memories: In addition to having met and worked for Dr. Chandler (see next vignette on **Sterling Wortman**), years later my wife and I also had the pleasure, during a Christmas-time visit to my parents in New York City in 1977, to be invited to a Christmas party at the home of Colin McClung (IRRI's second associate director) and his wife Margo. Also invited were Bob and Sunny Chandler. As always, both were charming but Sunny always more upbeat and outgoing, perfectly fitting her nickname (her real first name was Muriel). While Bob was warm and soft-spoken, at heart he was a scientist, reserved, and inquisitive as shown in the below photo taken that evening. That occasion was the last time I saw Sunny or Bob.

Right to Left: Bob Chandler, Kerry, Sonia, Shannon, and Margo McClung

As prominent as Bob Chandler was as a *Development Leader*, after his passing Sunny indicated that she did not want his name to be used in support of fundraising campaigns. I learned of this when, after my father's passing, the Asia Rice Foundation-USA (ARFUSA) invited me to become a Founding Patron of ARFUSA and a member of its board of trustees.

This entailed an annual financial contribution to support the work of the foundation as well as attending board meetings and providing counsel on issues being discussed by the board. During my term of service, I attended board meetings in Burlington, Vermont; Cornell University (Ithaca, New York); Michigan State University (East Lansing); and one meeting that I hosted in my home in Reston, Virginia.

At one of those board meetings, the board discussed ways that ARFUSA could generate income to support the foundation's program of providing research grants to young scientists conducting research on rice in Asia or the United States. When we floated the idea of creating some type of an award in the name of Bob Chandler as a vehicle to raise funds, one of the board member told us that Bob's wife, Sunny, had requested that Bob's name not be used for fundraising.

However, AFRFUSA did establish the *ARFUSA Memorial* "to honor the memories of friends and loved ones who contributed so much to advancing knowledge about rice and helping others achieve better lives"—and several former IRRI scientists, including Bob Chandler and my father (Francis Byrnes), are included in this memorial.

To conclude this vignette of Bob Chandler, I share a personal memory of him, namely, that I always felt that he had a sparkle in his eye that I found so reminiscent of the same sparkle of kindness and curiosity I always saw in the eyes of my grandfather (John Byrnes) whenever we visited my grandparents in Ames, Iowa or they visited our home in Ohio or later in Michigan. Rarely, I think, in this day and age, does one run into other people having this special sparkle in their eyes.

Plant Breeders Peter Jennings (back left) and Hank Beachell (front left)

in rice field during visit of President Lyndon Johnson (right)

(Center: IRRI Director General Robert Chandler and Philippine President Ferdinand Marcos)

As a footnote on mentioning **Peter Jennings** during this vignette, while I never worked with Peter, I did play basketball with him. Early on at IRRI during the summer of 1963 I tagged along with Peter to shoot some hoops at the College of Agriculture's gymnasium. But playing basketball in the tropics in a gym that is not air-conditioned was not my cup of tea, so I only played ball in that gym one or at most two times. Of course, the conditions under which I played basketball in that building surely were a cake walk compared to those who suffered in the same building during World War II when the Japanese used it as a prisoner internment camp.

Leo Sterling Wortman (4/3/23 – **5/26/81)**

Sterling Wortman (Used with Permission of The Rockefeller Foundation)

Clearly more is at stake than the alleviation of world hunger, crucial as that is. Improving productivity in developing nations can provide millions of people with not only food but also housing, clothing, health care, education—and hope. … The existence of new technological, financial, and organizational capabilities offers a magnificent opportunity, though perhaps a fleeting one, to take effective action. The crucial question is whether or not governments will have the wisdom to act.

Sterling Wortman, after wartime service in the Philippines, earned his Ph.D. in plant breeding and genetics from the University of Minnesota in 1950. He then joined the Rockefeller Foundation as a corn breeder assigned to its field office in Mexico (1950-54), where he also worked with **Norman Borlaug** (see vignette) in breeding improved varieties of wheat. By 1965 the improved varieties had raised wheat production in Mexico from an average of 11 bushels per acre to 39.

FOR RELEASE: Monday, April 8, 1963 – The agricultural experimental station in Chapingo, Mexico, where The Rockefeller Foundation started the major phase of its agricultural program in 1943, was frequently visited by Foundation officials. In 1951, it was inspected by (l. to r.) John D. Rockefeller, 3rd, Chairman of the Board; Dr. Sterling Wortman, Associate Director of the Foundation-supported International Rice Research Institute; Dr. George J. Harrar, President of the Rockefeller Foundation; Dr. William I. Myers, Dean of Cornell's College of Agriculture and Foundation Trustee; and Dr. Edwin J. Wellhausen, Associate Director for Agricultural Sciences of the Foundation.

From 1955-60 Wortman headed the plant breeding department of the Pineapple Research Institute in Hawaii, later directing that Institute (1964-65). In 1960 he left Hawaii to help establish the International Rice Research Institute (IRRI) in Los Baños, Laguna, The Philippines, the first of what would become a global network of international agricultural research centers focused on raising the productivity of food crops. Under the tutelage of IRRI's director **Robert Chandler** (see vignette), Wortman served as assistant director from 1960-62 and associate director (1963). In 1964 he returned to Hawaii to become the director of the Pineapple Research Institute through 1965. In 1966 he rejoined the Rockefeller Foundation and represented it in discussions leading to formation of the Consultative Group on International Agricultural Research (CGIAR).

At the foundation, Wortman served as director of the Agricultural Sciences Division (1966-70) and then the foundation's vice-president (1970-79). During this latter period, Wortman was named in 1975 as the first president of the International Agricultural Development Service (IADS) which was established with Foundation support and joined that year by my father (see **Francis Byrnes** vignette). In 1979 Wortman was the foundation's acting president between the presidencies of John Knowles (1972-79) and Richard Lyman (1980-88). In 1975, Wortman was honored with the Jason C. Wilson award for achievement in international affairs. He also served as an advisor to the National Science Foundation, U.S. Department of Agriculture, World Bank, and independent research institutes. Sadly, on May 26, 1981, Wortman died at an early age (58) from cancer.

Richard W. Lyman, president of The Rockefeller Foundation wrote the following about Sterling Wortman in the *1981 Rockefeller Foundation Annual Report*:

> I could not conclude this review without acknowledging the Foundation's debt to Sterling Wortman, whose untimely death at age 58 occurred in May 1981, shortly after he had completed an energetic and imaginative term as acting president. After wartime service in the Philippines and acquiring a Ph.D. in plant breeding and genetics from the University of Minnesota, Dr. Wortman joined the Foundation in 1950 as a corn breeder: assigned to Mexico, he became a member of that small, now almost legendary, team that laid the groundwork for increased agricultural productivity that later became known as the Green Revolution.
>
> In 1960, he helped to establish the International Rice Research Institute in the Philippines—the first of what has become a global network of food crops research centers. Six years later, he was appointed director for agricultural sciences and represented the Foundation in the formation of the Consultative Group on International Agricultural Research—an informal consortium that last year provided $140 million for worldwide agricultural research.
>
> Dr. Wortman was elected a vice-president of the Foundation in 1970, and, in 1975, he was named the first president of the International Agricultural Development Service, which was started with Foundation support. Appointed acting president of the Foundation in 1979, he provided exemplary leadership at a critical period. The generosity he showed to me as a new president is something I will not forget. His accomplishments will endure. April 1982

Flight Log Memories: I first met **Sterling Wortman** soon after my parents arrived in Los Baños, where my father, **Francis Byrnes** (see vignette), was starting his new job at IRRI as Head, Communication and Training. Shortly after settling into our new home, the first house on the right as one enters the IRRI housing compound, the institute's Director General, **Robert F. Chandler, Jr.** (see vignette) and his wife Sunny, hosted a welcome reception for the Byrnes family at the DG's home located up the street at the compound's then highest. At the reception we were introduced to many of the IRRI staff and their families, including Dr. Wortman and his family, including his attractive teenage daughter.

IRRI International Staff Housing Compound (Source: Google Earth)

Construction of the first units of IRRI staff housing began on 1/4/61

IRRI Staff Housing after Completion of Construction (Photo Courtesy of Carl Johnson)

As one walks up the hill to the DG's house, one passes the IRRI guesthouse on the left and the IRRI swimming pool on the right. The next morning, having identified the location of the swimming pool the night before, I decided to try out the pool, so donned my swimming suit and flip-flops and hiked in the hot morning sun up the hill to the pool. By the time I reached the pool I was ready to cool off. Leaving my eyeglasses and towel on one of the poolside tables, I jumped into the pool, soon noticing there was hardly anyone else at the pool so early in the day, except the Wortman's teenage daughter. So I swam over to her to say hello, only to quickly discover that the teenage daughter wearing her bathing cap actually was Mrs. Wortman. While my poor eyesight had betrayed me, Mrs. Wortman took my approach as a compliment, though I'm sure the pool lifeguard may have had quite a chuckle to the extent he realized how embarrassed I was over this case of mistaken identity.

A couple of years later when on vacation from my regular job as an undergraduate student at Michigan State University, an opportunity arose for me to earn a few pesos as the substitute lifeguard at the IRRI pool while the regular lifeguard was on his vacation for a week or so. I'm not quite sure how IRRI hit upon the option of hiring me to substitute as the IRRI lifeguard but, I suspect, my father had alerted IRRI management that I held the Boy Scout swimming merit badge and lifeguard patch—and perhaps Mrs. Wortman may also have put in a good word with Dr. Wortman that I would be a good candidate to be the substitute lifeguard while the regular lifeguard was on vacation. So that is how I can claim that I once worked for IRRI's Director General **Robert Chandler** (see prior vignette).

Working as a lifeguard at the IRRI swimming pool was my only job as an employee of an IARC in the CGIAR system, not that I didn't try becoming a full-fledged IARC employee. Indeed, as I was finishing my dissertation at Iowa State University in 1975, I applied to the Rockefeller Foundation's postdoctoral fellowship program for placing new Ph.D. social scientists in the research program of one of the IARCs. This turned out to be one time that being my father's son actually worked against me, as the reply letter from the Rockefeller Foundation stated that, since my father was an employee of the foundation and had worked at two of the IARCs (IRRI in the Philippines and CIAT in Colombia) in which I had expressed interest as a potential posting, the foundation felt it could not objectively grant a postdoctoral fellowship to me. In effect, this response basically blocked one of the few ways, or perhaps the only way, for a Ph.D. sociologist to get his (or her) foot into the door of an IARC.

A few days later, however, I received a second letter from the Rockefeller Foundation, this time from Sterling Wortman, then the foundation's vice-president. In his letter Wortman, while reaffirming the foundation's position, wrote that the "purpose of my letter is to suggest some alternatives and to offer to be of assistance if I can" (Sterling Wortman, personal communication, 2/18/75). He then suggested other avenues through which I might be successful in seeking employment with one of the IARCs, including writing directly to the International Rice Research Institute (IRRI) in the Philippines, the International Maize and Wheat Improvement Center (CIMMYT) in Mexico, the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) in India, and the International Institute for Tropical Agriculture (IITA) in Nigeria.

Wortman also suggested contacting the Agricultural Development Council (ADC) in New York. I followed up on one of those suggestions, writing to the International Institute of Tropical Agriculture (IITA) in Nigeria, eventually receiving a reply that John C. Flinn, an agricultural economist at IITA, would soon visit Iowa State University campus and would interview me. While I felt that I had made a good impression in the interview, IITA never followed up to let me know whether a decision had been made to hire me. In the meantime, I interviewed for a position as Sociologist with the International Fertilizer Development Center (IFDC) in Muscle Shoals, Alabama – and that interview resulted in a job offer that I accepted.

In the end, while IFDC aspired to become a member of the CGIAR system, various factors would work against that aspiration becoming a reality, leaving IFDC as having only an associate status within the CG system. Over the years that I worked at IFDC, I visited several IARCs, including the International Potato Center (CIP) in Peru and the International Maize and Wheat Improvement Center (CIMMYT) in Mexico as well as CIAT in Colombia and IITA in Nigeria. I also applied for training positions at CIAT and CIP and even helped to conduct one of CIAT's training courses. However, at the end of the day, I actually only held one job as an employee of an IARC – the week or two that I was IRRI's substitute lifeguard!

I conclude this vignette sharing an anecdote that my father wrote about Sterling Wortman in the draft of a chapter my father had begun to write on his years working at IRRI. Dad planned to include this anecdote in a book he tentatively titled *Experiences in International Institutional Innovation: An Autobiography*. Unfortunately, while he had drafted an outline for this book and had begun writing a few anecdotes, his "never quit trying" attitude kept him working on development issues until a month before his death in 1999, probably exhausting him from having the energy to focus on the book during such "down time" as he had at home. Here now is the anecdote my father wrote about an encounter he had with Sterling Wortman in 1963:

> "Sir," Flora spoke softly. I looked up from the rice research manuscript on my desk.
>
> "Yes," I replied to the diminutive, quiet, efficient, always busy Flora, one of many bright and attractive Manila Filipinas who worked as secretaries at the International Rice Research Institute, about 65 miles southeast of Manila in the Philippines.
>
> "Dr. Wortman would like to see you now," she continued and returned to her desk. Dr. Sterling Wortman (now deceased) was an agricultural scientist, a leader, and a dedicated individual. When he spoke, everyone listened.
>
> His office was about 30 feet from mine on the other side of the Administration Building. On the job, Wortman was all business. He did not use office time for casual visits; he wanted to know the publication status of the proceedings of a symposium held the previous year. After a brief report on the publication, I got up to leave.

"Sit down," he said, "there's something else that I've been wanting to talk about with you." As I returned to my seat, he continued, "I know that you have been busy the past three months getting your office set up, your personal effects cleared through customs because of the dock strike, and hiring some staff, but I feel you are missing a great deal by not attending the meetings of our scientific staff."

Surprised by his remark, I blurted, "What scientific staff meetings—where, when? This is the first time that I have heard about them."

But Wortman continued, "And if he were here, I'd say the same to Vern Ruttan. He never comes either."

Dr. **Vernon Ruttan** [see vignette] recently had arrived to join the IRRI staff as the agricultural economist. He and I had been interviewed by the IRRI director, Dr. Robert Chandler [see vignette], and other Rockefeller Foundation officials on the same day the previous October (1962) in the foundation offices in New York. Each of us came to the Philippines as soon as possible. Three days after completing my doctoral dissertation at Michigan State University in late March 1963, the Byrnes family was in route to the Philippines. Ruttan was delayed by several weeks because at the time of the interview he was serving on the Council of Economic Advisors to President Kennedy.

With our acceptance of employment by the foundation for assignment to IRRI, Dr. Chandler commented that now all of the institute's senior scientific staff positions were filled. Ruttan and I, both social scientists, would join the 19 agricultural and biological scientists already working at the Los Baños site of the institute.

But to return to the issue of the staff meetings. These, Wortman explained, were held every 2 or 3 weeks, depending upon work and travel schedules of the staff. In these meetings, staff members reported on current and planned experiments, on observations of rice problems encountered in their travels, and on operational problems needing attention. This frequent interaction promoted multi-disciplinary approaches to rice research and increasing concern with the staff about the total system of rice production.

"Yes," I readily agreed. "It would be useful both professionally and personally to participate in such meetings, but if they are not scheduled regularly, how does one learn about them?"

"By paying attention to the memos that I have my secretary send out a day or two ahead of each meeting," Wortman replied.

"But," I protested, "I've never received or seen any such memo since coming here." Sensing that Wortman was not accepting my explanation, I asked if I might query the secretary. He agreed, pushed a button, and the secretary stepped into the room.

"Lettie," he said, "Dr. Byrnes wants to speak to you about something." When she turns to me with a smile, I ask her who sends the scientific staff the memos about staff meetings.

"Sir," she answers in a typical Filipino way of speaking, "I am the one."

"And to whom do you send them," I asked.

Promptly came the reply: "To the members of the scientific staff."

Fortunately, I asked one more question: "And who are the members of the scientific staff?"

> "Why sir," she replies was a strange look at me, "they are the ones who have offices in the Laboratory Building."
>
> There was the answer: both Ruttan and I had offices in the Administration Building.
>
> But there are not words adequate to describe the expression on Wortman's face. Finally, he said, "If I had not heard this directly and personally, I never would have accepted such an explanation." He then apologized for any implied criticism and said he would be looking forward to seeing Vern and me at future meetings. From that time forward, we also received memos about the meetings.
>
> Amusing as this incident now seems, it serves as a vivid reminder of the challenges, frustrations, and achievements I experienced since 1963 as a social scientist in a rapidly expanding network of agricultural and biological scientists employed in international, regional, and national institutions dedicated to helping increase the supply of basic foods and fibers for the world's rapidly expanding population (Excerpted from Francis C. Byrnes draft of *Experiences in International Institutional Innovation*).

Years later, when I started working in 1975 with the International Fertilizer Development Center (IFDC) as perhaps the first Ph.D. sociologist working in the CG system (see vignettes on **Per Pinstrup-Andersen** and **Everett Rogers**), I came to empathize with the challenges and frustrations my father had experienced as the first Ph.D. communication scientist working in an International Agricultural Research Center (IARC).

Yen Yang-ch'u (10/16/1890 – 1/17/1990)

Y. C. James "Jimmy" Yen

We do not offer relief to the poor, but release.

It was long believed that **Yen Yang-ch'u**, later known to his friends as **"Jimmy" Yen**, had been born on October 16, 1893; however, later research revealed his birth year was 1890. Thus, Yen was nearly 100 when he died of pneumonia on January 17, 1990 at St Luke's-Roosevelt Hospital Center in New York City. Nearly a century earlier in the province of Sichuan, China, Yen was born to an aristocratic family whose members were traditionally scholars and officials. Learning English as a child and becoming a Christian at the age of 12, Yen grew up to become the founder of a global movement to combat illiteracy, poverty, and hunger in the developing countries of three continents (Asia, Africa, and Latin America). In 1984, Yen was awarded a People to People Eisenhower Medallion, recognizing his more than 60 years of work with the destitute of the world. At the award ceremony, Yen reiterated his longtime philosophy: "We do not offer relief to the poor, but release."

When Yen was ready to enter the university, he was unable to enter Hong Kong University because he was not a British subject, so his family sent him to Yale University, where he supplemented a scholarship with earnings as a choir singer and added the name James to his Chinese initials. On graduating in 1918, Yen worked in France as a volunteer for the YMCA among 20,000 illiterate Chinese laborers who had been imported to dig trenches during World War I. Yen wrote letters home for them by day and translated news for them at night, in the process developing a basic Chinese vocabulary of about 1,300 characters. He would later return to the United States to earn a Master's degree at Princeton University and serve as the President of the Chinese Students Christian Association. In 1921 Yen returned to China to head national mass literacy campaigns under the Chinese National YMCA.

> In 1923, Yen and leading intellectuals…formed the National Association of Mass Education Movements (MEM). The MEM organized campaigns across the country which coordinated volunteer teachers, local leaders, and any available location in order to attract students who could not pay high tuitions. Among the volunteer teachers was Mao Zedong [Mao Tse-tung or, later, Chairman Mao]. These campaigns attracted more than five million students and served as a model for even more widespread schools. …
>
> In 1926, the MEM set up a village campaign in Ding Xian, a county some 200 miles south of Beijing. The Ting Hsien Experiment…used People's Schools to coordinate innovations ranging from hybrid pigs and economic cooperatives to village drama and Village Health Workers. Yen joined…other independent reformers to form a National Rural Reconstruction Movement which included several hundred local and national organizations. The Rural Reconstruction Movement aimed to create a new countryside as the basis for a new Chinese nation. The work at Ding Xian attracted nationwide attention and developed many new techniques for rural development which did not depend on central government control, violent revolution, or large infusions of foreign money (Source).

In 1928 Yen sought financial support for his movement, and John D. Rockefeller Jr. made a personal gift of $100,000 that was a catalyst for others to contribute.

> In 1937 the Japanese invasion drove MEM operations first to Hunan, then to Sichuan, but Yen spent much of the war in Washington, D.C. After 1945, Yen [became] increasingly at odds with the Nationalist government's military preoccupation; in 1948 he persuaded the [U.S.] Congress to fund [*] an independent Sino-American Joint Commission on Rural Reconstruction [JCCR], of which he became one of the Commissioners. In 1950, when his work in China was halted by the incoming Communist government [the JCCR was moved to Taiwan]. [Later] Yen led the [establishment of the] Philippine Rural Reconstruction Movement [PRRM] and [in 1960] founded the International Institute of Rural Reconstruction [IIRR], with headquarters in the Philippines. In 1985 the Chinese government finally welcomed Jimmy back to China and acknowledged his immense contribution to Mass Education and Rural Reconstruction in China (Source). [* The U.S. Government provided $27.5 million for rural reconstruction in China.]

The IIRR would became a network of autonomously operated affiliates coordinating rural reconstruction programs to promote self-help for the poor in nearly 40 countries of Asia, Africa, and Latin America, with its programs focusing on teaching impoverished people literacy, modern agricultural techniques, public health, and family planning.

Flight Log Memories: During 2013 I was helping Dr. Phil Steffen, a USAID Bureau for Food Security colleague, to draft a page of text on U.S. aid to support agricultural development in Taiwan. A principal area of U.S. aid to Taiwan during the 1950s-1960s was funding to support the Joint Commission on Rural Reconstruction (JCCR). Here is the summary I wrote:

> The **Sino-American Joint Commission on Rural Reconstruction (JCRR),** established in 1948 on the mainland of China, moved to Taiwan in 1950 in the wake of the Communist Party coming to power on China's mainland. From 1951 to 1965, one third of US government aid to Taiwan was directed by the JCRR into agriculture, creating almost two-thirds of net domestic capital formation. JCRR programs contributed directly to improving crop and animal stock, development of irrigation and flood control, soil improvement, rural credit programs and cooperatives, health programs, and birth control.
>
> While U. S. economic aid to Taiwan was formally phased out on June 30, 1965, the U.S. aid investment reaped a much larger return. During the 1950s-60s, economic aid, technical assistance, and agricultural commodity aid delivered through the JCCR totaled U.S. $4,050 million in local currency and U.S. $7,106,400.

> The biggest percentage of both local currency and US dollars was spent for water use and control because the development of water resources (irrigation canals, dikes, reservoirs, and flood control) were long-term projects and more costly than other rural development projects. On the other hand, less than two-thirds of one percent of U.S. funds was spent on the highly successful and widely acclaimed land reform program.
>
> Overall, JCCR used U.S. funding to implement programs that helped the Taiwanese economy to achieve large increases in agricultural output and productivity, with economic aid providing capital to build up industries that support agriculture. At the same time, agricultural commodity aid helped to save scarce foreign exchange and provided capital for road construction as well as land and water development projects. The JCCR carried out improvements not only in agricultural research and extension but also in fertilizer supply, farm credit, tenure systems, marketing facilities and arrangements, and land and water resources. In addition, the JCRR played a leading role in agricultural policy formulation, planning, and programing. Also, technical assistance, including training of agricultural technicians in the U.S., increased the technical competence with which agricultural development programs were carried out.
>
> The combined stimulus of land reform, investments in water development, and accompanying agricultural assistance increased agricultural production at an average annual rate of 4 percent from 1952 to 1959, greater than population growth (3.6 percent). Today the JCRR is widely credited with creating the basis of agricultural prosperity which led to Taiwan's rapid economic growth in the 1970s and 1980s. Taiwan's agricultural development would have been much slower if foreign aid had not been available. JCRR was combined with the Republic of China's Council of Agriculture when the United States ended its official foreign relation with the Republic of China in 1979.

It was in the process of researching and writing the above synopsis of U.S. aid to the JCCR that I came across the name of Y.C. James Yen as the founder of the Rural Reconstruction Movement in China as well as of the Sino-American Joint Commission on Rural Reconstruction (JCRR) that had been moved to Taiwan in 1950. Seeing the name of Y.C. James Yen (or Jimmy Yen) triggered a flashback memory to the evening of Tuesday, April 8, 1975, the date of the 47th Academy Awards (the Oscars) held in Los Angeles, California. On that evening, however, I wasn't in Los Angeles but rather New York City, having earlier that day flown there from Des Moines, Iowa. At the time, I lived in Ames, Iowa where I was a graduate student at Iowa State University. I had traveled to the Big Apple for a job interview that was to take place the next day with the International Institute for Rural Reconstruction (IIRR). When I arrived at the IIRR office, I was shown into the office of IIRR's founder and president, Y.C. James "Jimmy" Yen.

Now, over 41 years later, it is hard to recall the details of my interview with Dr. Yen, though it covered a review of my academic studies in the social sciences, the work I was doing on my doctoral dissertation (a study of the Puebla Project in Mexico), and my interest in working with IIRR. But the larger portion of the time I spent with Dr. Yen was listening to him talk about his work in developing rural reconstruction programs worldwide, which work he ran from IIRR's headquarters in the Philippines and in collaboration with affiliate rural reconstruction programs and institutes in Africa, Asia, and Latin America. While the interview lasted well over an hour, the time flew by. Interestingly, as I was leaving IIRR, his assistant noted that it had been an exceptionally long interview because, she said, "Dr. Yen never spends that much time with an interviewee."

While IIRR seemed very interested in hiring me and informally conveyed that interest, I sent a letter to IIRR to ask a number of questions to clarify what would be my expected role if hired and to obtain more information about the Institute's facilities and benefits. After all, having had the experience of my parents uprooting me from Michigan to live in the Philippines when my father (see **Francis Byrnes** vignette) had accepted a job with the International Rice Research Institute (IRRI) in 1963, I felt an obligation to know exactly what I would be getting my family into if we –

Kerry, my wife Sonia, and our son Shannon – moved to the Philippines to work with IIRR. But getting answers to my questions did not come as quickly as I was hoping for and, in the meantime, the International Fertilizer Development Center (IFDC) offered me a job as Sociologist in the Center's Agro-Economic Division. For better or worse, I decided to accept that offer. As the old adage goes, a bird in the hand is better than two in the bush.

Years later, by the late 1970s or early 1980s, when I was working with IFDC, I was frustrated that I had not been able to line up a posting with IFDC overseas – and speculated whether I should have pursued going to work for IIRR a decade earlier. So, during a visit to New York City to see my parents (living there while my father worked with the International Agricultural Development Service), I got in touch with IIRR to schedule an appointment with Dr. Yen.

This second meeting with Dr. Yen afforded opportunity to tell him about my work with IFDC but also my ongoing desire to work overseas, including at IIRR if there might be an opening of interest. While such an opportunity never materialized, researching and writing about the JCRR brought back the memory of my original "close encounter" with Dr. Yen over 41 years ago, leaving me wondering what might have been had I pursued going to the Philippines rather than Alabama, one of the "developing countries" within the United States.

Lester Russel Brown (3/28/34 – present)

…farming is all I ever wanted to do with all my life. You have to know soils, weather, plant pathology, entomology, management, even politics. It's the ideal interdisciplinary profession.

Lester Brown is a pioneering environmentalist, founder of the Worldwatch Institute, and founder and president of the Earth Policy Institute, a nonprofit research organization based in Washington, DC. From his earliest years Brown worked on a farm,

> milking cows, pulling weeds, and cleaning the stable. An enterprising youth, he involved his younger brother, Carl, in various businesses, such as growing pheasants and chickens for sale. In 1951, they started a tomato growing business, which eventually grew to become one of New Jersey's largest, with sales of over 1,520,000 pounds (690,000 kg) a year (Source).

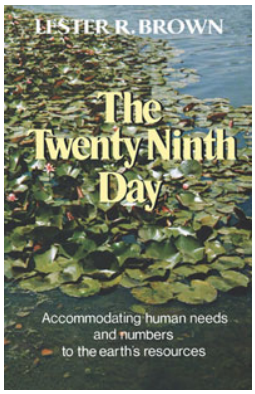
Shortly after earning a degree in agricultural science from Rutgers University in 1955, Brown went to India under the International Farm Youth Exchange Program, spending six months living in the country's rural areas, where he became:

> Intimately familiar with food and population issues. "His experiences in Indian villages changed his life," wrote biographer David De Leon. "Although he went back to growing tomatoes when he returned to the United States, this no longer seemed like exciting work."
>
> Brown decided that to work on the global food issue, he would need to work for the U.S. Department of Agriculture (USDA) Foreign Agricultural Service (FAS). He learned that before they would hire him, he needed to have a degree in agricultural economics. Brown took nine months to earn a [master's] degree in agricultural economics from the University of Maryland and in 1959 joined FAS as an international agricultural analyst in the Asia branch. A year or so later, he took a nine-month leave to earn a [MBA] from the Harvard Graduate School of Public Administration which was later to become the John F. Kennedy School of Government.

In 1963, just four years later, he published *Man, Land and Food*, the first comprehensive projection of world food, population, and land resources to the end of the century. The study was a cover story in [the] January 6, 1963 issue of *U.S. News and World Report* where it came to the attention of [the] Secretary of Agriculture, Orville Freeman. Freeman appreciated Brown's bold analysis and offered him a job on his staff, saying "you sketched the problems. Now you have to do something about them." He was soon elevated to being the resident specialist on global issues. In this capacity, he advised the secretary of agriculture on his overseas agricultural policies. He also headed USDA's International Agricultural Development Service from 1966 to 1969. His primary job was to "increase food production in underdeveloped countries."

In early 1969, he left government to help establish the Overseas Development Council. He also became an enthusiastic believer in the promise of a Green Revolution, with the hope of using better seeds and cultivation methods to help solve global problems of poverty and hunger. In his opinion, "this technology was the most crucial historical event since the steam engine." In subsequent years, however, he realized that rapid population growth in undeveloped countries was overwhelming the gains in increased food production (Source).

Over the ensuing years, Brown would found the Worldwatch Institute and later the Earth Policy Institute, as well as write or co-author over 50 books on global environmental issues. In the mid-1970s he helped to pioneer the concept of sustainable development. In 1978 Brown's *The Twenty-Ninth Day* warned of "the various dangers arising out of our manhandling of nature...by overfishing the oceans, stripping the forests, turning land into desert." In this book Brown was one of the first persons to highlight how crucial water is to sustainable development, the underlying threat being the reality or potential reality of water shortages.



The lack of fresh water may act as an even tougher constraint on efforts to expand world food output…. In countries as widely separated as Mexico and Afghanistan, a shortage of fresh water is the main constraint to planting more high-yielding wheats. (Brown, *The Twenty Ninth Day,* page 64)

In his most recent book, *Full Planet, Empty Plates: The New Geopolitics of Food Scarcity* (2012), Brown emphasized the geopolitical effects of fast-rising grain prices, arguing that "the biggest threat to global stability is the potential for food crises in poor countries" which could "bring down civilization." In the *Foreign Policy m*agazine, he argued that the "new geopolitics of food" had already begun in 2011 to contribute to revolutions and upheaval in various countries. The *Washington Post* described Brown as "one of the world's most influential thinkers." In 1995, *Marquis Who's Who* tapped Brown as one of its "50 Great Americans."

Flight Log Memories: In 1969, just as **Lester Brown** was in his last year heading USDA's International Agricultural Development Service and focused on increasing food production in the developing countries, I was in Cali, Colombia, working on the PIMUR project being implemented by Michigan State University (see **Kelly Harrison** vignette), a project focused on improving the efficiency of the food marketing system of Colombia's Cauca Valley.

While in Cali I had read *Famine – 1975: America's Decision, Who Will Survive?* (1967) by **William Paddock** (see vignette), yet another book addressing the challenge of feeding the world's burgeoning population. My father (**Francis Byrnes** – see vignette) had worked from 1963-68 with the International Rice Research Institute (IRRI) in the Philippines and in 1969 was working in Cali, Colombia with the International Center for Tropical Agriculture (CIAT) (1968-75).

Just as Brown had found that he needed an advanced degree in agricultural economics in order to work with USDA, and my father had completed his Ph.D. in communication before the Rockefeller Foundation hired him to work at IRRI, I saw that my chances for working overseas in the field of agricultural and rural development would depend on earning an advanced degree.

Opportunity to study for a Ph.D. in sociology at Iowa State University (ISU) arose in 1969, leading to spending 1969-75 at ISU, except for a year-and-a-half interruption when my wife Sonia and I served as VISTA Volunteers in Miami, Florida (mid-1970 to early 1972). By the time that *The Twenty-Ninth Day* (1978) was published, I had achieved my goal of working as a sociologist with the International Fertilizer Development Center (IFDC), during which time I read Brown's *The Twenty-Ninth Day* and was taken by its analogy for the challenge of staying ahead of population growth in the race to feed the world's population. This analogy was presented as follows:

> A lily pond, so the French riddle goes, contains a single leaf. Each day the number of leaves doubles—two leaves the second day, four the third, eight the fourth, and so on. Question: If the pond is completely full on the thirtieth day, when is it half full? Answer: On the Twenty-ninth day.
>
> The global lily pond in which four billion of us live may already be half full. Although UN projections show world population continuing to grow until it reaches ten to sixteen billion, Lester Brown believes this is unrealistic. In this fascinating analysis of the fisheries, forests, grasslands, and croplands—the author shows that the demands at current levels of population and per capita consumption often exceed the long-term carrying capacity. He documents the overfishing, deforestation, and overgrazing that are gradually undermining human life support systems. He also explains that with energy shortages anticipated in the early eighties and a projected downturn in world oil production in the early eighties and a projected downturn in world oil production in the early nineties, the world must quickly shift to renewable energy resources (Source).

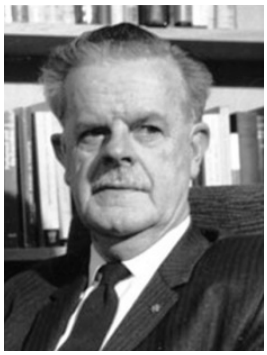
It had been in the context of this challenge that the opportunity for me to work at IFDC had materialized in 1975. The backstory to that opportunity lies in the early history of IFDC's. This center (IFDC) was an outgrowth of the Tennessee Valley Authority (TVA) National Fertilizer Development Center.

> In the early 1960s, when Dr. Donald L. McCune [who would become IFDC's first managing director] joined NFDC, it became evident that TVA-NFDC's fertilizer knowledge and facilities were resources that should contribute to foreign assistance efforts in developing countries. …the most logical way to contribute would be with programs offered through the United States Agency for International Development (USAID).
>
> With the assistance of a USAID officer, Dr. Frank Parker (former assistant director general of the Food and Agriculture Organization [FAO] of the United Nations), … TVA-NFDC became increasingly involved in agricultural development in [the developing countries]. Initially, this involvement was in the form of information furnished on fertilizers to USAID for its missions, but the interaction soon became more direct when NFDC began sending technical assistance personnel on missions to developing countries. During this time NFDC had a relatively small core staff, referred to as the International Fertilizer Development staff, headed by McCune and dedicated to limited international assistance activities.

…it became increasingly clear that TVA, with its objective of developing technologies for the U.S. fertilizer industry in particular, and the agricultural sector in general (as stipulated in its charter and by a law passed by the U.S. Congress), was very restricted in what it was allowed to do to assist developing countries. For example, TVA could not engage in research and development specifically for developing countries, and TVA-NFDC could perform work only through the U.S. government (USAID or Department of State). Thus, a definitive need arose for an international center that could freely address the fertilizer technology needs of developing countries in the tropics and sub-tropics.

IFDC was created during a period of crisis. In the early 1970s, food shortages were occurring on a worldwide basis. Energy and fertilizer shortages also were becoming commonplace, and prices of agricultural inputs (fertilizers) were increasing rapidly. These factors put developing countries at a distinct disadvantage.

To address this critical situation, the FAO organized a World Food Conference, held in Rome, Italy, in November 1974. In preparation for the conference, the United States, in consultation with the late Sir John Crawford of Australia – then Chairman of the Technical Advisory Committee (TAC) of the Consultative Group on International Agricultural Research (CGIAR) – decided to offer developed world "know-how" in fertilizers and soil fertility toward an international effort in fertilizer research and development to benefit the developing world. In an April 1974 address to the United Nations General Assembly, U.S. Secretary of State Dr. Henry Kissinger pledged the availability of U.S. fertilizer technology and strong material support toward "the establishment of an international action on two specific areas of research: improving the effectiveness of chemical fertilizers, especially in tropical agriculture; and new methods to produce fertilizers from non-petroleum resources."



John Grenfell Crawford (4/4/1910 – 10/28//1984)

After Dr. Kissinger's offer, work began immediately on a proposal to fulfill this pledge. USAID, again at the urging of Sir John Crawford, drew up a plan. The first plan was for an "International Plant Nutrition Institute (IPNI)." The vision for IPNI had three program components:

- Work on chemical fertilizers – to deal with all aspects of fertilizer from raw materials to finished products at the farm-gate including marketing, handling, storage, distribution, packaging, quality control, etc., to provide better and more efficient fertilizers at the lowest possible price.

- Biological nitrogen (N) fixation – to evaluate the potential for and develop, where feasible, ways in which biological nitrogen fixation could contribute to food production, thus reducing the amount of chemical N fertilizers that would be needed.

- The recycling and better utilization of organic wastes – from urban, industrial and crop residue sources; a broad assignment when one considers the variations in organic wastes that occur worldwide.

The TAC briefly discussed the IPNI proposal, concluded much could be done on chemical fertilizers in a short period of time and urged USAID to move ahead on the first component. The other two components would be deferred for further study.

To take advantage of the technology available from the United States, the role that TVA could and should play was sought. Although TVA had been actively supporting USAID programs since the mid-1960s, the TVA Board of Directors indicated that TVA could go no further without new legislation. Therefore, in 1974, the TVA Board suggested that the new initiative take on a separate form. TVA did, however, pledge its full cooperation and its fertilizer technology. It further offered a site at its Muscle Shoals location so that close cooperation between TVA's Organization of Agricultural and Chemical Development (OACD) and the new institution could be ensured.

By July 1975, an agreement had been signed with TVA, whereby TVA would defer to the newly formed IFDC all work dealing with fertilizers for the developing countries and, conversely, IFDC would not work on U.S.-focused issues. Information developed by IFDC would be available to entities in the United States only through TVA. Entities in other developed countries could be contacted by either or both organizations. …

Although a number of locations in developing countries were considered for IFDC, it was obvious that the opportunity to develop a site on TVA property had many advantages. First, it would be close to the TVA's OACD and would facilitate transfer of U.S. technology. Second, TVA had agreed to furnish IFDC, at cost, the raw materials (phosphoric acid, sulfuric acid, nitric acid, urea solution, etc.) needed for research activities. Thus, IFDC would not have to build its own chemical plants nor have to build storage for these materials. This arrangement produced a sizable saving in both plant cost and manpower.

Also, IFDC was able to contract with TVA for a number of other facilities and services, not the least of which was the ability to share the OACD Library (recognized at that time as the best working library on fertilizers in existence). IFDC had access to TVA's medical facilities and contracted for fire protection, security, grounds maintenance and other services. . . . In short, the TVA site possessed most of the ingredients necessary for IFDC to become fully operational in a short period of time and at a modest start-up cost.

Thus, IFDC was established in Muscle Shoals, Alabama, in late 1974. In July 1975, the international staff of TVA was transferred to IFDC to become the nucleus of the new organization. Construction of the IFDC complex was started at its present site in March 1976. Some facilities were occupied in late 1976, and the total complex was available for occupancy in August 1977.

USAID was the chief sponsor for the establishment of IFDC. The International Development Research Centre (IDRC) of Canada also functioned as a co-sponsor and, in fact, provided the first financing in the form of a startup grant (CDN $50,000) in late 1974. . . . Soon thereafter, USAID contributed to the start-up with a contribution of US $250,000 (Source).

At the time I joined IFDC in mid-1975, the IFDC staff worked in one of NFDC's older buildings until IFDC's own office building became operational in 1976. I initially worked in IFDC's Agro-Economic Division research program, focused on research to increase crops yields and increasing adoption and use of fertilizer; and later in the Outreach Division program, focused on training participants from developing countries on all aspects of fertilizer production, marketing, and use.

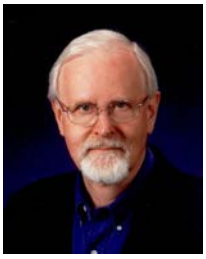
On occasion one had to deal with the public's mistaken misperceptions about fertilizer, such as the day a colleague and I were renting a car in Little Rock, Arkansas. The rental car agent asked my colleague, agronomist Ray Byford Diamond (died: 12/3/14), the name of his employer. Ray replied, telling the agent he worked for the "International Fertilizer Development Center," to which the agent replied: "Oh, you're the people who are trying to poison the world!" Ray responded, "No, we're the people who are trying to feed the world!"

On another occasion, a reporter with a local TV station in Florence, Alabama, just across the Tennessee River from Muscle Shoals, was doing an interview of IFDC's deputy director, Paul J. Stangel (6/30/29 - 6/26/12). Early in the interview Stangel was describing to the reporter how two out of every three bags of nitrogen fertilizer applied to paddy rice was lost due to volatilization (evaporation of the nitrogen as gas into the air), a problem IFDC was trying to address through research to develop a slow-release nitrogen fertilizer (e.g., SCU or sulfur-coated urea) and/or deep placement of urea briquettes in the paddy. At a later point in the interview, the reporter, not having understood the earlier explanation of nitrogen evaporating as a gas into the air through volatilization, asked Stangel the following question: "Now did you ever find those two other bags of fertilizer that were lost?"

In 1993, nearly a decade after leaving IFDC and working for several years under USAID-funded contracts as an employee or consultant, USAID's Bureau for Latin America and the Caribbean (LAC) offered me an opportunity to work with the Bureau's Office of Regional Sustainable Development (RSD) under an employment arrangement with USDA/FAS' Office of International Cooperation and Development, the successor organization to the International Agricultural Development Service that Lester Brown had headed within FAS nearly a quarter century earlier—hence a "near miss" close encounter with Brown.

However, on various occasions, Brown was one of the featured speakers at conferences I attended in Washington, DC. His earlier work, over a half century ago in India, with USDA/FAS, and since in his writings and advocacy work, were so prescient of the challenges the world yet faces in the wake of the global food price hikes of 2008 and the ongoing debate on how to achieve sustainable development in the context of the quacking pace of climate change.

Per Pinstrup-Andersen (4/7/39 – present)



Per Pinstrup-Andersen

The 2020 Vision is a vision of a world which by year 2020 will be free of poverty, hunger, and malnutrition and of a world where management of natural resources will be done sustainably. Can we reach this? Yes, we can. Will we? Depends on what we do between now and then. It is in our hands; it's in the hands of the people who can make the decisions to make it happen. It is a matter of priority, not a matter of whether it can be done or not.

Per Pinstrup-Andersen was the 2001 recipient of the World Food Prize and the catalyst behind the 2020 Vision Initiative implemented while he was Director of the International Food Policy Research Institute (IFPRI). His work over the years has contributed to agricultural research, food policy, and the uplifting of the status of the world's poor and starving citizens. Born in Bislev, Denmark in 1939, Pinstrup-Andersen was raised on a farm and worked several years as a farm laborer before earning agricultural economics degrees, a B.S. (1965) from the Royal Veterinary and Agricultural University (Copenhagen) and a M.S. (1967) and Ph.D. (1969) from Oklahoma State University.

In 1969, he began working as an agricultural economist at the International Tropical Research Center (CIAT) in Colombia, conducting research on economics and agriculture-, technology-, and nutrition-related public policy. On February 1, 1976, Pinstrup-Andersen joined the International Fertilizer Development Center (IFDC) in Alabama, serving as the first Director of the Agro-Economic Division until October 1977. This position involved research management as well as administrative and program responsibilities for all division activities. Focus areas were nitrogen and phosphorus efficiency in tropical soils, constraints to expanded fertilizer use among small farmers, fertilizer marketing and demand, and public policy. On leaving IFDC, he returned to Denmark to take a position at the Royal Veterinary and Agricultural University in Copenhagen until 1980.

From 1980-87, Pinstrup-Andersen was Director of the Food Consumption and Nutrition Policy Research Program at IFPRI but left that position for Cornell University, to serve as Professor of food economics and Director of the Cornell Food and Nutrition Policy Project until 1992. He returned to Washington, DC in 1992 to become the Director General of IPFRI until 2002. During this time, IFPRI became the leading think-tank on hunger issues, taking on numerous groundbreaking research projects, including breeding staple crops for higher nutrition, improving the effectiveness of food-for-education efforts, and computer modeling to determine the effects of government policies on child malnutrition and food security.

In 1993, Pinstrup-Andersen launched the 2020 Vision Initiative. This initiative, commenced at a time when leaders worldwide were convinced that biotechnological advances would ensure sufficient food supplies for the world's growing population, conducted a comprehensive and ambitious research and dissemination program on global food security. The 2020 Vision Initiative served to alert the world to potential food security crises in the 21st century, which did materialize just 15 years later with the food price spikes of 2007-09. By gathering and disseminating information on issues related to the production and provision of food, the 2020 Vision Initiative has engaged policymakers and researchers from around the globe in ongoing dialogue on the world's food security challenge. The Initiative has been instrumental in changing government food priorities, reversing a two-decade decline in donor support for agricultural research and development, and implementing projects that have improved the lives of the world's poorest citizens and reduced global poverty figures. Some highlights follow:

- Research and policy discussions in Pakistan and Egypt increased the effectiveness of food rationing and subsidy programs in those countries, and the initiative also advised aid distribution efforts in Malawi and Uganda.
- Since 1994, IFPRI has worked with Bangladesh's government in establishing and assessing the groundbreaking Food-for-Schooling program, by which parents receive food subsidies for keeping their children in school.
- IFPRI and 2020 Vision proposals to the World Food Programme supported more effective relief administration during the 1998 drought and ensuing famine that left more than 16 million people without food.
- By jumpstarting a new international round of food policy talks, the Initiative contributed to the organization of the 1996 World Food Summit, where decisions were reached that have reduced the hunger and suffering of over 8 million people.

Today, Pinstrup-Andersen is H.E. Babcock Professor of Food, Nutrition and Public Policy and Professor of Applied Economics at Cornell University, also holding positions as the J. Thomas Clark Professor of Entrepreneurship and Professor of Applied Economics at Cornell University and Adjunct Professor at the Royal Veterinary and Agricultural University (KVL) in Copenhagen and at Wageningen University in the Netherlands. He holds honorary doctoral degrees from universities in the United States, United Kingdom, Netherlands, Switzerland, and India. He is a fellow of the American Association for the Advancement of Science (AAAS) and the American Agricultural Economics Association (AAEA).

Pinstrup-Andersen has also served as AAEA president and Management Chair of the Science Council of the Consultative Group on International Agricultural Research (CGIAR). Under his leadership, this council conducted a review of priorities for international agricultural research in the coming decade, leading the CGIAR and its network of International Agricultural Research to develop a more focused set of research priorities, while also increasing collaboration among centers with a designated center taking the lead to head a crop- or topic-specific research program that is coordinated across the network of centers that participate in that research program. In 2006, Pinstrup-Andersen's research on armed conflict contributing to international terrorism and deterring development and food security was presented at the Charles Valentine Riley Memorial Lecture Series. His current research activities deal with the impact of globalization on poverty, food security, and nutrition.

Pinstrup-Andersen has written several books and hundreds of articles and papers, with his book *Seeds of Contention* (2001) now published in five languages. Norman Borlaug (see vignette), 1970 Nobel Peace Prize Laureate, credited Pinstrup-Andersen as "one of the most influential economists and policy makers today" and "an outstanding spokesperson for effective economic policies for transforming agricultural production of food deficit nations." His publications include *The African Food System and its Interaction with Human Health and Nutrition* (Cornell University Press, 2010) and *Food Policy for Developing Countries* (Cornell University Press, 2011), the latter co-authored with Derrill

Watson. Universities around the world have bestowed on him honorary doctorates and professorships. Also, he is the recipient of the Charles A. Black Award, the 2002 American Agricultural Economics Association Distinguished Policy Contribution Award, and the Danish Agronomy Prize.

Flight Log Memories: I first met Pinstrup-Andersen in Cali, Colombia in the fall of 1969. Per had recently begun working at the International Center for Tropical Agriculture (CIAT) and on this day was at the Universidad del Valle for a Spanish class with his tutor. My father had indicated that he had alerted Per that I would stop by after Per's class to meet him.

Later that year, when I was dating a project colleague (Sonia Gomez) whom I would marry in 1969, we occasionally visited Per and his wife Birgit at their home outside Cali. A little over six years later, as I neared finishing my doctorate at Iowa State University and interviewed for the Sociologist position at IFDC, I learned IFDC had hired Per as the director of the Agro-Economic Division, the division to which I was assigned when I landed the job.

During the short period (just 21 months) that Per was at IFDC, the focus of my work was on finishing a literature review on the adoption and diffusion of fertilizers in the developing countries. Also, during this period, we were exploring potential sites to translate that literature review into field research on farmer adoption and use of fertilizer. In this regard I traveled to Brazil and the Dominican Republic to assess the potential to collaborate with several research institutions on fertilizer adoption and use studies. We were successful in placing Christina Gladwin, a Stanford University graduate student in economics, on a field study of fertilizer adoption and use in the highlands of Guatemala.

Christina Gladwin (2nd from right) and Kerry Byrnes (far right) interviewing a Guatemalan farmer (photo from a 2/24/80 *Florence Times* article, p. 17) (courtesy IFDC)

However, for me, no such research projects materialized with any institution in these countries. The possibility of collaboration with the Superior Institute of Agriculture (ISA) in the Dominican Republic fell through when that country was hit by a hurricane. Further, I had not had made much progress in getting a sociological perspective integrated into the design and implementation of a field-based project that IFDC's economists were implementing on fertilizer use in Indonesia and Bangladesh.

Success on this front was hindered by the challenge of trying to incorporate sociological variables into my economist colleague's economic models. Just as one example, one of my economist colleagues was working on the development of an economic model that, consistent with economic theory, assumed that the objective of a farmer using fertilizer would be to apply the amount of fertilizer required to maximize profit. The model had "umpteen" variables (I seem to recall that the model had 37 variables), one of which was the farmer's attitude toward change which the model simply assumed to be "neutral" or "unknown"—and my economist colleague had no interest in including an empirical measure for this variable or, indeed, any of the sociological variables that I proposed would be of interest to measure.

On another occasion, I argued that the farmer's ability to adopt and use fertilizer would depend on the commercial availability of fertilizer to the farmer; hence I proposed that our research on the adoption and diffusion of fertilizers look at variation across villages in their level of commercial development (e.g., availability of a commercial supplier of fertilizers and other agricultural inputs). My argument was based on prior research that sociologist Frank W.Young had carried on the concept of differentiation. However, I had no success in convincing my economist colleagues to allow me to build collecting data on this variable into the data collection process that was moving ahead at the field level in Bangladesh.

With these frustrations of trying to collaborate as a sociologist with my economist colleagues in IFDC's Agro-Economic Division, I welcomed the opportunity that arose in the spring of 1979 for me to switch to IFDC's Outreach Division where I began helping IFDC to design, conduct, and evaluate fertilizer-related training programs under a grant from the United Nations Development Programme (UNDP). This move also opened the door for me to start getting out to the field in various capacities as the following list of short-term assignments demonstrates:

1979 - **Bangladesh**—collaborated with Outreach Division colleague in conducting a study of the equity impact of fertilizer use for USAID/Bangladesh Fertilizer Distribution Improvement Project with the Bangladesh Agricultural Development Corporation (BADC)

1979 - **Dominican Republic**—reviewed a small farmer fertilizer marketing study and assessed potential for studies on fertilizer adoption

1979 - **Colombia**—collected data for a phosphate fertilizer market study

1980 - **Philippines**—visited FAO fertilizer trial sites

1980 - **Mexico**—attended the V World Congress of Rural Sociology, held in Mexico City, to present a paper on "A Social Action Perspective on Small Farmer Agricultural Development"

1980 - **Kenya**—participated as assistant program manager and lecturer in 1st IFDC Fertilizer Use Efficiency Training Program for the African Region

1981 - **Upper Volta**—met with SAFGRAD and IITA Farming Systems Research staff to explore research collaboration on farmer use of phosphate rock

1981 - **Mali**—developed a proposal for socioeconomic research component of farm-level trials of phosphate rock

1981 - **Senegal**—met with WARDA to review the status of Sulfur-Coated Urea (SCU) trials and a study of farmer preference for SCU as compared with urea

1981 - **Thailand**—served as Alpha Fertilizer Marketing Simulation leader and lecturer in 2nd IFDC Fertilizer Marketing Training Program for the Asian Region

1982 - **Nigeria**—served as lecturer and Alpha Marketing Simulation case study discussion leader in 1st IFDC Fertilizer Marketing Training Program for the African Region

1982 - **Indonesia**—served as program manager, Alpha Fertilizer Marketing Simulation leader, Green Revolution Game manager, and lecturer in 3rd IFDC Fertilizer Marketing Training Program for the Asian Region

1983 - **Bangladesh**—served as assistant program manager, Alpha Fertilizer Marketing Simulation leader, Green Revolution Game manager, and lecturer in Fertilizer Marketing Management Training Program for the Bangladesh Agricultural Development Corporation (BADC)

1983 - **Pakistan**—served as a consultant to FAO for Alpha Fertilizer Marketing Simulation Training Program in FAO/National Fertilizer Development Corporation (NFDC) Fertilizer Marketing Management Training Program

1983 - **Indonesia**—conducted the Alpha Fertilizer Marketing Simulation for P.T. PUSRI

1983 - **Mali**—supervised coding and preparation of draft report on a socioeconomic study of phosphate rock trial farmers

1984 - **Colombia**—conducted the Green Revolution Game and mini-course on "*Comunicación Eficaz*" in CIAT's 1st International Workshop on Seed Marketing in Latin America and the Caribbean.

My training-related work at IFDC would pay off just a few years later when I worked with Robert Morris (see vignette) in the Management Communication for Development seminars that Morris was conducting through his Management Training and Development Institute (MTDI).

By early 1984, it was becoming increasingly clear that my short-term assignments for IFDC over the previous four years had not led to any success in landing a posting with IFDC on an overseas project. I came close to achieving that in early 1984 when IFDC proposed my name to USAID/Bangladesh to fill the Dealer Development Training position on the USAID Fertilizer Distribution Improvement Project. While the USAID project officer (Dean Alter) approved my nomination, some BADC bureaucrat nixed my nomination, apparently based on thinking an agronomist would be more qualified to design and implement a Dealer Development Training program than a sociologist, in spite of my strong track record supporting the development of IFDC's training programs.

In early 1984, after I had made a trip to the Philippines to plan IFDC's next Fertilizer Marketing Training Program for the Asian Region, I learned that IFDC had made plans not to include me on the three-person IFDC team for that next course in the Philippines. This, plus other factors, led me to decide in the spring of 1984 that my career would not go anywhere by staying at IFDC, so I started looking for a new job. The search proved successful when the U.S. Agency for International Development (USAID) offered me a position as Agricultural Institutions Analyst in the Rural and Institutional Development Division of the Bureau for Science and Technology. I began that job in late November of 1984 as an employee of the Graduate School USDA.

Just a little over ten years later, on June 13, 1995, my father (Francis Byrnes – see vignette) and I attended the rollout conference – "The Vision, Challenge and Recommended Action"–of the 2020 Vision Initiative of the International Food Policy Research Institute (IFPRI). At this event IFPRI launched its program to disseminate the research findings and recommendations emerging from the 2020 Vision Initiative. Near the end of that first day's sessions, and having been impressed by the scope of this initiative and what it was delivering, I predicted to my father that, because of Per Pinstrup-Anderson's leadership on this initiative, he would one day be honored with The World Food Prize – and that prediction came true six years later in 2001.

Richard Leander Sawyer (3/17/21 – 3/9/15)

In my opinion the sweet potato had a greater potential than any other major world food crop for much of the world's land and people in the future. As population increases, more marginally productive land will come into use by farmers with scarce investment resources. Under such conditions, the sweet potato has a greater potential than any other commodity in the CGIAR [Consultative Group on International Agricultural Research] system.

Richard Sawyer, a Maine native, took a difficult path to becoming a world leader in research to develop and improve the quality and productivity of potatoes as a basic food crop for the world. "While a prisoner of war in Nazi Germany, Sawyer subsisted on stolen seed potatoes. This experience prompted his interest in the vegetable as a potential lifesaver for the hungry worldwide" [Ruth Adamo Wilton, *The Lewiston (Maine) Daily Sun*, September 8, 1991]. On regaining his freedom and returning home, Sawyer earned a degree from the University of Maine at Orono in 1949. Nearly 30 years later, in 1976, Sawyer returned to his *alma mater* to receive an honorary degree of Doctor of Science. After completing his B.S. in 1949, Sawyer earned a Ph.D. at Cornell University in 1953 and joined the Department of Vegetable Crops at Cornell, by 1965 rising to Professor in Vegetable Crops. In 1966, he accepted a position as Professor of Horticulture at North Carolina State University (NCSU), soon becoming involved with a USAID-funded NCSU project that held potential to lead to an assistance program for the major food crops of Peru.

After an initial three-month assignment in Peru, the university asked him if he would be interested in heading up a potato development program in Peru, if NCSU should receive funding.

> When the definite offer came from NC State I had already accepted a [United States Agency for International Development (USAID)] horticultural position in India and was preparing to transfer there. My previous work with NC State in Peru influenced me to accept – and the necessary changes were made with USAID. I left Cornell on September 30, 1966 and started work on October 1, 1966 in Peru as a Full Professor in the Horticultural Science Department at NC State (Richard Sawyer, personal communication).

From the day Sawyer arrived in Peru, he recognized the potato's importance. Some key potato facts:

- As of 1991, potatoes were being produced in 130 of the world's 167 independent countries;
- By the 1980s, the potato was the fourth most important crop for the human rice, with an annual production of over 300,000,000 metric tons worldwide;

- An acre of potatoes yields almost as much food as two acres of grain;
- The potato yields more nutritious food more quickly on less land and in harsher climates than any major crops such as wheat, corn or rice;
- The potato is packed with protein and vitamin C, potassium, iron and magnesium;
- While eaten by people everywhere, in some parts of the world, the potato is the major component of the diet; and
- With substantial inputs, potatoes produce high yields; however, even at low input levels and intensive labor, potatoes provide a suitable return for subsistence farmers.

The importance of the potato to Sawyer was quickly impressed on one of his NCSU colleagues, the late Arthur James Coutu (9/14/24 - 4/4/12), an agricultural economist already working with NCSU in Peru. On the day that Sawyer arrived in Peru, Coutu met him at the Lima airport and was driving Sawyer to his new residence in Lima. Along the way, Sawyer stated: "I guess I should tell you the real reason why I came to Peru." Coutu asked "And what would that be?" to which Sawyer replied: "I came to Peru to establish an International Potato Center" (Art Coutu, personal communication).

While serving as NCSU's leader of the potato program in Peru until 1971, Sawyer also had his eyes set on establishing an International Potato Center—and he succeeded, as reported in a February 2011 letter that Sawyer sent to Dr. John Dole, Professor and Head of the Horticultural Science Department of NCSU:

> I was the initiating and founding Director General of the International Potato Center (CIP) [in 1971] and served as its Director General for 20 years. NC State made this possible and supported me in the progress needed for this to take place. For example, NC State Chancellor Joab Thomas co-signed the initial Charter of CIP with Peru's President Belaunde (Richard Sawyer, personal communication).

In 1972, the *Centro Internacional de la* Papa (CIP) was invited as the newest member of the growing network of international agricultural research centers (IARCs) sponsored by the Consultative Group on International Agricultural Research (CGIAR), a consortium of more than 45 countries, international and regional organizations, and private foundations providing funding to support agricultural research carried out by the IARCS.

Sawyer's leadership of CIP nurtured the development of a worldwide network of researchers focused on improving the quality and productivity of potato-related crops (e.g., sweet potato). One of the important functions of CIP has been collecting and evaluating potato germplasm (both cultivated and wild) which has been made available to potato breeders around the world. An interesting example of this work was reported in 1981 when the head of CIP's Taxonomy Department wrote that he was convinced of:

> the existence of some still undescribed species [of potato] such as the one I am presenting here under the name of *Solanum sawyeri* in honor of Dr. Richard Leander Sawyer, promoter and founder of The International Potato Center located in Lima, Peru. *Solanum sawyeri* is acclimated to the warm humid tropics of Southern Peru. It grows in forests of the low land regions of the Eastern province of Urubamba in the Department of Cusco and there might serve as a source of breeding material for those who want to select potato cultivars for the lowland tropics (C. Ochoa, *SOLANUM SAWYERI*, A New Wild Potato Species from the Peruvian Tropics," *American Potato Journal*, 1981, Vol. 58, pp. 649-652).

After working with CIP, Sawyer took on other assignments, including serving as the initial President of Fundación Perú; chair of the International Board for Soil Research and Management (IBSRAM); member of the advisory panel of the Peruvian agribusiness institution APUKI; and consultant to Michigan State on the ABSP biotechnology project.

His career in agricultural research and agricultural research management garnered numerous honors, including the Leonard H. Vaughn ASHS Award in 1957; an honorary Doctor of Science, University of Maine, 1976; Honorary Professor, Chinese Academy of Agricultural Sciences, Peking, 1990; Life Achievement Award, Potato Association of America, 1990; Doctor Honoraris, Universidad Nacional Agraria La Molina, Lima, 1996; and Professor Principal Honorario, Universidad Nacional de San Agustin, Arequipa, 1996. Sawyer passed away on March 9, 2015.

Flight Log Memories: In May of 1989, I was on assignment in Bolivia, helping to write a monitoring and evaluation plan for the USAID/Bolivia Child Health Project, and a scope of work for developing case studies of farmer organizations assisted by the Private Agricultural Producer Organizations (PAPO) Project.

During that assignment or shortly before, I learned that Manuel Piña, Jr., who had joined CIP in 1978 as the Head of Training and Communication, was planning to leave that position and return to Texas A&M University. With the prospect that I might be the right person for this job, I arranged to return home with a side stop in Lima, Peru – and contacted Manuel to ask him to set up an appointment for me to visit the CIP facilities, meet CIP staff, and interview for the job with CIP Director General, **Richard Sawyer**.

Prior to the appointed time to meet with Sawyer, Manuel gave me some advice, cautioning me that Dr. Sawyer was very direct (that is, didn't beat around the bush), so I should be prepared to respond to his questions frankly and truthfully. Not more than a few minutes after entering Dr. Sawyer's office and exchanging some pleasantries, he immediately hit me with the one question that I remember him asking me during the whole interview: "Why would anyone in their right mind want to work at CIP?"

I responded along the lines that I realized that Peru was yet going through a difficult time in dealing with the Shining Path group of terrorists responsible for kidnappings, bombings, and various other acts of terror. However, I viewed that as a secondary concern to my primary interest in identifying an opportunity to work in a developing country with an international agricultural research center such as CIP.

I noted that I already had worked from 1975-84 with the International Fertilizer Development Center (IFDC) where I had been heavily involved in developing, conducting, and evaluating fertilizer-related training programs. The interview ended with Dr. Sawyer expressing his appreciation that I had taken the initiative to come to Lima to visit CIP and get my interest in working with CIP on the center's radar screen. CIP was most gracious in offering me lodging for the night in the CIP dormitory until it was time to get back to the Lima airport to catch my flight to Miami and onward to my home in the Washington, D.C. area.

As things turned, over the summer and fall of 1989, I explored the possibility of working with Chemonics International as Agricultural Research, Extension, and Education Advisor on a USAID project on which Chemonics was bidding. USAID selected Chemonics for the project and in October 1989 I began to work with Chemonics on the USAID-funded Agriculture and Rural Development Technical Services (LAC TECH) project, providing advisory services to USAID missions in the Latin America and Caribbean (LAC) region and to the Office of Rural Development in the Agency's Bureau for Latin America and the Caribbean.

Soon I was traveling on short-term assignments to various LAC countries including most frequently to Peru, where the Mission requested my assistance in figuring out (1) how to respond to a Government of Peru initiative to privatize the coastal experiment stations of the National Agricultural Research Institute (INIA); and (2) how to help a USAID-assisted foundation (FUNDEAGRO) to become sustainable beyond the life of the project that was funding FUNDEAGRO.

I made two trips to Peru in 1992 to provide the following assistance: (1) researching and writing a report titled "'Forward to the Past'—Mobilizing Peru's Private Sector through the Agricultural Experiment Station Foundation: Key Constraints and Action Options"; (2) designing and conducting a workshop on privatizing INIA's coastal experiment stations; and (3) developing an action plan to revise the strategic plan for FUNDEAGRO (a private agricultural development foundation) and write a proposal to establish an endowment for FUNDEAGRO.

In January 1994 USAID/Peru invited me to return to Lima to collaborate with Fundación Perú, a recently established foundation launched with Richard Sawyer as its President. On this assignment, I prepared an "Assessment of 'Privatization' of INIA Coastal Experiment Stations: Proposed Feasibility Study on the Sustainability of a Coastal Agricultural Research and Extension System." Interestingly, while I was back in Peru and working with Richard Sawyer, the institutional base was not CIP as an IARC but rather Fundación Perú. Based on my proposal for conducting the feasibility study on privatizing INIA's coastal experiment stations, USAID provided funds to Fundación Perú to carry out the study.

I returned to Peru in January 1994 to provide comment to USAID/Peru and Fundación Perú on the feasibility study: *Estudio de Factibilidad para la Instalación y Operación de Una Red de Estaciones Experimentales Privadas-REEP en La Costa del Peru*. While the Fujimori administration privatized some of the coastal experiment stations, the next government subsequently "repatriated" those stations back into the public sector. When one looks back on such events with reflection, what can one say but that so goes life almost predictably in the developing world!

But one thing puzzled me during my first meeting with Sawyer back in 1989. On returning home, I told my father, Francis Byrnes (see vignette), how my interview with Sawyer had gone but that something about him as the Director General of the International Potato Center (CIP) in Peru very much reminded me of Robert Chandler (see vignette) who had been the original Director General of the International Rice Research Institute (IRRI) in the Philippines. My father responded: "That's easy – they sound the same because they're both from Maine!" Well, even if Sawyer has a Maine accent, he inspired the creation of the International Potato Center (CIP) and, prior to his death in 2015, had been working on documenting that experience in a paper titled "A History of The International Potato Center."

As things turned out, the job with Chemonics that materialized later in 1989, a few months after I had interviewed with CIP, lasted approximately four years until USAID's Bureau for Latin America and the Caribbean offered me an opportunity in the summer of 1993 to work with the Bureau under an agreement with the Foreign Agricultural Service of the U.S. Department of Agriculture (USDA).

For the next 19+ years, as a USDA employee, I worked with USAID's LAC Bureau, until the Bureau offered me a new opportunity in the summer of 2012 to continue working with the Bureau as a USAID direct hire under the Foreign Service Limited (up to 5 years) program. It was somewhat a curious situation to finally be an Agriculture Development Officer as a USAID Foreign Service Office after working 19+ years with the USDA Foreign Agricultural Service – and all this time (21+ years) still being based in Washington, DC!

But the point to be made, as the old adage goes, is not that "they also serve who sit and wait" but rather that, even as I searched and waited for opportunity to work on agricultural development in a developing country, I was able to find a way to work in this field for a quarter century even as I was based in some office at Chemonics, USDA, or USAID, plus having frequent opportunities to travel to countries throughout Latin America and the Caribbean to carry out short-term assignments on agricultural development issues.

Albert Linwood Brown (8/7/22 – 9/27/2000)

Kerry, as an advisor, USAID pays you to give advice, not for USAID to take it.

Albert Brown was not only a "giant" among *Development Leaders* but also, at 6'4", a "giant" who early on got the nickname **Scaff** (like a building's "**scaff**olding"). His 40-year career in international agriculture and rural development included 19 years with the U.S. Agency for International Development (USAID), including its predecessor, the International Cooperation Administration (ICA), and 16 years as a senior manager in three private consulting firms.

After finishing his B.S. (1947) and M.S. (1948) in agriculture at the University of Arizona, Scaff worked at the University of Arizona and Arizona Agricultural Experiment Station (Tucson) as an assistant range ecologist and instructor in ecology, range management, and forestry, carrying out research on grazing systems, noxious plant control, and range revegetation. His first international assignment was in Mexico, working with the U.N. Food and Agricultural Organization (FAO) (1954-55), introducing high-yielding forage varieties and technology on irrigated pasture and native range. From 1955-59, Scaff worked in Colombia as a livestock advisor and Deputy Chief, Agriculture Division, U.S. Overseas Mission (USOM) to Colombia, serving both as extension advisor to the Cauca Valley Corporation and manager of U.S. agricultural assistance. U.S. development assistance during this period was delivered by the International Cooperation Administration until 1961 when USAID established.

From 1959-66, Scaff served as Chief, Agriculture and Rural Development (initially ICA, then USAID) in Latin America (Honduras, Guatemala and Brazil) and Washington, D.C. He was responsible for planning, negotiating, and managing country agricultural programs. Then, from 1966-69, he was Assistant Director and then Director of the Office of Institutional Development, Bureau for Latin America and the Caribbean (LAC), managing Bureau staff in agriculture, industry, health, education, labor, nutrition, population, cooperatives, and community development. He also participated in management and policy conferences, supervised development of position papers and strategy documents, served on loan and grant review boards dealing with 21 programs and $400 million annually, and directed 45-60 regional projects with an annual budget of $18 million.

From 1969-80, Scaff was Vice President (International) of the American Technical Assistance Center (ATAC)/General Research Corporation, where he was responsible for business development and the performance, staffing, and management of research, training, and consulting contracts. Major activities in Latin America, the Caribbean, Africa, Asia, and the Middle East included feasibility studies, development of program strategies, program and project identification and design, development of evaluation systems, and agricultural and rural sector analysis. This entailed initiatives in agricultural production systems, agrarian reform, marketing, agribusiness/industry, rural organizations and farmer associations, development and utilization of specialized manpower, and rural communications.

From 1980-85 Scaff served in USAID/Washington as Chief of the LAC Bureau's Rural Development Division, managing the technical staff for a $1 billion agricultural development portfolio and backstop-ping a field staff of 60 agriculturists and 17 country, sub-regional, and regional offices. Scaff provided support for program and project design, implementation, and evaluation; policy development and program guidance; personnel and contractor selection and development; and liaison with agricultural and rural development agencies of other countries, other U.S. Government branches, other donors, client and constituency groups, and development professionals, leading the LAC Bureau's agricultural portfolio and guiding it toward increased attention to agricultural productivity, export expansion, land use management, and increased access of beneficiaries to productive assets by programs emphasizing policy formulation, private marketing, commercial land markets, and owner-effort conservation.

In addition to supervising and managing USAID's largest and most diverse program in the LAC region, Scaff was the LAC Bureau's representative to the council that produced the Agency's agricultural policy and strategy papers, and the drafter of the LAC regional agriculture and rural development strategy. Further, he contributed to the original Presidential Agricultural Task Force (PATF) Mission to Central America and the Caribbean, which mission is credited with concepts included in the Caribbean Basin Initiative and subsequent PATFs. Scaff also drafted the terms of reference and procedures used by the PATF to Peru which was followed by subsequent PATFs to Honduras and Ecuador, providing orientation and debriefing to all three missions. The strong private sector orientation of these PATFs had a significant impact on agricultural policies in all three countries.

During this period, Scaff also served as a member of the Agency's Agricultural Sector Council and the Joint Committee on Agricultural Research and Development (JCARD), and its Executive Committee. He was the alternate LAC representative to the Board for International Food and Agricultural development (BIFAD) as well as the Bureau's liaison with Title XII universities. He drafted reports for the National Bipartisan Committee on Central America (known as the Kissinger Commission) on agricultural and rural development in Central America and on USAID agricultural development strategies for the region.

Overall, Scaff refocused the agricultural orientation of the LAC Bureau's agricultural programs from a primarily public sector, equity-oriented objective toward a strong emphasis on growth and income, with programs increasingly implemented through private organizations. This was achieved by chairing the committee that drafted the private sector section of USAID's agricultural policy document. He also upgraded and reoriented his Division's staff by recruiting an agribusiness advisor, crop and livestock advisors, and a marketing specialist with private sector development experience. Scaff worked with his staff to identify potential collaborators in the U.S. private sector, including production and marketing associations to provide market information, feasibility studies, and technical assistance. He supported LAC field Missions by organizing agribusiness seminars in five LAC countries and supporting USDA agribusiness conferences held in Miami in 1983 and 1984. Further, collaborating with FAO, he explored the possibility of expanding the European-based agricultural market news service to serve the LAC countries, in the process identifying two other services, sponsored by USDA and the Organization of American States (OAS).

From 1985-86, Scaff served as Director of International Management Consulting with Coopers and Lybrand, Washington, DC, managing that division and an agribusiness development project in Spain, designing a regional agricultural strategy for USAID's Regional Office for Central American Programs (ROCAP), and evaluating an agricultural policy and institutional development project in Peru. He also participated in the evaluation of a research, education, and extension project in Peru and the development of a long-range plan for the Pan American Agricultural School in Honduras.

Then, from 1986-89, Scaff was Deputy Director of the Chemonics International Consulting Division, helping to direct the firm's international consulting activities, including oversight of staff compliance with Chemonics' administrative and management procedures. He managed central projects and coordinated quick response projects [Indefinite Quantity Contract (IQC) delivery orders and small contracts], and carried out field assignments, including working on agricultural sector strategies in Honduras, Jamaica, Bolivia, Eastern Caribbean, and Sudan. He participated in the design and evaluation of technology generation and transfer projects in Peru, Ecuador, El Salvador, and India. During this period, he prepared a guidance manual on designing agricultural sector strategies for the Rural Development Division, Office of Development Resources, Bureau for Latin America and the Caribbean (LAC/DR/RD).

From 1989-92, Scaff served as Agricultural Policy Advisor on the Agriculture and Rural Development Technical Services Project (LAC TECH), assisting the LAC Bureau and Missions in analyzing rural development and agricultural policies, identifying policy issues, and developing strategies for policy reform and non-project sector assistance programs. He drafted a Central American agricultural strategy and non-project sector assistance concept papers for USAID/Ecuador on research, extension and education and for USAID/Guatemala on irrigation; and prepared monitoring and evaluation systems for agricultural policy (Honduras) and PL-460 local currency (Guatemala) projects.

In 1992, Chemonics moved Scaff to Agricultural Development Specialist in the Technical Support Group, where he performed short-term assignments, including consultation, sector assessments, project designs, project evaluations, project management planning, and new business development. Assignments carried out in the developing countries included: Egypt – Agricultural Policy Analysis Project Review; Botswana – Natural Resource Management Project Amendment; Honduras – Design of National Environmental Trust Fund project; Pakistan – Evaluation of Management of Agricultural Research and Technology (MART) project; Bolivia – Development of a Monitoring and Evaluation Plan and design of the Tropical Forestry Project; Morocco - Water Resources Management (preparing response to Competitive Range Questions); and Tunisia - Management Training for the Private Sector. For the home office, he wrote the Technical Proposal for an Indefinite Quantity Contract in Agricultural and Food Resources, and prepared Operating Manuals for Management of IQC Delivery Orders, Project Design, and Project Evaluation. At the time of his retirement in 1994, Scaff was Executive Vice President of Chemonics, after which he continued to live in Northern Virginia (Rosslyn) until his death in 2000.

Flight Log Memories: I first met **Albert "Scaff" Brown** in 1986, shortly after he had joined Chemonics, while I was working on a consulting assignment in Panama with the Ronco Consulting Corporation. The assignment was to evaluate the USAID/Panama Agricultural Technology and Transfer (ATT) Project being implemented by Chemonics International.

At the time, Scaff was the Deputy Director of the Chemonics International Consulting Division and was in Panama to keep an eye on how the Ronco consultant team was evaluating the ATT project. On this assignment, I found myself leading a team of seasoned agricultural professionals – and "giants" in their respective fields – including Ulysses Jerry Grant (12/31/20 - 11/1/87), the first Director General of the International Center for Tropical Agriculture (CIAT) in Colombia; John Bennett "Jack" Claar (born: 8/9/22) (then Director of the Illinois Cooperative Extension Service); and Robert K. Waugh (8/30/18 - 5/17/06), a pioneer in farming systems research and extension as a strategy for developing and transferring agricultural technologies to small-scale farmers.

My contact with Scaff primarily revolved around discussions about how our team was conducting the evaluation and what were the substantive findings and conclusions that were emerging. However, Scaff also took an interest in me, asking about my background and career interests and goals.

It was a great surprise three years later, in the fall of 1969, when I walked into a job interview at Chemonics and found Scaff was a member of the team interviewing candidates for the position of Agricultural Research, Extension and Education Advisor for the USAID/LAC Bureau LAC TECH project on which Chemonics would bid and then won.

When I reported for work on my new job, I learned that Scaff also would be working on the project as the Agricultural Policy Advisor. While each of the project's team of advisors basically worked on assignments in his field of expertise, with my office next door to Scaff's office, I was afforded easy access to Scaff whenever I felt the need to seek his counsel and guidance, which he always kindly provided.

My initial Washington, DC-based assignment on the LAC TECH project, when not on a field assignment to one of the LAC countries, was to review USAID-funded agricultural research, extension, and education projects in the LAC region. On several occasions, I visited with Scaff to ask him about his experience with the Servicio Técnico Interamericano de Cooperación Agrícola (STICA) which was an early U.S. Government-funded program to provide agriculture-related assistance to the Latin American countries in the 1940-50s.

Interacting with Scaff stimulated my understanding about the difference between a research agenda for agriculture that is demand-driven compared to one that is supply-driven, the latter being an agenda largely focused on increasing crop yields. Out of various conversations with Scaff grew the idea to conduct an assessment of projects where USAID had provided support for the development of private sector-based research organizations in the LAC region.

Examples of such organizations were: the Jamaica Agricultural Development Foundation (JADF), the Honduran Agricultural Research Foundation (FHIA) in Honduras, and FUNDAGRO in Ecuador. USAID granted me approval to look at two of these USAID-funded organizations (FUNDAGRO and FHIA) and two organizations (FEDECAFE in Colombia and Fundación Chile) that conducted agricultural research but had not been funded by USAID.

Near completing this assessment, titled the "Sustainable Private Agricultural Research in Latin America and the Caribbean (SPARLAC)" study, I grew increasingly frustrated by two USAID officers (Bill Goodwin and Dave Gardella, both deceased) who, for various reasons and despite the revisions I made in the report to respond to their concerns, refused to clear on the report for distribution. At wit's end, I went to Scaff to seek his counsel and guidance on what to do. After long discussion, Scaff gave me the following advice that I've never forgotten: "Kerry, as an advisor, USAID pays you to give advice, not for USAID to take it."

There was, however, a silver lining in the frustrations I had experienced over the SPARLAC study – and that was that the experience sparked my interest in developing a workshop to train NGOs (non-governmental organization on how to develop an output-oriented (or objective-oriented) budget; use that budget to calculate, track, and manage the NGO's overhead rate; and use this rate as a basis to negotiate with a client (e.g., donor) to allow a project administration fee more in line with the NGO's actual overhead rate, thereby helping the NGO to more fully cover its indirect costs.

As I learned from Scaff and my Chemonics colleague, Emilia Roberts, the key to developing an output- or objective-oriented budget is the concept of the "crosswalk matrix" which Scaff and I discussed in a series of emails that I used to prepare the following explanation of the "crosswalk matrix":

> The origin of the "crosswalk matrix" can be traced to a managerial tool known as the Program Planning Budgeting System (PPBS). PPBS is not an office or an organization, but a method for objective-oriented planning and budgeting. The most famous use of PPBS was in the Department of Defense (DOD) during the tenure of Secretary of Defense Robert McNamara [see vignette]. PPBS also was applied to the USDA by McNamara's colleague Orville Freeman during the latter's tenure as Secretary of State for Agriculture. The

basic concept of PPBS is to decide what you want to accomplish (the objectives) and design a program or programs to achieve each objective.

When PPBS (or program budgeting) was introduced, most agencies operated on the basis of a line item budget which provided the agency with funds in "object classes" (e.g., salaries, benefits, contract services, per diem, transportation, commodities, etc.) which were used by the agency administrators to maintain their staff and facilities and do what they staff felt was necessary. But there was no way for an administrator to get hold of the program, redesign it to meet clearly defined objectives, and then justify it to a Congress which was happy with the on-going program and the control of a budget which they understood; there was no program accountability, just administrative accountability.

The term "crosswalk matrix" was coined to demonstrate how the program budget related to the line item budget. In essence, the "stubs" (or rows in the program budget) are from the line item budget, and the columns are headed by the program's objectives. The dollars dedicated to salaries and other costs are distributed across the objectives, and you end up with a program budget that is the same size, and maybe the same composition, the line item budget, but now you know what you expect to accomplish. Accountability is established in terms of meeting objectives -- not just spending money for certain "object classes."

The basic idea is to demonstrate where money or manpower comes from, and to where it is being distributed. Whole books have been written on PPBS, but the basic principle is simple: decide on an objective and a way to get there, then redistribute the budget and manage the program to achieve the objective.

Based on the "crosswalk matrix" concept, Emilia and I developed a case study of a hypothetical NGO — the Fundación para la Agricultura y el Medio Ambiente (FAMA) — actually based on a real NGO, including both an "object class" or input-oriented budget and the "program" or output-oriented budget that resulted from applying the "crosswalk matrix" concept to the input-oriented budget.

The FAMA case study and budget were then used as the core materials for developing a three-day "Organizational Management for Sustainability (OMS)" workshop having four modules: financial and administrative systems development, communication systems development, new business development, and human resources development.

We initially piloted the OMS workshop as a two-day workshop in Lima, Peru for 16 participants from eight Peruvian NGOs. The positive ratings of the workshop by the participants led to expanding it to a three-day format and, between 1994 and 2012, conducting the workshop twelve times in seven countries: 1995 (Dominican Republic, Peru, Honduras, Jamaica, Nicaragua, Bolivia, and twice in Colombia); 1998 (Dominican Republic); 1999 (Colombia); 2007 (Nicaragua); and 2012 (Paraguay).

But Scaff was not all work and no play. Beyond submitting his trip reports after an assignment, he also shared his notes about the places he had visited and things that he had seen. He also was an avid collector of recipes and shared those with his colleagues. But, unfortunately for the LAC TECH Project, Chemonics decided in the early 1990s that a new Chief of Party was needed on a project (funded by USAID) that Chemonics was implementing in Egypt, Chemonics reassigned Scaff to work on that project in Cairo.

After Scaff's departure for Cairo, I didn't see him again until the late 1990s. A few years before, in 1993, USAID's LAC Bureau offered me opportunity to take a position with the Foreign Agricultural Service of the U.S. Department of Agriculture, employed as a USDA PASA working directly with USAID. While my office initially continued to be at Chemonics, USAID's decision to end the LAC TECH II contract with Chemonics, due to a funding shortage, led USAID to ask USDA to provide office space for the project's several PASAs. USDA moved the PASAs to USDA

offices in Rosslyn, Virginia, just across the Potomac River from Washington, DC, an even better location for me as it was just down the street from the building where my father (Francis Byrnes – see vignette) worked with Winrock International, thus facilitating our carpooling between Rosslyn and our respective residences in Reston.

One day, possibly in the late 1990s, I left my office in Rosslyn to go up the street to catch the shuttle over to the State Department and ran into Scaff. By this time, Scaff had retired from Chemonics, and he and his wife Ana María were living in an apartment in Rosslyn. Scaff was out for his daily walk and we briefly chatted to catch up on our respective lives. This, unfortunately, was the last time I saw and talked with Scaff.

Sadly, not too long after that encounter, the *Realm of Development Leaders* lost one of its most distinguished members with Scaff's passing on September 27, 2000.

Recently, Scaff's wife, Ana María, reflected on the "greatest lesson Scaff left me - There are no bad people and there is no bad weather – he never failed to find the good in everyone and everything."

Albert "Scaff" Brown

"Don't worry about it; I'll take care of it."

Norman Ernest Borlaug (3/25/14 – 9/12/09)

If you desire peace, cultivate justice, but at the same time cultivate the fields to produce more bread; otherwise there will be no peace.

Norman Borlaug: A Lifetime Fighting Hunger

Norman Borlaug came to be recognized as "The father of the Green Revolution" and "The Man Who Saved A Billion Lives." Borlaug's professional career began in 1942 when he earned a Ph.D. in plant pathology and genetics from the University of Minnesota, after which the Rockefeller Foundation hired him to conduct agricultural research in Mexico. There he developed semi-dwarf, high-yielding and disease-resistant wheat varieties that were introduced to farmers in Mexico, Pakistan, and India. By 1963 Mexico had become a net exporter of wheat, with wheat yields in India and Pakistan nearly doubling between 1965 and 1970. The dramatic yield increases resulting from Borlaug's research came to be known as the Green Revolution, and Borlaug was credited with saving over a billion people worldwide from starvation. In 1970 the Nobel Peace Prize was awarded to Borlaug to recognize his contributions to world peace through increasing the world's food supply.

> Norwegian officials notified [Borlaug's] wife in Mexico City at 4:00 am, but Borlaug had already left for the test fields in the Toluca valley, about 40 miles (65 km) west of Mexico City. A chauffeur took her to the fields to inform her husband. According to his daughter, Jeanie Laube, "My mom said, 'You won the Nobel Peace Prize,' and he said, 'No, I haven't.' ... It took some convincing ... He thought the whole thing was a hoax." He was awarded the prize on December 10. In his Nobel Lecture the following day, he speculated on his award: "When the Nobel Peace Prize Committee designated me the recipient of the 1970 award for my contribution to the 'green revolution', they were in effect, I believe, selecting an individual to symbolize the vital role of agriculture and food production in a world that is hungry, both for bread and for peace" (Source).

Borlaug prepares seed to be cross-pollinated (Source: CIMMYT Archives)

After winning the Nobel Prize, Borlaug established the World Food Prize in 1986 to recognize the achievements of individuals who advance human development by improving the quality, quantity or availability of food in the world, and as a means of education by using the Prize to establish role models for others. The first prize was given to M. S. Swaminathan, a former colleague, for his research in India. Swaminathan used the US$250,000 prize to start the MS Swaminathan Research Foundation for research on sustainable development. Over the years Borlaug also helped agricultural researchers in Asia and Africa to learn how to apply his research methods of increasing food production. During the last decade of his life, Borlaug advocated for the donor community and national governments, including that of the United States, to reverse a nearly two-decade decline in funding for agricultural research and agricultural development. Borlaug's battle on this front came to an end on September 12, 2009, when he died of lymphoma at the age of 95 in his home in Dallas.

Flight Log Memories: During his later years, **Norman Borlaug** would occasionally attend various development-related conferences in the Washington, DC area, affording opportunities for encounters with him. It was at one such conference, the annual meeting of the Association for International Agriculture and Rural Development (AIARD), where I had a chance to meet Borlaug after a session where, from the audience, he spoke passionately about the need for the donor community to increase investments in agricultural research and agricultural development as essential for reducing poverty and increasing food security in the developing world.

The problem with Borlaug's impassioned plea, however, was that he was preaching to the choir. Nevertheless, after the session, I approached him to say hello and shake hands with him. I probably ran into him one or two other times in similar venues over the years which became important in 1997 in terms of having a "close encounter" with him as I will now explain.

Early in 1997, my father (**Francis Byrnes** - see vignette) asked for my assistance to help him pull together a nomination package to submit his name to Iowa State University as a candidate for one the university's highest recognitions–the Henry A. Wallace Award. Dad mapped out a three-pronged strategy, whereby (1) he would draft the justification for the award; (2) I would send out requests to prominent colleagues to ask if each would prepare a letter of support for the nomination; and (3) a longtime sociology colleague, Dr. Jan Flora of Iowa State University, would submit the nomination to the award's selection committee.

We pretty much had the nomination package pulled together except for the one letter of support we felt was essential for the nomination to be competitive – and that missing letter hadn't yet been received from Nobel Laureate Norman Borlaug. This set in motion phone calls to track down Borlaug who, so often always in travel status, may not have yet seen my letter asking if he would prepare the letter of support.

Finally, one morning, sitting in my USDA office in Rosslyn, just down the street from my father's office at Winrock, the phone rang. On answering the call, I was greeted by Dr. Borlaug who indicated he had received my letter and shortly would send his letter of support for my father's nomination for the Henry A. Wallace Award. Not many days later the letter arrived by airmail and its contents are shared below:

> March 6th, 1997 – I have had the good fortunate of knowing Dr. Byrnes since 1963, when he became an employee of the Rockefeller Foundation. At that time, he was assigned to the International Rice Research Institute (IRRI), while I was commissioned to serve at the International Maize and Wheat Improvement Center (CIMMYT) in Mexico. During our long association, I have been extremely favorably impressed by Dr. Byrnes' skill in transferring technical information from experiment station and laboratories, to extension workers and to farmers' fields. In the so-called Green Revolution of the 1960s and 60s, Dr. Byrnes played a key role in the transfer of the "know-how" from the research station to farmers' fields in many Asian countries. He is skillful in the use modern approaches in communication. Without his writing and speaking capabilities and his skill for organizing training programs for many extension specialists, the Green Revolution would not have become a reality.

Borlaug went on to note the further contributions that my father had made at the International Center for Tropical Agriculture (CIAT) in Colombia and the International Agricultural Development Service (IADS) in New York City and Rosslyn, Virginia. In summary, Borlaug wrote that Frank Byrnes had been:

> tremendously effective in implementing improved technology, especially on rice and maize, as well as for a number of other tropical crops to farmers' fields in many different areas of the world. I personally believe that [he] is a very deserving candidate for the Henry A. Wallace Award and I submit this letter without any reservation in support of his nomination for this prestigious award. Sincerely, Norman E. Borlaug, Distinguished Professor of International Agriculture, Texas A&M University, 1970 Nobel Peace Prize Laureate."

Later that year (1997), and before knowing the outcome of being nominated for the Henry A. Wallace Award, my father was diagnosed with adult primary liver cancer which, fortunately, is a more treatable liver cancer than one that has metastasized from another location. He underwent a round or two of chemotherapy and soon the diagnosis came back that the cancer had been calcified and he went back to work.

At some point in 1998, he was notified that he had been selected to receive the Henry A. Wallace Award "for his Outstanding Contribution to International Agriculture in Writing, Teaching, Research and Leadership." Later that year, I accompanied my father back to Ames, Iowa where this award was given to him on the evening of October 9, 1998.

Looking back, this experience pointed to an important lesson: don't put off to an uncertain future getting around to going after something today that you really want. Just a little over a half-year later, in early June of 1999, my father again took ill. This time the diagnosis was that the liver cancer had come back with a vengeance (multiple lesions) that, after hospitalization, proved unstoppable. Just a little over a year after Borlaug's 3/6/97 letter supporting the nomination of my father for the Henry A. Wallace Award, my father died on July 4, 1999.

Mohamed Ismail Anis Serageldin (5/10/44 - present)

The wars of the twenty-first century will be fought over water.

Ismail Serageldin - One World: Is there an emerging global civilization?

Ismail Serageldin, born in Giza, Egypt in 1944, is currently Director of the Library of Alexandria and Chair of the Board of Directors for the library's affiliated research institutes and museums. He holds a B.S. in engineering from Cairo University and a Master's and a Ph.D. from Harvard University. Before joining the World Bank from 1972-99, he worked as a consultant in city and regional planning, and also taught at Cairo University and Harvard University. During his years at the World Bank, Serageldin served in various capacities, including Economist in education and human resources (1972-76); Division Chief for Technical Assistance and Special Studies (1977-80); Division Chief for Urban Projects in Europe, Middle East and North Africa (1980-83); Director for Programs in West Africa (1984-87); Country Director for Central and Occidental Africa (1987-89); Technical Director, Sub-Saharan Africa (1990-92); Vice-President for Environmentally and Socially Sustainable Development (1993-98); and Co-Chair of the NGO-Bank Committee (1997-99), in which role he was active in promoting NGO-Bank relations. He also served as Chair, Consultative Group on International Agricultural Research (CGIAR, 1994-2000); and Founder and former Chairman of both the Global Water Partnership (GWP, 1996-2000) and the Consultative Group to Assist the Poorest (CGAP), a microfinance program (1995-2000).

Serageldin has held positions as Professor of the International Chair *Savoirs contre pauvreté* (Knowledge Against Poverty) at Collège de France, Paris, for the academic year 2010/2011, and also Distinguished Professor at Wageningen University in the Netherlands. He has received 33 honorary doctorates and published over 60 books and monographs and over 200 papers on topics including biotechnology, rural development, sustainability, and the value of science to society. He serves as Chair of several advisory committees for academic, research, scientific and international institutions and civil society efforts, including the Institut d'Egypte (Egyptian Academy of Science), the US National Academy of Sciences (Public Welfare Medalist), the American Philosophical Society, the Academy of Sciences for the Developing World, the Indian National Academy of Agricultural Sciences, and the European Academy of Sciences and Arts. Serageldin is sometimes referred to as the "most intelligent man in Egypt."

Flight Log Memories: I met **Ismail Serageldin** while he was the World Bank and Co-Chair of the NGO-Bank Committee. During those and earlier years the World Bank was under criticism by NGOs (non-governmental organizations) that the Bank wasn't doing enough to address poverty in the developing world. In response the Bank convened consultations with the NGO community in the late 1990s to provide a forum for NGO concerns to be heard, discussed, and considered by the Bank.

David Bathrick (see vignette) and I attended several of those consultations on behalf of the Association for International Agriculture and Rural Development (AIARD). During these meetings as well as on their margins, David and I visited with Serageldin.

At one meeting with the NGOs, it became clear that several NGO representatives held strongly to the view that donors such as The World Bank should be ensuring that Bank-funded projects place greater attention on helping the rural poor to raise the productivity of food (basic grain) crops. At some point, David or I spoke up, voicing our concern that increasing basic grain productivity risked generating a surplus that would drive down prices in local markets and leave poor farmers at greater risk of not generating enough profit to cover the cost of the improved technologies (i.e., seeds, fertilizer, and other production inputs, including hired labor) they would need to invest in order to increase their crop yields.

We offered, as an alternative, that donor-funded agricultural projects should be doing more to help small-scale producers diversify their land and labor resources into growing and marketing higher-value crops (e.g., fruits and vegetables), given the growing demand for such crops in export markets as well as regional and local markets (including supermarkets).

In a recent email exchange with Bathrick, he looked back on our interaction with the NGOs at that meeting:

> Who could forget…that interesting, well-meaning [NGO] group? As I recall, [one NGO representative who was] truly committed…[and had done] so much volunteer work for the FAO (usually associated with World Food Day), was a vibrant believer in the still prevailing pro-humanitarian, food producer crowd who proclaimed such strong disdain of the real world of markets, trade, and value chains. This was a period of increased tensions as the inter-woven structural changes…from the Import Substitution legacy, Uruguay Round, SALs [Structural Adjustment Loans], and Washington Consensus [were all advancing] at a time when the agricultural account was diminishing and staffs declin[ing].
>
> There was particular interest to get the key NGO community together to cool down the emerging and mounting tensions and opposition toward the WB and IMF in the US and worldwide to the new era problems. As I recall, I think the name of this loose body…was the "Committee on Agricultural Sustainability of Developing Countries". I remember the regular meetings with them trying to "educate" them about the real world development process. I remember one meeting where they asked me to put all this stuff together and so I provided a discussion-like seminar to which one of their senior guys acclaimed in a most unexpected congratulatory way, this "unexpected *tour de force*" (David Bathrick, personal communication).

Try as we did, David and I were concerned that our alternate viewpoint on agricultural development did not resonate with our NGOs colleagues who seemed to hold a mix of negative attitudes toward a number of straw men, including multinationals and capitalism, those views based on the assumption that poverty can only be reduced by increasing crop yields for the traditional cereal crops, while our view was that the key to reducing poverty in the rural sector lies in raising incomes, which isn't going to be achieved by helping small-scale farmers grow more corn and beans—or other basic grains.

Where feasible, donor-funded projects should assist the small-scale farmer to invest in more remunerative opportunities, especially since the Uruguay Round of trade talks afforded the developing countries new market access opportunities for their tropical fresh and processed fruits and vegetables as well as other tropical crops that can generate greater value-added job and income growth possibilities than is possible if farmers rely solely on basic grains.

That we were not making any great progress in swaying our NGO colleagues to come over to our view was evidenced in another meeting that the Bank hosted the next day in the evening, a report on which is presented shortly in the Robert McNamara vignette.

Despite the forum that Serageldin provided for these consultative discussions between the NGO community and the Bank, to this day there are many NGOs who still hold the view that the key to reducing poverty is helping poor small-scale farmers to raise the productivity of their basic food crops, and have limited appreciation on the one hand for markets and trade and on the other for the need for small-scale farmers to use their comparative advantages in land and labor to increase farm-level income by growing higher-value tropical crops.

I am sure that, after many years working overseas from his native Egypt, it was an attractive proposition for Serageldin to return to his home country to take on his current position as Director of the Library of Alexandria. However, if Serageldin is indeed the "most intelligent man in Egypt", his departure from his development leadership role at the World Bank was a great loss to the development community.

Muhammad Yunus (6/28/40 – present)

Whatever banks did, I did the opposite. They go to the rich; I go to the poor. They go to the men; I go to the women. They go to urban centers; I go to the villages. … Soon we saw that money going to women brought much more benefit to the family than money going to the men. So we changed our policy and gave a high priority to women. As a result, now 96% of our four million borrowers in Grameen Bank are women.

Muhammad Yunus - Banker to the Poor

Born in 1940 in Bangladesh, **Muhammad Yunus** has written that the most basic cause of hunger is the lack of ability to pay for food. Wikipedia.org provides an interesting overview of how, over the years, Yunus put into practice a development assistance model effective in increasing the ability of the poor to earn incomes and pay for food in the marketplace:

> In a country [Bangladesh] where some 150 million people live on 55,000 square miles, the annual per capita income is only $430, and 50 percent of the population is below the poverty line, Dr. Yunus and the Grameen Bank, which he founded, have brought remarkable achievements since 1976 in helping people provide for their families' basic needs. The Grameen Bank is a bank owned by the poor, loaning its money exclusively to the poor. The majority of loans support traditional subsistence activities: planting a crop, buying a cow, raising chickens, or grinding grain. As a result, people receiving loans not only have better access to food, but in many cases they are able to use the small profits from selling excess food to secure necessities such as clothing and shelter. Loans – on the average less than $100, and rarely more than $300 – are granted without collateral; instead, applicants must form a committee of five friends or neighbors as social insurance on the success of the proposed project. About 96 percent of the bank's loans are made to women, who traditionally oversee food distribution, to ensure that this basic resource receives top priority in households' and organizations' management decisions.

> Since its modest beginnings, the Grameen Bank has opened more than 2,468 branches in rural areas, where nine out of ten Bangladeshis live, and currently serves 80,257 Bangladeshi villages. The bank is 94 percent member-owned; virtually all of its members are landless or own less than an acre of land. It has granted $6.55 billion in loans, the repayment rate for which – almost 99 percent – far exceeds that of commercial banks. (Source)

Yunus' role in establishing the Grameen Bank is not something that one would have predicted for an educated Bangladeshi holding a Ph.D. in economics from Vanderbilt University and teaching economics at Bangladesh's Chittagong University. But Yunus' training and expertise in economics did play a role in helping him to understand how hunger and malnutrition are linked to economic factors, and how getting credit into the hands of poor villagers could make a significant contribution not only in lifting the poor of Bangladesh out of poverty but also the country's economy onto a sustainable growth path.

> Loan recipients increase their incomes by 50 percent over three years on average. Malnutrition is less prevalent among Grameen Bank members than among Bangladeshis in general; half the children of Grameen Bank members have normal height and weight at age nine, and less than one-third of the children of non-members have normal measurements. Acute hunger and starvation prior to the harvest season is far less common among the bank's members. The distribution of food resources within families is much more equitable after women have been empowered to control their own destinies with a Grameen Bank loan.
>
> …Grameen Bank programs have actively improved Bangladesh's food supply and energized its agricultural sector. The bank has given over 6 million packets of vegetable seeds and almost 3 million saplings to encourage home gardening and conservation. It has made over 2 million loans for poultry, livestock, and fish production. The bank's officers are trained to discuss health care and proper nutrition with loan recipients and regularly organize workshops on such matters as livestock and poultry care, proper nutrition, and good sanitation.
>
> The Grameen Fisheries Foundation encourages the development of aquaculture in Bangladesh and the Grameen Agriculture Foundation supplies poor farmers with operating capital, production advice and marketing assistance. Through these foundations, Dr. Yunus has promoted the diversification of crops to include corn, soybeans, and sunflowers in addition to the traditional crops of rice, wheat, and sugarcane. In the wake of natural disasters, the bank distributes food, seeds, saplings and money to people in the affected areas.

The success of the Grameen Bank model spurred the development of comparable loan programs in other developing countries with similar successes in other Asian countries (e.g., Malaysia) and South America. Several international groups on development practices, including the World Bank's Advisory Council for Sustainable Economic Development and UNESCO's International Advisory Panel, have sought Yunus' assistance. He also has served on a range of policy commissions in Bangladesh dealing with education, health, population policy, and land reform.

> *"…the problem with charity money is it goes, it does not come back. It has a one-time use for money. If we can convert this into a business, then the social business money goes out, does the work, and comes back. And you can send it back again and again. It is a never ending process. It is a self-sustaining process. You all must build the machine which never stops...This is a beautiful machine."* (Muhammad Yunus)

In 1994 Yunus received the World Food Prize for his original approach to promoting the economic and social empowerment of the poorest citizens of Bangladesh, specifically women and children. As a result of his innovative program of no-collateral micro-loans, millions of impoverished, undernourished, and disenfranchised families have

gained access to adequate food and nutrition and, in turn, to the health necessary to obtain education, employment, and long-term security. Fourteen years later, in 2006, Yunus was again honored, along with the Grameen Bank, with the 2006 Nobel Peace Prize. The Nobel Peace Prize Committee awarded the prize for "their efforts to create economic and social development from below. Lasting peace cannot be achieved unless large population groups find ways in which to break out of poverty." It is estimated that Yunus and the Grameen Bank have helped 6.6 million families, primarily women, escape from poverty.

Further, Yunus has won over 70 international awards and 29 honorary degrees from universities on all continents. He created the Yunus Foundation in 1996 and continues to lead the Grameen Bank. Since 2007 he has been a board member of the United Nations Foundation, the Africa Progress Panel in the UK, the Elder's Project in South Africa, and a co-chairman for the Women's World Forum, Republic of Korea.

Flight Log Memories: The consultative discussions that Ismail Serageldin (see vignette) had organized between the World Bank and NGOs continued with an evening meeting the following day. Living in Reston, Virginia, an hour's commute from Washington, DC, it was a rare occasion that I would stay on after work to go to an evening meeting in DC. But, on this occasion, I either arranged to stay in town after my regular day job or possibly drove back into town so I could attend the meeting.

It was an unexpected surprise, as I sat down at the table just before the meeting began, to discover not only that **Mohammad Yunus** was sitting next to me but also that former World Bank President **Robert S. McNamara** (see next vignette) was sitting across from me on the other side of the table. Albeit this was a double "close encounter" with "giants" in the realm of *Development Leaders*, I managed to say hello to and briefly chat with Yunus before the meeting. But more on the meeting in the next vignette on Robert McNamara.

Robert Strange McNamara (6/9/16 – 7/6/09)

Never answer the question that is asked of you, answer the question that you wish had been asked of you.

Prior to public service **Robert McNamara** was an American business executive and one of the so-called "Whiz Kids" who helped rebuild the Ford Motor Company after World War II. In 1961, he became the eighth Secretary of the Department of Defense, serving under Presidents John F. Kennedy and Lyndon B. Johnson. While heading the Defense Department, he played a large role in escalating U.S. involvement in the Vietnam War, and is credited as responsible for the institution of systems analysis in public policy, today known as policy analysis. At the Pentagon, he consolidated intelligence and logistics functions into two centralized agencies: the Defense Intelligence Agency and the Defense Supply Agency.

McNamara left government service in 1968 to become the President of the World Bank, serving from April 1968 to June 1981, when he turned 65. During his 13 years at the Bank, McNamara introduced key changes, most notably, shifting the Bank's priorities toward targeted poverty reduction. He successfully negotiated, with the Board's member countries, a growth in the amount of credits to fund development projects in agriculture, health, and education. McNamara also instituted new methods of evaluating the effectiveness of Bank-funded projects. At the 1968 Annual Meeting of the International Monetary Fund and the World Bank Group, McNamara declared that countries permitting birth control practices would get preferential access to resources.

Flight Log Memories: It was at the same evening meeting at the World Bank, mentioned in the Muhammad Yunus vignette that **Robert McNamara** was also in attendance. This meeting took place as part of a World Bank-sponsored dialogue with the NGO community on how the Bank's projects could be more effective in fostering environmentally and socially sustainable development. Not only was I seated at this meeting next to **Muhammad Yunus** (see vignette) but also directly across from McNamara. As I listened to the attendees speak, it became clear that several NGO representatives were again voicing the view that donors such as The World Bank should ensure that their projects place greater attention on reducing poverty by helping the rural poor raise the productivity of basic grain crops.

At some point, I spoke up, voicing the argument that increasing basic grain productivity in a small market could result in creating a surplus that would drive down local prices and leave poor farmers at risk of not earning enough profit to cover the cost of the production inputs they invested in to increase their crop yields.

As an alternative, I said that the donor-funded agricultural projects should be doing more to help small-scale producers to diversify their land and labor resources into growing and marketing higher-value crops such as vegetables for which there is growing demand in the higher-income urban and export markets.

I have no idea whether my intervention changed the minds of any of the NGO representatives who were present and intently advocating an approach to helping poor farmers that risked being counterproductive. But I noticed as I spoke and scanned the room that McNamara seemed to be nodding his head in agreement with what I was saying.

On many occasions over the years since this meeting, I've continued to have this same discussion with NGO representatives. Unfortunately, in the years following McNamara's departure from the World Bank, the Bank jumped on The Washington Consensus bandwagon that maintained that a developing country getting its macroeconomic policies would stimulate a rising tide that will life all boats. Under this mindset, the World Bank's so-called structural adjustment lending (SAL) program encouraged developing countries to get macroeconomic policies right and cut their fiscal deficits. Unfortunately, many developing country governments did so by cutting back on public investments in agriculture, since it was believed that simply getting the macroeconomic policies right would trigger a rising tide that lifts all boats!

Unfortunately, this mindset led developing country national governments to cut public sector funding for agricultural and rural development over the ensuing two decades; this, in turn, increased rural poverty. Ironically, during this same period, while the WTO Uruguay Round agreement was opening agricultural trade and reducing tariffs for the developing countries' tropical agricultural exports, the Washington Consensus was discouraging nations and donors from making targeted institutional and capacity building investments in the agricultural sector, the mindset being that if you get the right macroeconomic policies in place, all boats (sectors) will rise.

Former representative Barney Frank (D-Massachusetts) put the case against the "rising tides" theory this way:

> "It has generally been an accepted fact that economic growth is a good thing and that the rising tide will lift all boats.... The 'rising tide lifts all boats' has always been a problem. If you think about that analogy, the rising tide is a very good idea if you have a boat. But if you are too poor to afford a boat and you are standing tiptoe in water, the rising tide goes up your nose. And so that's a mistake." (Source)

As a result, decades ensued with developing country governments and collaborating donors failing to help the rural sector – and public sector institutions (e.g., market information, research, extension, sanitary and phytosanitary standards and systems, etc.) – to build the human resource and supporting institutional capacity needed by the rural sector to take advantage of the expanding market opportunities for growing jobs and income through production and export of tropical crops, especially high-valued fresh and processed fruit and vegetable crops. As a result, rural poverty reduction in most of the small and medium countries has been slow to advance.

This pattern of donor and public sector disinvestment in agriculture did not begin to be reversed, until the World Bank's 2008 *Agriculture for Development* report urged the private sector, national governments, and donors to increase investment in agriculture as an engine for economic growth and poverty reduction.

While my comments at this meeting probably did not change the minds of any of the NGO participants, I felt some measure of reassurance that my intervention was on target with McNamara, sitting across from me and approvingly nodding his head as I spoke unless, of course, he was struggling to stay awake!

Now, nearly two decades later, as I look back on this meeting, I am struck by the contrast between those two *Development Leaders* – McNamara once the head of the World Bank that made loans in the hundreds of millions to the governments of the world's developing countries, while the Grameen Bank founded by Yunus loaned an average of $100 to the poorest Bangladeshi villagers. This contrast leaves one pondering which of these approaches – top-down loans in the millions of dollars to governments vs. bottom-up loans in the hundreds of dollars to poor villagers – will history prove as more effective in spurring sustainable economic growth and expanding the poor's ability to contribute to and benefit from economic growth.

Montague Yudelman (11/8/22 - 1/22/13)

The World Bank has changed considerably since my time. I was brought into the bank by Robert McNamara to reorient agricultural lending to help small farmers. I think this should still be done. But I also think we should apply the lessons that are being learned. These lessons include working more closely with civil society, focusing more on good [governance], investing more in social, economic and agricultural resources, and leveling the play fields regarding access to resources. (2000)

Monty Yudelman: A Retrospective

Montague Yudelman was born in Johannesburg, grew up on a farm in South Africa, and became a pioneer, expert, and leader in the field of international agricultural development, serving in leadership positions with international organizations such as the Organization for Economic Co-operation and Development and the World Bank. During World War II, he served as a lieutenant in the South African Air Force. In 1943 Great Britain awarded him the Distinguished Flying Cross "for acts of valor, courage, and devotion to duty while flying in active operations against the enemy."

Yudelman came to the United States working as a carpenter's mate on a cargo ship. At the University of California at Berkeley, he received a bachelor's degree, a master's degree, and a Ph.D. in agricultural economics (1952). In 1963, he became a U.S. citizen. His 1964 book *Africans on the Land* presented ideas for overcoming the problems of agricultural development in Southern, Central and East Africa. A *New York Times* reviewer, commenting on the book wrote, "it is time to call off the safaris and send out tractor and fertilizer salesmen."

During his career, Yudelman held various administrative, research, and teaching positions at the Food and Agriculture Organization of the United Nations in Rome, the Rockefeller Foundation in New York City, Harvard University, and the University of Michigan. In1974, Yudelman began working with the World Bank where, until his retirement in 1984, he served as the Bank's Director of Agriculture and Rural Development, working under then bank president Robert McNamara (see vignette) to help alleviate hunger and poverty in developing countries through new agricultural strategies. Yudelman helped to create the Consultative Group on International Agricultural Research (CGIAR) network to fund the International Agricultural Research Centers (IARCs) (see vignettes on **Robert F. Chandler, Jr**. and **Sterling Wortman**). Also, during this period, the Bank began to de-emphasize loans to larger-scale commercial agricultural projects in favor of a rural development approach with a focus on poor small farmers.

Yudelman oversaw the bank's drastic increase in loans to small farmers worldwide; in 1978 alone, the amount loaned was $3.3 billion, reportedly four times the amount from just a few years earlier. In one statement, Yudelman commented: "We are finding out in reality that food production requires more and more capital and that low-cost means of agricultural production are very difficult to find." As an example, he noted that the price tag just for long-range irrigation planning exceeded $100 billion. Further, reporting on a survey of twelve irrigation projects that together cost almost twice their expected cost of $800 million and provided only enough water to irrigate two-thirds of the planned acreage, Yudelman concluded: "weak institutions—where national, regional, or autonomous—can greatly undermine the performance of irrigation systems."

After leaving the World Bank, Yudelman held various positions, including Senior Fellow at the World Wildlife Fund and Distinguished Fellow at the World Resources Institute. He served as a consultant to numerous institutions including the Inter-American Development Bank, U.S. Agency for International Development (USAID), Rockefeller Foundation, Ford Foundation, International Food Policy Research Institute (IFRPI), and several foreign governments. He published widely on agricultural development and served as the Board Chair and Trustee of the Population Resources Bureau (PRB). Among his many contributions and accomplishments was the creation of the Malthus Lecture Series, a partnership between the PRB and IFPRI to promote study of how nutrition, food, agriculture, and population are connected, and invite an outstanding scholar or policymaker to give a presentation each year.

In a 2011 video interview, Yudelman reflected on his life and his life's work. Sadly, Yudelman died on January 22, 2013, at the age of 90, after choking on food at a Washington, DC restaurant.

Flight Log Memories: I do not recall exactly where or when I met **Montague Yudelman**. He had stepped down in 1984 from his position at the World Bank the same year I left Alabama to start a new job with USAID in Washington, DC. I recall Yudelman showing up from time to time at development conferences hosted by organizations such as USAID, the World Bank, IFPRI, and the Association for International Agriculture and Rural Development (AIARD). At one or two such conferences I met and talked with him. However, the impact that Yudelman had on my career did not come from having met or worked with him but indirectly from his earlier concern that "weak institutions…can greatly undermine the performance of irrigation systems." The indirect connection was **Michael M. Cernea**, an American-Romanian social scientist who introduced non-economic (sociological and anthropological) approaches into the World Bank and, at the time, was the Bank's Senior Adviser for Social Policies and Sociology. So how did I meet Cernea?

Michael M. Cernea

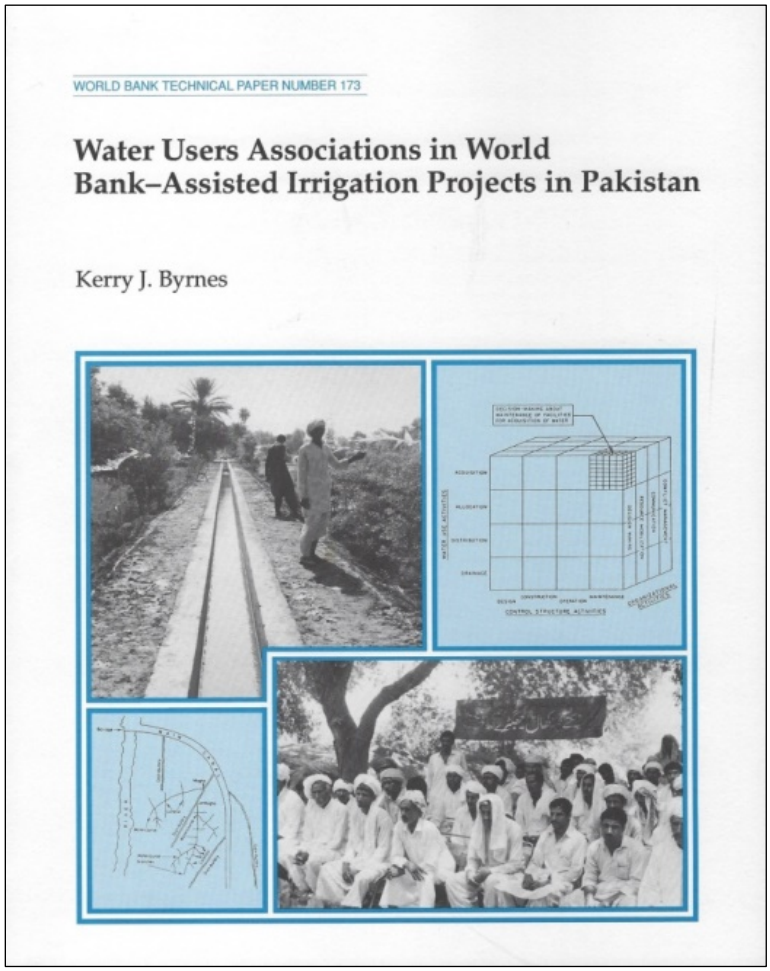
After leaving the International Fertilizer Development Center (IFDC) in late 1984 to start working with USAID, my first task was to review the literature on the role of farmer organizations in agricultural development which led to writing a concept paper on "The Potential Role of Farmer Organizations in Increasing the Productivity and Income-Earning Capability of Small-Farmer Agricultural Systems in the Developing Countries" (1985). On completing this paper, I circulated the paper to several development practitioners and academics for their review and comment. One of those reviewers was the World Bank's **Michael Cernea** who provided positive comments.

Two years later, in the spring of 1987, and during a period that I was "between engagements" (i.e., full-time salaried employment) and always on the lookout for consulting opportunities, Cernea contacted me to ask if I would be interested in doing a study of the water users associations (WUAs) established under Bank-assisted irrigation projects in Pakistan.

These WUAs were a mechanism to mobilize village labor to carry out such project-related tasks as lining irrigation canals with brick and thereafter maintaining the watercourses (e.g., mobilizing labor to keep irrigation channels free of weeds). Cernea's interest in this study was driven by the Bank's concern, which Yudelman earlier articulated, that weak institutions contribute to a decline in an irrigation system's performance.

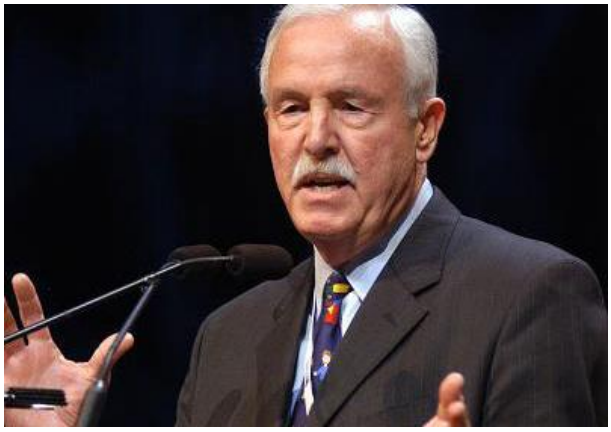
I spent the summer of 1987 in Pakistan studying the Pakistani WUAs established under Bank-funded irrigation projects to support brick lining of portions of the watercourses in several Pakistan provinces. The study was based on extensive interviews with representatives of the WUAs.

This work resulted in a World Bank published report titled *Water Users Associations in World Bank-Assisted Irrigation Projects in Pakistan* (World Bank Technical Paper Number 173, 1992).



Cernea wanted me to do another study on a different agriculture-related issue but, by that time, I was working again full-time with Chemonics on the LAC TECH project.

John Keith Hatch (11/7/40 – present)



...looking ahead to the year 2025, at the age of 85 I plan to take my great grandchildren to visit the 'Poverty Museum' in Washington, DC, so they can understand how half the human family used to live, but found a way to lift themselves out of poverty.

Microfinance Client Story: John Hatch

John Hatch is an American economic development expert, a pioneer in modern-day microfinance, famous for innovating the microfinance methodology of "village banking," and the founder of the Foundation for International Community Assistance (FINCA). After graduating from Johns Hopkins University with a BA in History, Hatch joined the Peace Corps in July 1962 and served two years in Colombia as a Peace Corps Volunteer, assigned to community development work in a semi-urban barrio known as Hoyo Sapo ("Frog Hole") on the outskirts of Medellín, helping the community to organize and build sewer lines, streets, a community center, library, soccer field, and a footbridge. During those two years Hatch became fluent in Spanish and was exposed to infant malnutrition, illiteracy, and poverty.

After serving in Colombia, Hatch continued working briefly as an instructor in two Peace Corps training programs. In early 1965 the Peace Corps recruited Hatch to serve as a regional Peace Corps director for Peru, where over the next 30 months he supervised some 55 volunteers who were working in agricultural cooperatives and credit unions serving the poorest, after which he returned to the United States to pursue graduate studies at the University of Wisconsin, earning an MA in Economic History (1970) and a Ph.D. in Economic Development (1973). In the midst of his graduate studies (1970–71), a Fulbright grant allowed him to spend two crop cycles working as a hired labor to 30 peasant farmers in Peru, where he was able to document firsthand the power and wisdom of the traditional farming practices and subsistence skills of the poor.

Over the next 12 years Hatch worked as a consultant in designing, managing, and evaluating agricultural and rural development projects to benefit the poor. In 1976, Hatch and two partners formed a consulting firm, Rural Development Services (RDS). During this period he worked in 28 countries of Latin America, Africa, and Asia, completed over 55 assignments, and observed both project successes and failures, which inspired in him a desire "to create an organization that would allow the poor themselves-not bureaucrats, consultants, or other outsiders-to manage their own development initiatives" (Source: Wikipedia). In 1984, Hatch created his own nonprofit agency: the Foundation for International Community Assistance (FINCA).

> He was inspired with the idea of FINCA while in an airplane high above the Andes, en route to a consultant assignment in Bolivia. He grabbed in-flight cocktail napkins, scraps of paper, and a pen and began writing down ideas, equations, and flowcharts as fast as he could. By the time he landed in La Paz, he had the outline of a radically different approach to poverty alleviation: a financial services program that put the poor in charge. "Give poor communities the opportunity, and then get out of the way!" he said (Source).

The opportunity envisioned by Hatch was to assist communities in establishing "village banks" as self-managed support groups,

> The Village Banking model is essentially a local savings and loan cooperative. A Village Bank receives a group loan from a microfinance organization, which then can be used to disburse, invest, and collect loan capital as the group cooperative sees fit. The loans are guaranteed by the Village Bank as a group, allowing individuals to borrow collateral-free working capital for their micro-enterprises.
>
> Previous to Village Banking, outside loan organizations held most of the decision-making power. Dr. Hatch's breakthrough idea was to put local people in charge of their own banking. Dr. Hatch was convinced that village communities would make the best managers of their own banking systems. Village Banking is designed to reach the poorest of the working poor, creating jobs, raising incomes, and building assets.
>
> Another important factor that distinguishes the Village Banking model from other solidarity group finance programs is that Village Banking aims to develop permanent community institutions that control their own finances and do not depend on loans from external organizations. Village Banking emphasizes savings, using members' deposits to finance loans rather than receiving group loans from an outside source.
>
> Because Village Banking is done in groups of thirty to sixty members, it can effectively be used even in sparsely populated rural areas with very little infrastructure, thus it is widely regarded as an effective method of reaching even the bottom-rung extreme working poor. Village Banking gets its strength from community loyalty developed within the groups (Source).

FINCA's success in nurturing the development of "village banks" throughout the developing world led to FINCA being called a "World Bank for the Poor." Currently FINCA operates village-banking programs in 23 countries. Since 1984 FINCA has assisted over 1,000,000 families, lent over $360 million (in 2007) to the world's poorest families with a repayment rate of 98%, and generated enough income to completely cover the operating costs of the field programs. Moreover, adaptations of the FINCA model were adopted by some 30 other nonprofit agencies, leading to the establishment of over 800 village banking programs worldwide in 60 countries. Further, by the early 2000s, Hatch had developed an innovate approach to

> measuring social impact through the creation of an internship program involving the use of handheld personal digital assistants (PDAs) where interns chose two Village Bank countries over a summer to interview borrowers using a fifteen-minute long questionnaire programmed by FINCA into the PDA. This portable,

> inexpensive method of data collection proved to be a highly successful method of gathering useful information regarding the Village Bank method's social bottom line. Using data gathered at the PDA internship's launch in the summer of 2003, Dr. Hatch was able to accurately quantify the social impact of Village Banking on 3,361 clients in eleven different countries. He discovered that his Village Banking clients were earning 130 percent more than non-client poor, also keeping more of their children in school, with improved over-all living conditions (Source).

While Hatch retired in 2006 from day-to-day operations at FINCA headquarters (Washington, DC), he has continued to support FINCA in his capacity as a board member, fundraiser, and guest lecturer at universities. Hatch also co-founded the Alliance of Students Against Poverty (ASAP) which seeks to end global poverty by getting two million Americans to pledge $1/day for those living on less than $1/day, thus raising $10 billion by the year 2025 to be distributed to those microfinance agencies with the best track record of serving the "poorest of the poor." The author or co-author of numerous publications, on June 26, 2009, Hatch was presented with the Sargent Shriver Award for Distinguished Humanitarian Service by the National Peace Corps Association.

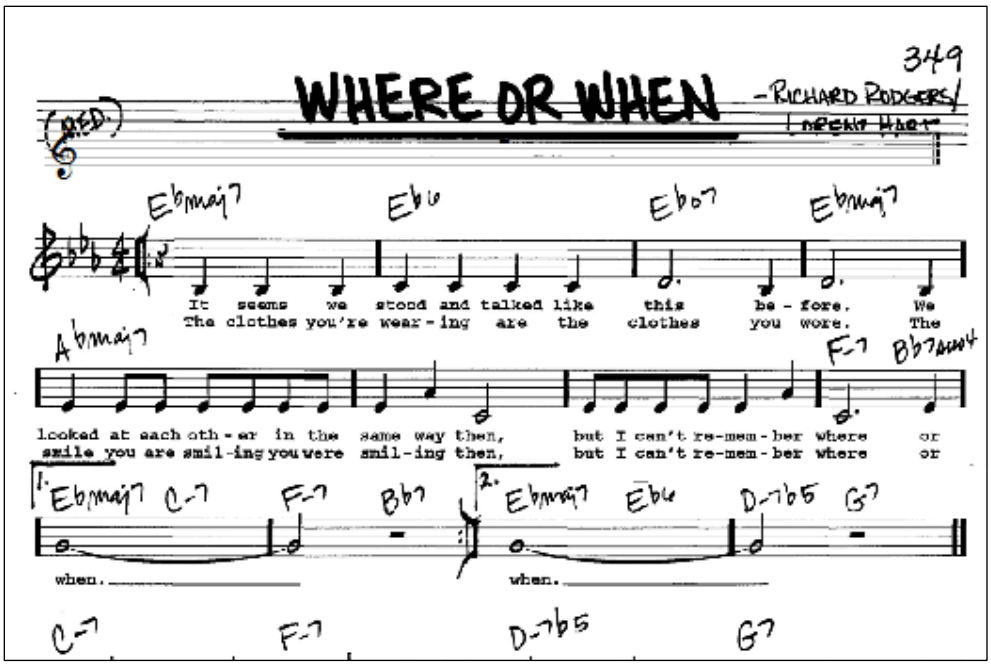
Flight Log Memories: On earning a BA in sociology in 1967 at Michigan State University, I traveled to Lubbock, Texas to enter a Peace Corps Volunteer training program, the graduates of which were destined to serve, as **John Hatch** had a half decade earlier in 1962, as community development workers. However, while Hatch made it to Colombia, I did not make it to Costa Rica, the destination for those who graduated from the training program I had entered.

For better or worse, after weeks of training, the psychiatrist and psychologist decided that I was not destined to become a PCV and kicked me out of the training program, resulting in a decision to go back to Michigan State University to study for a MA in communication (see Lawrence Sarbaugh vignette), after which I went to Colombia to work with MSU on a U.S. Agency for International Development (USAID)-funded agricultural marketing research project (see Kelly Harrison vignette).

Near the end of the project I returned to the U.S. to study for a Ph.D. in sociology at Iowa State University (see George Beal vignette). On earning my Ph.D. in 1975, I joined the International Fertilizer Development Center where I worked 9+ years (see Per Pinstrup-Andersen vignette) before coming to Washington, DC in 1984, which then became my base of operations for working on various USAID-funded assignments over the next 30 years until I retired on September 30, 2014.

The point of this brief review of my own career is to highlight the pivotal role that the Peace Corps played in the career paths of John Hatch and Kerry Byrnes, the former whose career in international development was greatly influenced by his Peace Corps Volunteer work in community development work in a village near Medellín. Colombia, while my potential career in community development was derailed when the Peace Corps kicked me out its training program.

This set in motion an alternative career path that led me to working with Michigan State in Cali, Colombia, and my own career in international agricultural and rural development. While John's career path led him to specialize in microfinance, my own career path led me to working on a more diverse set of development issues that included adoption and diffusion of fertilizers; management communication training; agricultural research, extension, and education; a series of organizational management for sustainability workshops for NGOs; trade capacity building; and food security.



And while John and I were on separate career paths and never worked together, our paths did cross once. However, as in the classic Lorenz Hart and Richard Rodgers song "Where or When," famously covered by Frank Sinatra, I do not recall exactly when, probably between the mid-1980s and the mid-1990s, when I had my chance "close encounter" with John Hatch.

It seems we stood and talked like this before
We looked at each other in the same way then
But I can't remember where or when

But I do remember where! It was in Tegucigalpa, Honduras, in the departure lounge of the Toncontín International Airport, where I was waiting for the call to board my flight back to Miami. To pass the time, I struck up a conversation with the passenger next to me who also was waiting for the same flight.

One of us probably asked the other what he had been working on in Honduras that led to introducing ourselves and discovering we both shared an interest in development, our work in this field often funded by the same client (USAID). I don't recall much about this brief close encounter other than this was exactly "where" and approximately "when" I met **John Hatch** who, along with **Muhammad Yunnus** (see vignette), is one of the "giants" in the field of pioneering microfinance for the poor of the developing world.

John Williams Mellor (12/28/28 – present)

The faster agriculture grows, the faster its relative size declines.

John Mellor Speaking on Agriculture (1/13/09)

John Mellor, born in Neuilly-sur-Seine, France, began his career earning a B.Sc. in 1950 and a M.Sc. in Economics in 1951 at Cornell University. In 1952 Mellow was a Fulbright Fellow and earned a Diploma in Agricultural Economics at Oxford University. In 1953, while a Fellow of the Social Science Research Council, he completed his Ph.D. in Agricultural Economics at Cornell. From 1952-77, he worked in the Departments of Agricultural Economics, Economics, and Asian Studies at Cornell, rising from Lecturer to Professor. During this period, from 1961-64, he served as the Associate Director of Cornell's Center for International Studies, serving as its Director from 1964-65. From 1973-77 Mellow was Director of Cornell's Program on Comparative Economic Development. He also held the position of Professor at the American University, Beirut, and Balwant Rajput College, India.

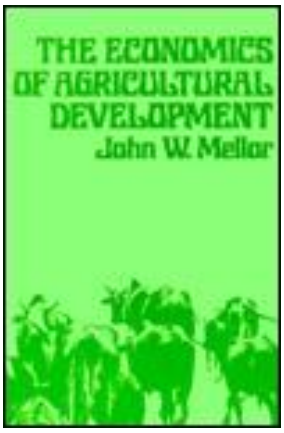
From 1976-77 Mellor served as Chief Economist and Associate Assistant Administrator for Policy Development and Analysis at the U.S. Agency for International Development (USAID). In 1977 Mellor became the founding Director of the International Food Policy Research Institute (IFPRI), holding that position through 1991, when he returned to the private sector from 1991-98 as President of John Mellor Associates (JMA), an international policy advisory firm that brings "leading edge thinking" to developing strategy, setting priorities, and implementing institutional development in low and middle income countries, by focusing on poverty reduction and sustainability. Subsequently, Mellor worked from 1998-2006 as Vice-President of Abt Associates, Inc. In 2007, he resumed his position as the President of JMA, serving in that position to the present.

Mellor has received numerous awards for the quality of his research, and is the author or co-author of nine books and hundreds of journal articles and conference papers. He is an elected Fellow of the American Academy of Arts and Sciences, the American Association for the Advancement of Science, and the Agricultural and Applied Economics Association (formerly the American Agricultural Economics Association).

In 1985, Mellor became the first social scientist to receive the Wihuri International Prize given by the Wihuri Foundation in Helsinki, Finland, in recognition of "constructive work that has remarkably promoted and developed the security of nutrient supply for mankind." In 1987, Mellor received the Presidential End Hunger Award (The White House, United States of America) for his efforts to alleviate hunger in the world. His seminal book, *The Economics of Agricultural Development* (1966) has been a longtime classic on the subject; indeed, in 1978, the American Agricultural Economics Association recognized this book as a "Publication of Enduring Quality."

In recent years, Mellor's work in Afghanistan, Rwanda, Ethiopia, and Guatemala has focused on building national capacity of Ministries of Agriculture to develop organizational and staffing structures, priorities, policies, and strategies to play a critical complementary role to the private sector in achieving accelerated agricultural growth, focusing on growth strategies that maximize decline in rural poverty. Afghanistan was the most challenging country because of the depleted staffing of the Ministry of Agriculture and the resulting need to set very tight priorities, consistent with focusing a small staff on those activities that would give the biggest gains.

Flight Log Memories: In the spring of 1972 at Iowa State University (ISU), I was halfway through the series of economic courses I needed for a declared minor in Economics, with the next course up being Econ 535 – Economic Development and Transformation of Agriculture.



Of the eight economics courses that I took, earning an "A" in all of them, I found Econ 535 to be the most interesting because it most directly focused on the problem area (agricultural development) that was becoming the focus for my career. One factor making this course the most interesting of all of the economics courses I had taken (or would take) was the course's text – *The Economics of Agricultural Development* – authored by **John Mellor** and published just five years before.

After having taken several microeconomics courses at Michigan State University (undergraduate) and Iowa State University (graduate), Mellor's book, an application of economics to the study of agricultural development, was a welcome change. Just as I had found as an undergraduate student in the Philippines where I had read research reports by Clifton Wharton (see vignette), here was another economist, John Mellor, doing research on and writing about agricultural development.

This exposure to Mellor's research and writing deepened my interest in the challenge of how agricultural development can be spurred in a developing country. Mellor's extensive research on agricultural development was the basis for advancing his theory that the key to spurring agricultural development is linking markets for high-value crops (e.g., horticulture) to the natural (land) and human (labor) resources of small-scale famers who are positioned to produce those crops for sale in local, regional, and/or export markets.

In turn, increased incomes earned by these farmers is spent in local markets on non-tradables (e.g., housing), thereby spurring employment generation in the local community and setting up a virtuous circle of market-linked, demand-driven, and rural-based agricultural development, with small-scale producers contributing to and benefiting from rural economic growth. Agriculture becomes the driver for economic growth and poverty reduction.

Little did I know then that many years later I would occasionally meet Mellor in connection with my work with the U.S. Agency for International Development (USAID), such as the time that he came for a meeting at our office in the Bureau for Latin America and the Caribbean.

On another occasion, **David Bathrick** (see vignette) and I went to the International Trade Commission to hear Mellor give a lecture on what needs to be done to spur agricultural development in the developing world, if the right mix of public investments are made in research, extension, and education as well as infrastructure such as energy, rural roads, and irrigation.

Such investments create a more favorable enabling environment for small-scale farmers and, more generally, the private sector to invest in producing and marketing high-value crops. More on this theoretical perspective is presented in the discussion of trade-led agricultural diversification (T-LAD) in the following **David Bathrick** vignette.

David Delos Bathrick (5/10/41 - present)

How disturbing that agricultural development, the fundamental core for broad-based growth, has withered to such a poorly understood and supported endeavor while, paradoxically, global economic dynamics and structures provide unprecedented opportunities and challenges.

For 20 years **David Bathrick** was a Foreign Service Officer with the United States Agency for International Development (USAID), his last position as Director of the Office of Agriculture. Bathrick also has worked with for-profit and non-profit development-oriented organizations, carrying out assignments in over 20 countries of Africa, Asia, and Latin America, including research and analysis for developing and designing sector strategies, programs, and projects; program management and implementation; and program and project monitoring and evaluation. Over the last two decades, he has focused on facilitating market-based growth opportunities and institutional support structures for small and medium-sized producers and enterprises and related value chains to respond to globalization's realities and food insecurity challenges.

On completing his B.A. in Political Science (1964) at Washington State University (Pullman), Bathrick began studying for a M.A. in Political Science at Arizona State University. However, this was interrupted when opportunity arose to work with USAID in Viet Nam. On completing Junior Officer Training, he served from 1968-70 as Deputy District Senior Advisor in Chau Doc Providence, Tri Ton District, implementing economic and social development assistance in one of the most dangerous areas for the U.S. pacification program under the combined military/civilian operations (MACV/CORDS). Before his next assignment, Bathrick finished the M.A. in Political Science (1971) and studied Spanish at the Foreign Service Institute.

From 1970-73, Bathrick's first Foreign Service Officer posting was to USAID/Peru as Assistant Community Development Officer, managing earthquake reconstruction projects in affected rural communities. After Peru, he was posted to Bolivia from 1973-76 as Community Development Officer, heading the agency's largest community development program in Latin America. From 1976-78, he served in Nicaragua as Agriculture Project Officer, managing an integrated rural development services program ("INVIERNO") that focused on agricultural credit, technology development and diffusion, cooperative development, road improvement, land tenure promotion, and product marketing.

After a USAID-sponsored year (1979-80) at Cornell University (Ithaca, New York), finishing a M.S. in International Agricultural Development, while also serving as Agricultural Program Policy Analyst with USAID in Washington, DC, Bathrick was assigned in 1980 to Thailand to serve as Director, Office of Agriculture and Rural Development, There he led the agriculture and rural development program, facilitating private and multilateral development bank investments to advance growth of a dynamic agriculture for an emerging "Asian Tiger."

Returning to Peru in 1982 as Director, Office of Agriculture and Rural Development, Bathrick oversaw a policy and institutional reform program to stimulate market-based recapitalization of the agriculture sector. In 1986, he returned to Washington, D.C. to serve as Director , Office of Agriculture, where he led a portfolio of 40 global research

projects linking U.S. universities, the U.S. Department of Agriculture, International Agricultural Research Centers, private voluntary organizations, and the private sector. His office provided state-of-the-art policies, strategies, technologies, and technical assistance to support the field-level needs of USAID missions, including providing new demand-driven, Mission "buy in" services and sustainable agriculture and agribusiness programs.

Retiring from USAID in 1991, Bathrick continued his development career in the private sector, working from 1991-97 for Chemonics International as Director of the Central Region, managing the firm's global portfolio of five USAID mission contracts in the areas of rural development, private sector support, and natural resources. He expanded the firm's linkages with a large number of agribusiness firms, international agricultural research centers, universities, and PVOs. He also supervised the Development Strategies for Fragile Lands (DESFIL) project. From 1994-97, he served as Senior Associate for Agriculture, Rural Development, and Natural Resources Management, providing analytical and evaluation support to the firm's units having portfolios dealing with agriculture, rural development, and natural resources management.

In 1997 Bathrick returned to Peru as Winrock International's Chief of Party on the USAID/Peru-funded Alternative Development Project (ADP), where he led expansion of ADP funding from $5 to $24 million by introducing sub-grants. Winrock served as a facilitating "Management Entity" providing 17,000 producers with critical tools to sell quality shade-grown specialty coffee, and mobilized Peruvian and international investments in cacao, palm hearts, plantain, forest products, and pineapple. Returning from Peru in 2000, Bathrick served as Senior Advisor for Agricultural Planning and Strategic Initiatives with Winrock International (Arlington, Virginia) to 2001. His analyses of macroeconomic reform and trade liberalization challenges facing the rural sector of the poorer countries led to several papers and proposals being developed and, at the request of USAID/El Salvador, he developed "A New Rural Development Strategy" to enhance rural competitiveness and resource sustainability. This strategy was endorsed as a program design model for future agricultural and rural development programs for USAID worldwide.

From 2002-04, Bathrick worked as an independent rural growth strategist under various contracts. In 2004, he took a position with Nathan Associates to serve until 2006 as Chief of Party on a $11 million USAID/Peru project on "Creating Conditions for Economic Revitalization (CRECER)." Assistance included developing a strategy for small and medium-sized enterprise development, port privatization, business registration reforms, provincial-level export product strategies, public outreach messages on trade benefits, and private sector investment. CRECER also provided regional "Trade Capacity Building" technical services in Colombia, Ecuador, and Bolivia. Officials of the Government of Peru as well as private sector firms and civil society leaders recognized the CRECER project as advancing a "competitiveness enhancement agenda" within the proposed Andean Free Trade Agreement.

In 2006, Bathrick returned to the role of independent consultant helping: (1) the Millennium Challenge Corporation (MCC) to work with the Government of Honduras to design its first procurement of a comprehensive Rural Development Program to assist producers and agribusinesses compete and gain under CAFTA; (2) the Pan American Development Foundation to design a proposal to launch USAID/Peru's new phase for advancing "Alternative Development; and (3) USAID/Peru with an evaluation of the Alternative Development Program.

From 2006-09, he served as the Team Leader for the USAID-funded study titled "Optimizing the Economic Growth and Poverty Reduction Benefits of CAFTA-DR: Accelerating Trade-Led Agricultural Diversification (T-LAD)" that provided a framework to guide Central America's countries in how to most productively respond to the Washington Consensus, new Free Trade Agreements, and longstanding neglect of the agricultural sector. Country reviews on El Salvador, Guatemala, Honduras, Nicaragua, the Dominican Republic, and Costa Rica documented the rural poverty caused by major structural problems, solving which will require innovative strategic, policy, institutional, and program interventions from county leaders, donor partners, and private sector and civil society stakeholders. The USAID

Office of Economic Growth, Agriculture and Trade (EGAT) selected this study for a briefer in the EG Technical Brief Series, titled "Achieving Greater Trade-Led Agricultural Diversification" (Volume VI No. 1, March 2009).

Bathrick in coordination with the LAC Bureau activity manager (myself) for T-LAD launched an effort to disseminate the T-LAD study to US, regional, and country-level institutions. The study garnering recognition as a framework that, if implemented, would support small and medium-sized producers respond to globalization's opportunities and challenges. Positive feedback on the T-LAD study was received from the Inter-American Development Bank, the State Department, the Millennium Challenge Corporation (MCC), USDA, Office of the U.S. Trade Representative, the United Nation's Economic Commission for Latin America and the Caribbean, IFPRI, and leading US and country-level civil society groups. Subsequently USAID/Dominican Republic sought Bathrick's assistance to design a $35 million "Rural Economic Diversification Project." Further, he assisted in developing the USAID/MCC "Framework and Planning Tool" to re-program MCC "Compact" investments in the LAC region in a T-LAD-consistent manner to help stimulate sustainable, broad-based economic growth.

After retiring in 1989 from USAID as a Commissioned Minister Counselor in the U.S. Senior Foreign Service, Bathrick served as an elected vice president (1994/95) and president (1995/96) of the Association for International Agriculture and Rural Development (AIARD), receiving AIARD's highest award – the "Distinguished Service in International Agriculture Award" (1996). In 1985, Fernando Belaunde, Peru's President, awarded Bathrick the "Knighthood (*Caballero*) of Agriculture." That same year Rector Alberto Fujimori of the National Agrarian University (La Molina) recognized Bathrick as an "Honorary Faculty Member," the same Fujimori who later became President of Peru.

Flight Log Memories: During the first half of 1985, I made my first of four Temporary Duty Travel (TDY) trips for USAID to Peru. USAID/Peru had asked the office in which I was working to mobilize a team to assist the Government of Peru in salvaging a $90 million loan project (PROCOMPRA) that was designed and funded by the Government of Spain to establish an integrated rural-urban marketing system of rural assembly centers, an urban wholesaling center, and community-based retail outlets.

While the loan called for the project to deliver a turn-key, operational system, and much of the basic physical infrastructure had been built, the system was not complete, the employees to operate the system had not been not hired or trained, and the funding for the project had been exhausted. The team's task was to identify a strategy and program to provide options for mobilizing the private sector to invest in turning components of this "white elephant" (PROCOMPRA) into profitable businesses.

That was the context within which I first met **David Bathrick**, who at the time was the Director of USAID/Peru's Office of Agriculture and Rural Development. From my initial interactions with him during four TDYs to Peru in the first half of 1985, as well collaborations over the years and up to this day, few others whom I have known have had such a profound grasp of the constraints to agricultural development and the ability to articulate a strategy and program of donor, public sector, and private sector investments to remove or relax those constraints to unleash the potential for agriculture to lead economic growth and poverty reduction in a developing country.

Over the years, Dave and I often worked together seeking to guide USAID investments to spur agricultural development, especially during an era when the Agency's agriculture budgets as well as those of other donors and the developing countries were in decline.

As my USAID responsibilities evolved, opportunities arose to collaborate with Dave on two studies he designed and carried out under projects USAID was funding with consulting firms such as Chemonics and Carana. These studies included:

(1) *Technology Institutions for Agricultural Free Trade in the Americas (TIAFTA)* that identified what agricultural research, extension, and educations institutions in the developing countries of Latin America and the Caribbean should be doing to increase private sector capacity to compete in and benefit from agricultural trade under the prospective Free Trade Areas of the America (FTAA) being negotiated at that time; and

(2) *Optimizing the Economic Growth and Poverty Reduction Benefits of CAFTA-DR: Accelerating Trade-Led Agricultural Diversification (T-LAD)* that identified institutional challenges to trade-led agricultural diversification that Central America and the Dominican Republic need address in order for their rural-based agricultural economies to benefit from agricultural market opportunities under this free trade agreement with the United States.

My working relationship with Dave was the closest I had with a USAID colleague working in agricultural and rural development. Dave and I always worked together collaboratively to achieve delivery of a quality product. Even as I read and edited his draft reports, and prepared feedback on his work, I was always learning from a colleague whose knowledge of agricultural development and experience working in the developing countries surpassed my own one-year of overseas experience when I worked with Michigan State University on the PIMUR (agricultural marketing) project in Colombia from 1968-69 (see Kelly Harrison vignette).

At the same time, our discussions of his drafts and my editorial suggestions helped Dave to sharpen his writing and, thus, facilitated an even more polished product. From time to time I would consult with him about some problem I was facing or provide him a draft of my own writing – and he always provided constructive feedback to help me improve and sharpen my own writing. Over the years, we truly have been development soulmates.

Our interactions have not been not confined solely to our USAID-consultant relationship as we often get together for lunches to catch up on what each is doing, and even for a social gathering at my home or that of Dave and his wife Elena. But, after one evening when Dave and I had invited our wives to dine at the Thai Luang restaurant in Herndon (Virginia), a few miles from my home in Reston, my wife Sonia was all over my case that I spent the whole evening chatting with Dave about agricultural and rural development and work-related matters, totally ignoring our lovely wives.

Thereafter, Dave and I have tried to ensure that dinner table conversations are multifaceted to include our wives, not singularly focused on agricultural and rural development. That each of us now has a grandchild has provided another common area of dinner table conversations that are spouse-friendly.

Our TDYs to Nicaragua and Guatemala to implement outreach on the T-LAD study's conclusions and recommendations provided a much safer venue for our musings on agricultural and rural development. The Inter-American Institute for Cooperation in Agriculture (IICA) in Nicaragua had arranged for Dave to give his T-LAD presentation to the semi-annual meeting of Central American Agricultural Council (CAC), comprised of the Vice Ministers of Agriculture of the Central American countries.

In Guatemala, Dave and I collaborated with Braulio Serna, from the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), to conduct a regional workshop on T-LAD for representatives of the CAFTA-DR countries. A participant from the Guatemalan Ministry of Agriculture was so enthusiastic over our T-LAD study presentation that he invited both of us to meet that afternoon with the Minister of Agriculture. We phoned USAID to get clearance for this and invite a USAID colleague to join us for the meeting. We were surprised to learn from our contact that the Mission had tried unsuccessfully for over a year to get a meeting with the Minister and asked that we politely decline the meeting. This we did as we didn't want our efforts to champion the T-LAD study's recommendations to get out in front of the Mission's working relationship with a host country government ministry.

Unfortunately, our efforts to advance outreach on the T-LAD study as a catalyst for leveraging increased USAID investment in agricultural diversification in Central America and the Dominican Republic stalled in the face of other USG priorities for assistance to the region, notably, addressing the growing insecurity in Central America in the face of drug trafficking, crime and violence, and gangs. However, just a year or so later, in the wake of the global food price hikes of 2008, USAID and sister USG agencies (USDA and State) began planning Feed the Future (FTF), the USG initiative to support the Global Hungry and Food Security Initiative to reduce poverty as the root cause of food insecurity.

In retrospect, Bathrick's work in doing the research for and writing the T-LAD report proved to be a critical piece of the evidence base justifying the decision by the USAID Missions in Guatemala and Honduras to focus their FTF investments on expanding the participation of small-scale producers in the region's coffee and horticultural value chains, in spite of pressure from FTF leadership that the Missions focus on helping small-scale producers to increase their productivity of basic food crops (corn and beans).

That leadership all too often failed to appreciate that USAID helping countries to implement this recommendation would risk driving farmers further into poverty if a surplus of basic food crops in local markets drove prices below the level needed by farmers to cover their production costs and yet make a profit in growing a particular crop.

I recall one interagency phone call during the design of FTF, where I defended the position that USAID Missions in Central America should focus on helping small-scale producers to diversify into higher value crops, not solely on raising the productivity of *milpa* (corn and beans). Finally, someone on the call from the State Department reluctantly agreed but said: "Alright, as long as farmers aren't growing flowers." Perhaps that State colleague was unaware of Colombia's booming export industry in flowers that creates lots of jobs for the poor to work in the greenhouses.

As I saw it (and still do), I don't care what crop a farmer grows as long as it creates jobs and raises incomes – and is not an illicit crop such as coca!

The table below illustrates the increased income a small-scale farmer on one unit of land (one *manzana* in Guatemala) can earn per year growing corn (6,084 Quetzales) compared with a mixed cropping system of corn and horticultural crops (37,011 Quetzales), resulting in over a six-fold increase in the farmer's agricultural income per *manzana*.

La reconversión agrícola mejora el ingreso familiar

Costos y valor de Ventas	Campesino Tradicional	Nuevo Campesino		
	1 Mz.	1/2 Mz.		1/2 Mz.
	Maíz	Ejote Frances (2 ciclos)	Arveja (1 ciclo)	Maíz
Costos	**6,616**	**24,900**	**12,171**	
Insumos	2,316	12,600	6,531	1,158
Jornales	4,300	12,300	5,640	2,150
Ventas	**8,400**	**35,100**	**18,000**	**4,200**
Utilidad (vetas-costos)	1,784	10,200	5,829	892
Ingresos (jornales + utilidad)	6,084	22,500	11,469	3,042
Ingreso Anual Total	**6,084**	**33,969**		**3,042**
		37,011		
El Nuevo Campesino genera 6.08 veces más.				

Fuente: Cooperativa 4 Pinos. Departamento de Desarrollo. En Quetzales.

Samuel Huntington Hobbs IV (10/15/49 - present)

There go the genes again!

While born in Mexico, **Hunt Hobbs** took a circuitous route to eventually winding up back in Mexico. Hobbs earned a BA from Swarthmore College and a MBA from the University of Virginia. While at Swarthmore from 1968-72, Hobbs played the drums in Phaedra, a student folk rock band that opened for BB King and shared the stage with acts like the Allman Brothers Band and Velvet Underground. But Hobbs' career in folk rock was not to be as he soon turned to marching to the beat of a different drummer: Development.

After graduation, he joined Procter & Gamble in Mexico as Assistant Brand Manager in 1977. In 1978, he worked briefly with IBM Mexico as Operations Manager for Office Products. This led to his first foray into Development when he signed on from 1979-80 as Management Advisor with the International Center for Maize and Wheat Improvement (CIMMY) in Mexico, helping Norman Borlaug (see vignette) to stretch his research budget. Then, from 1980-82, Hobbs joined the Superior Institute of Agriculture (ISA) in the Dominican Republic, serving as ISA's Program Director. This led to working in The Hague, Netherlands with the International Service for National Agricultural Research (ISNAR), first as Training Officer (1983-89), subsequently as Senior Officer (1990-94); Deputy Director, Management Program (1995-98); and Director for Latin America and the Caribbean (1998-2003).

From 2004-06 Hobbs worked with Winrock International, serving as Managing Director for Agriculture, after which he became Director for Agriculture with The Millennium Challenge Corporation (MCC) from 2006-09. From 2009-12, Hobbs worked as an independent consultant in food security, strategic planning, and resource mobilization. In 2012, he took on a position with Pact as Director for Food Security for eight months, until Pact decided not to make a push to become an active player in providing technical support on food security even as the U.S. Government was launching its major food security initiative (Feed the Future). In 2013, Hobbs worked with Terra Global Capital as the Senior Advisor on Food Security, Community Resilience, and Natural Resource Management.

Over the years, Hobbs' accomplishments have included:

CIMMYT – Hired as first MBA in the Green Revolution to strengthen the management of the resources being attracted to support agricultural research.

ISA – As Program Director for the Center for Administration of Rural Development, led the start-up of a new institution to build the management capacity of sector leaders in the Dominican Republic.

ISNAR – Created and established the new discipline of management training for agricultural research, providing leadership in applied research in the management sciences for agricultural research, with an emphasis on strategic planning, organizational management, and management change. Served as Director, ISNAR Global Associates, designing and establishing a global network of training professionals from developing countries working with ISNAR. As Representative for Latin America and the Caribbean, Hobbs opened and established a regional office serving all countries in the region.

Winrock International – Hobbs concurrently served as Director of the Wallace Center for Sustainable Agriculture (a think-tank promoting sustainable agriculture in the USA) and Managing Director for Agriculture (leading a global team initiative and managing project to improve the livelihoods of farmers throughout the developed world)

MCC – As Director of Agriculture, provided oversight on US$ 1 billion of foreign aid for agricultural development, also serving on U.S. Government task force groups on food security and climate change.

Consultant – Provided technical support on agriculture-related issues to several organizations, including Terra Global Capital, PACT, Inter-American Institute for Cooperation in Agriculture (IICA), and USAID—and also Board Member of The Tropics Foundation which supports the Tropical Agricultural Research and Education Center (CATIE), Latin America's leading center for agro-forestry research and training.

During 2013, opportunity arose for Hobbs to return to Mexico to work again with CIMMYT as Associate Director for Strategic Planning & Research Coordination, his principal responsibility being to guide the development of MasAgro, a Government of Mexico-funded initiative, implemented by CIMMYT and Mexican partners, to increase wheat yields by 50% and increase maize production by 30% in Mexico. Activities include integrating CIMMYT research into Mexico's maize and wheat value-chains, promoting public-private partnerships, building strategic alliances, promoting biodiversity, and supporting the objectives of the Ministry of Agriculture in Mexico.

Flight Log Memories: Several years ago, two different U.S. Government agencies working to reduce poverty in the developing world – the U.S. Agency for International Development (USAID) and the Millennium Challenge Corporation (MCC) – held a meeting at USAID to explore and discuss potential ways the two organizations might work together to more effectively achieve what James Riordan (see vignette) calls the elusive three Cs – collaboration, cooperation, and coordination.

During this meeting, which I attended, I cited several factors impeding USAID and MCC from more effectively collaborating, cooperating, and coordinating. While there is scant evidence that anything ever came out of that meeting, a short time later another meeting attendee, **Huntington Hobbs**, who at the time was working at the MCC, contacted me to ask if we could meet and discuss an issue weighing on his mind.

When we got together, I learned that his concern was that the MCC's three Compacts (projects) in Central America (El Salvador, Honduras, and Nicaragua) would be coming to an end within a year or so – and Hunt wanted to explore what might be done by MCC and USAID to help ensure that the range of benefits generated by these Compacts would continue to be generated after the projects (Compacts) ended.

I can't remember where or when I first met Hunt but I knew or learned that he had worked with my father (Francis Byrnes – see vignette) at Winrock International (WI) while Hobbs was working with ISA in the Dominican Republic and/or ISNAR in The Hague. Indeed, I recall that in those days there was a bit of a rivalry between ISNAR and Winrock's predecessor, the International Agricultural Development Service (IADS). The Rockefeller Foundation had launched IADS in New York City but later relocated IADS' office to Rosslyn, Virginia, where Hunt eventually also would be employed after IADS was subsumed into Winrock International.

Or I may have met Hunt during any number of USTR-led inter-agency meetings in preparation for and following up on meetings of the Trade Capacity Building working group that met during each of the rounds of the negotiation of the U.S.-Central America-Dominican Republic Free Trade Agreement (CAFTA-DR). In any case, I knew that my father (who had worked with IADS during those earlier years) and Hunt had overlapped and shared an interest in organizing and conducting workshops and training programs in agriculture – and that my father had also consulted with ISA from time to time over the years.

At the time Hunt contacted me, my office in USAID had an ongoing project – Equitable Growth Best Practices – with Chemonics. So, mobilizing some management and consulting resources under that project, Hunt and I began to meet at Chemonics with the project's chief of party (Peter Bittner) and consultant (David Bathrick – see vignette). What emerged from our discussions was the Sustainable Value Chain Matrix (see below), a framework to use in identifying the key elements and processes for enhancing the sustainability of vibrant value chains and where help may yet be needed to ensure that a value chain (being assisted through a donor-funded project) would become sustainable beyond the end of the project that was providing assistance.

Source: "The Sustainable Value Chain (SVC) Matrix: A Framework and Planning Tool for Agriculture-led Growth," drafting and updating by David Bathrick (consultant to Chemonics), Huntington Hobbs (MCC), and Kerry Byrnes (USDA PASA with USAID), with substantive and editorial input from Peter Bittner (Chemonics).

After Hunt did a trial run working with the SVC matrix in Nicaragua, he invited me to work with him, MCC and USAID staff, and project implementers to present and discuss the matrix in Honduras and El Salvador in workshops to identify steps that needed to be taken by the country-level MCC teams to help ensure that Compact-supported benefits (e.g., a functioning value chain for horticultural crops) would continue to be provided after the end of the Compact (i.e., end of life of the project that was providing assistance to help develop a value chain for one or more horticultural crops).

While Hunt and I were looking over the site for the Honduras workshop and discussing how we wanted the room's furniture arranged, I started to move the tables and chairs into position, just as I had learned working in Michigan State University's Management Communication for Development workshops that originally had been developed by my father (see Francis Byrnes vignette) and later continued by Robert Morris (see vignette).

Hunt also knew this same room organization approach for a workshop where one wants to foster interaction among workshop participants – and Hunt had also worked with my father in training- or workshop-related events. Thus,

when he saw me rearranging the room, he quipped: "There go the genes again," noting I had my father's gene pool at least for how to set up a room for a workshop.

Later Hunt reached out to the Inter-American Institute for Cooperation in Agriculture (IICA) office in Washington, DC to share the SVC matrix and IICA contracted Hunt to explore developing a diagnostic tool that IICA could use to provide technical support to countries seeking assistance on food security. What Hunt developed was a Planning Matrix (see below) to identify constraints to linking production and consumption of food at the national and household levels.

Planning Matrix for Analyzing Constraints to Production and Consumption of Food at the National and Household Levels

	National Level	Food Supply System	Household Level
PRODUCTION of Food *Ensuring AVAILABILITY of Food* • Infrastructure Constraints • Capacity-building Constraints • Enabling Environment Constraints *Assuring SUSTAINABLE and STABLE supply of food* • Infrastructure Constraints • Capacity-building Constraints • Enabling Environment Constraints			
CONSUMPTION of Food *Obtaining resources to ACCESS (buy) Food* • Infrastructure Constraints • Capacity-building Constraints • Enabling Environment Constraints *Promoting healthy UTILIZATION of food* • Infrastructure Constraints • Capacity-building Constraints • Enabling Environment Constraints			

Source: Huntington Hobbs with Kerry J. Byrnes, David C. Hatch, Hugo Li-Pun, and Priscila Henríquez, "Towards a Methodology for Planning Country-Led Investments In Food Security," September 8, 2010.

After that collaboration with IICA (in which I also participated), Hunt and I occasionally met for lunch to share updates. One day when Hunt and I met, he confided that he had applied for a position as Science Leader for CIMMYT's Sustainable Modernization of Traditional Agriculture (MasAgro) project. Hunt asked if I would serve as a reference and I agreed. Soon the firm that CIMMYT had retained to recruit and screen candidates for this position contacted me by email with a request to fill out a reference form on Hunt, which I did.

In response the firm advised that a CIMMYT representative would contact me for an interview. I was not only interested but also keeping my fingers crossed that CIMMYT would hire Hunt for the job which, basically, was taking up the same challenge that the Rockefeller Foundation took on in the 1960s to fund the Puebla Project (Plan Puebla) that had been initiated and managed jointly by:

> the International Center for Maize and Wheat Improvement (CIMMYT) and the Graduate School of Chapingo from 1967 to 1973, and subsequently by the graduate school alone. This pilot project was a major undertaking, embracing a total cultivated area of 117,000 hectares farmed, in 1970, by 43,300 producers. Most of these were small farmers: 77 percent of these producers had less than three hectares of arable land. Plan Puebla was designed to achieve two objectives: (1) develop, test, and refine a strategy to increase rapidly the maize yields of small farmers, and (2) train technical staff from other areas in the components and effective implementation of that strategy in other regions (Source: Antonio Turrent Fernández in Bruce F. Johnston, US-Mexico Relations: Agriculture and Rural Development. 1987).

Delbert T. Myren (11/13/25 – 11/10/12)

During the mid-1960s, while I was an undergraduate student at Michigan State University and during a visit to Mexico, I accompanied my father and Delbert T. Myren, a communication specialist working with the Rockefeller Foundation's agricultural program in Mexico, out to Puebla to see agriculture in the area where the Puebla Project was being implemented and to drop off the survey questionnaires for collecting data to evaluate the project's impact.

Almost a decade later, I focused on the Puebla Project for my doctoral dissertation, titled *A Construct of Social Action for Small Farmer Agricultural Development* (1975). While I found that the project helped some farmers to increase their corn yields, these results were not achieved at scale and were difficult to sustain. In fact, when I visited Mexico in 1980 and met with Antonio Turrent Fernández who had worked on the Puebla Project, he told me the biggest constraint to increasing corn yields in Puebla, 15 years after the Puebla Project had ended, was the government's inability to get fertilizer into the region in time for farmers to purchase and apply it at the time of planting and before the rains.

Not too long after hearing back from the aforementioned firm, a time was agreed on for CIMMYT to call me for a reference interview on Hunt. They had been satisfied with the reference I provided in writing but asked me to review the context in which I had worked with Hunt. On responding to this request, the two CIMMYT representatives who were on the line had only one question on Hunt's ability to communicate with others within and outside an organization. On both counts I gave Hunt positive marks.

Interestingly, the question about Hunt's ability to handle communication internally within an organization was focused on the issue of his ability to handle conflict in an organization. I highlighted that Hunt previously worked in numerous organizations, including ISNAR, Winrock, and MCC, plus in developing country and cross-cultural contexts such as ISA in the Dominican Republic and CIMMYT in Mexico. Without much further ado, they thanked me and the interview was over. Not too long after I received an email from Hunt advising that CIMMYT had offered him the job.

On reflection, the Puebla Project sought in the 1960s to help smallholder farmers raise their corn yields. Now, fifty years later, the "struggle" to raise Mexico's corn yields continues, now under a new generation of *Development Leaders* following the beat of that different drummer. Today Hunt's "folk rock band" is a group of scientists and other stakeholders who continue to address the challenge of increasing small-scale farmer agricultural productivity and incomes and helping Mexico to become more self-sufficient in maize and wheat in the face of a grains import bill that has been increasing yearly.

Of particular interest, Puebla was the first Mexican state to enter into an agreement with CIMMYT to participate in MasAgro. This time round, compared with the 1960s, the Government of Mexico, not an external foundation, is leading the charge and financing MasAgro's effort to raise the productivity of Mexico's agricultural sector and, thereby, improve the livelihood of the country thousands if not millions of small-scale maize and wheat farmers.

Unfortunately, since writing this vignette, CIMMYT went through a budget cutback as a result of Mexican government reducing its funding to MasAgro. That budget was first cut 15%, then 40%, leaving MasAgro budget-strapped and Hunt's role cut to occasional consultancies. Again, the challenge of where developing country governments should be placing their properties -- all to easily those priorities all too often seem to get placed elsewhere -- and not on agriculture.

Virtual Stopover Epilogue

A recent email from **Huntington Hobbs** (see vignette) brought home the point that the challenges of development are yet out there for the next generation of **Development Leaders** to conquer but that the spirit of my father (see Francis Byrnes vignette) and his observation about a consultant's role as being somewhat like a fireman is yet alive in some development practitioners. In this regard, Hunt wrote:

> Spent last week in the field, tiny towns, decrepit infrastructure, agriculture the big thing, narco gangs making big strides. Colleagues had launched a big series of farmer workshops, only to discover, after the first one, they didn't know what they were doing. Things were a mess, a whole series of workshops have been announced, and a new donor awaiting the outcome. So I was rushed to the area to repair and relaunch. Long day drive, get there and repackage the entire content and train all the supporting technicians in one afternoon. Next day deliver in ancient community center, with barely useable chairs, no electricity, wires holding doors and windows up, motorcycles and even cars parked in what was once classrooms, and running a workshop between the local school band practicing on one side and the community zumba lessons on the other with a sign on the window, "Gentlemen, please refrain from oggling the girls during zumba sessions".
>
> But did what had to be done. Very strange, but really not so strange at all, but your father was with me every step of the way. You endure, you keep calm in full aplomb, you make the most of what is available, you run things right, you guide, you correct, you improvise with all that is available, you get people to do their jobs, and to do them better. Event was a rousing success, the technicians feel they can keep running these events on their own, and I got out ok of a small town where two drug lords had been killed or captured a few days previous.
>
> But sincerely, your father [**Francis "Frank" Byrnes** - see vignette] was there, and I knew what to do every step of the way.

Four days later, Hunt sent a follow up email titled "Training Redux":

> You will recall the training event I led in the provinces of Mexico and the presence of your father over it all.
>
> The group I helped wanted to do the Next Event on their own. Great. What training of trainers is all about. Same content, same methodology, same schedule, just different location and participants.
>
> I told my boss "they are going to find out it is not as easy as I made it look".
>
> The second training took place, and the train started slipping on the rails, and the train started leaning over, and they had a train wreck of an event.
>
> I can hear Frank laughing, "It NEVER was as easy as it looked".

While development practitioners face challenges daily in their work in the developing countries, they do not always face those challenges with what Martin Luther King, Jr. called "the fierce urgency of now."

> *We are now faced with the fact that tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history, there 'is' such a thing as being too late. This is no time for apathy or complacency. This is a time for vigorous and positive action.* (Martin Luther King, Jr.)

In this regard I often recalled and shared with my development colleagues an encounter I had in Pakistan in the summer of 1987 with a young anthropologist, **Michael R. Dove**. Today Dove is at Yale University where he serves as

Margaret K. Musser Professor of Social Ecology; Professor of Anthropology, Curator of Anthropology, Peabody Museum; and Co-Coordinator, Joint F&ES/Anthropology Doctoral Program.

But during the summer of 1987, Mike was working on the USAID/Pakistan-funded Foresty Planning and Development Project being implemented by Winrock International. Another consulting firm, Associates in Rural Development (now TetraTech), had hired me to work with a team charged with conducting the project's midterm evaluation. One of the project goals was to encourage farmers to plant trees on their farms and local agribusiness entrepreneurs to start tree nurseries to sell seedlings to farmers once the project had phased out distributing free and/or subsidized seedlings to the project beneficiaries (farmers).

Michael R. Dove

The design for the project called for its anthropologist (Mike) to conduct a baseline survey of the project's target villages and farmers in order to generate data that subsequently would be used to develop and refine project interventions. At the time I met Mike, the project was well underway in distributing free seedlings, to the point that USAID and project management was concerned that the project was creating an expectation among farmers that the project or government would continue providing seedlings free at the same time that local businesses were trying to start profitable seedling nurseries.

Of course, it would be difficult for fledgling nurseries to get farmers to buy seedlings they expected would continue to be available for free. Knowing the concerns of USAID and project management about this glitch in implementing the project's design, part of my conversations with Mike touched on the issue of project management's desire that Mike finish writing his report so that his study findings, conclusions, and recommendations could be put to practical use in refining how the project was being implemented.

But Mike seemed in no particular hurry to bring closure on his study; in fact, he was insistent on the need to obtain yet a few more interviews in this or that village with this or that farmer in order to have a robust sample. While I expressed appreciation for this, I shared that I was hearing that project management was frustrated that the project was going to have to move on with its implementation without the benefit of his report if it was not soon available. But Mike persisted, arguing how important it was that his survey of the farmers be as complete as possible.

At this point, I asked Mike if he had ever seen the film *No Highway in the Sky* (1951), starring James Stewart (as a scientist working for a British airline), Marlene Dietrich (as a passenger on one of the airline's planes), and Jack Hawkins (as an airline administrator). The film's plot may be summarized as follows:

> James Stewart stars as Theodore Honey, a widower and single parent to 11-year-old Elspeth (Janette Scott). He's also an absent-minded engineer who has formed a scientific theory about metal fatigue in a specific model of aircraft. He tries to convince British Airways that their airplanes will come apart after a certain amount of miles, but no one believes him. Then administrator Dennis Scott (Jack Hawkins) sends him on a flying mission to investigate a crash site in Newfoundland. Along the way [on a flight of one of the airline's Reindeer planes, the same plane model on which Honey's metal fatigue test is being conducted back at his laboratory, Honey]… meets stewardess Marjorie Corder (Glynnis Johns) and movie star Monica Teasdale (Marlene Dietrich) (Source).

The Rutland Reindeer from *No Highway in the Sky*

Jimmy Stewart (as Theodore Honey) and Jack Hawkins (as Dennis Scott)

Early in the film, Scott (Hawkins) visits the home of Honey (Stewart) and, near the end of the visit, the following conversation ensues (which I transcribed from the film when recently shown on cable TV):

Scott: Well, I'd better be getting along.

Honey: Oh.

Scott: I'll look in at your office in a few days time. I'd like to learn some more about that experiment of yours, the one about the tail falling off.

Honey: What did you want to know about it?

Scott: Well, just a little more detail, you know, when you expect failure to occur.

Honey: Well, I probably have that right here. It's here someplace. [Honey looks through some papers on his desk.] Here it is – 2.76 times K over L. That's the time factor. It's in BTI units, of course. Let's see…that's 1440.

Scott: 1440 what?

Honey: Hours.

Scott: But you don't mean to expect the Reindeer tail to fall off in 1400 hours?

Honey: No, 1440.

Scott: But, Mr. Honey, a lot of aircraft have flown over many millions of miles without the tails falling off of any of them because of vibration.

Honey: But, Mr. Scott, you asked me for the evaluation and time of my U subscript M symbol. Now the mathematical answer is 1440 hours to failure for the specific tailplane on the test on which my calculations are based.

Scott: Now, how long has your test been running?

Honey: 832 hours 14 minutes, and 7 seconds as of shutdown tonight. They don't allow me to run it more than eight hours a day. You see, the people in the neighborhood would complain about the racket. And I…

Scott: Yes, but you know, of course, that an aircraft in commercial service is likely to be flying much faster than in your experiment.

Honey: Yes, that's probably quite true.

Soctt: Then why didn't you insist on a 24 hour basis?

Honey: I did insist on it originally but they decided to do it for eight hours.

Scott: Yes, but you hadn't given them your 1440 hour figure.

Honey: Well, I never include detail in my preliminary report. Science is in no hurry, Mr. Scott. I'm working on a principle which, if I'm correct, it will be true for all time. And whether I reach it a day or so later or earlier is not important.

Scott: Well, it might be important to the 50 or so people who take off in these Reindeers every day.

Honey: Mr. Scott, you don't understand. I'm a scientist and science is very exacting. It requires the utmost concentration. I can't be concerned about people. I…, if a doctor is trying to find out a cure for a disease, what would happen if he let himself be upset about everybody who got sick and died? He'd never get any work done at all. People must be someone else's concern. I can't let it be mine, Mr. Scott. Now, you can find my preliminary report in the files and I don't wish to add anything more to it at the present time. If you'll excuse me, I think I better be getting home. [Honey already is at his home.]

Upon initially telling this story to Mike, who had not seen or heard of this film, it did not seem that my recounting of the film's plot made any impression on him. But, having apparently reflected overnight on our conversation, the next day Mike said to me: "You're telling me I'm Jimmy Stewart in that movie!" I replied: "No, Mike, I'm saying you are the Theodore Honey on this project!"

In effect, I was making the point that the farm forestry project was at risk of failing (just as the airline's Reindeer planes were at risk of falling out of the sky) because Mike, just as Stewart's Honey character, was committed to ensuring that his study was carried out in a scientific manner at its own pace to generate knowledge rather than focusing on addressing near-term problem-solving.

The lesson I drew from this encounter was that the right balance needs to be struck between the role of science in generating new knowledge and the role of development projects in fostering economic growth and poverty reduction. The problem, however, is that the risk or reality of planes falling out of the sky – as evident from the March 2014 media coverage of the mysterious disappearance of Malaysian Airlines Flight 370 – commands so much greater attention in the public's eye than the risks of ongoing poverty in the world and the growing menace that climate change poses to the livelihoods of not only the poor but also anyone reading this sentence.

Indeed, the issue of poverty in the developing world would not begin to capture the public's attention until a few months later with the news of tens of thousands of children from Central America arriving on the U.S. border, not in airplanes at risk of falling from the sky, but rather on the top of a train and at risk of falling off the "Beast."

Such events, ranging from Central America's children fleeing poverty and insecurity to a diverse range of development challenges (trade, terrorism, climate change, etc.) now facing many countries in Africa, the Middle East, and other regions of the developing world point to a "fierce urgency of now" need for a new generation of *Development Leaders* to take on these diverse post-Green Revolution challenges in a world that, I argue, now needs to forge what I call a "Rainbow Revolution" in how we think about and take on this "new era" of development challenges.

I say "Rainbow" because the broader set of issues that now need to be addressed is much more complex than the goal, during the "Green Revolution" era, of simply raising crop productivity and producing more food. The challenge now is to reduce poverty by raising incomes—and this will require more effective agri-support systems to assist small-scale rural producers to grow, add value to (e.g., through processing), and market higher-valued crops (e.g, fruits and vegetables) where such enterprises are more remunerative to farm households than simply increasing the productivity of food staple crops such as basic grains.

Until that "Rainbow Revolution" challenge is effectively addressed, we can look back on the generation of ***Development Leaders*** highlighted in this chapter's vignettes and say, fairly confidently, that they did (so far) comprise "the greatest generation" in agriculture and rural development.

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As our outbound flight leaves the ***Realm of Development Leaders*** we set course for our next for our next virtual stopover for some ***Statesmen Encounters in the Realm of Politicians, Diplomats*****, and Citizens**

Chapter 3

Statesmen Encounters in the Realm of Politicians, Diplomats, and Citizens

Politicians Encountered on the Street

Over the years I have not gotten actively involved in electoral politics, going to political rallies, or campaigning for candidates. But I've had a number of "close encounters" with politicians which encounters are shared below.

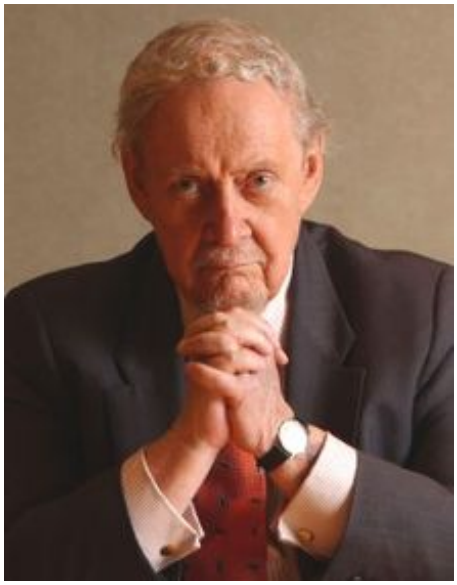
Howell Thomas Heflin (6/19/21 – 3/29/05)

If you approach a judicial nominee in the confirmation process from the idea of being open-minded and being fair, and to be judge-like, you listen to all of the arguments ... and in the end you make a determination of whether you think the nominee will make a good judge.

Following World War II, **Howell Heflin** attended the University of Alabama's School of Law, graduating in 1948. Prior to his election to the Alabama Supreme Court, he served as a law professor, concurrently practicing law in Tuscumbia, Alabama. In November 1978 Howell was elected as a Democrat to represent Alabama in the United States Senate and was reelected in 1984 and 1990, serving three six-year terms from January 3, 1979 to January 3, 1997. While in the Senate, Heflin served on the Judiciary and Ethics committees and the panel that investigated the Iran-Contra scandal. Viewed as the Senate's top authority on ethics, Howell headed the ethics panel for nearly a decade when the Democrats were in the majority. During his period of service on the judiciary panel, Howell is remembered for joining in the votes rejecting the nomination of **Robert Bork** (see next vignette) to the U.S. Supreme Court.

Flight Log Memories: The International Fertilizer Development Center (IFDC), where I worked from 1975 to 1984, is located on the Tennessee Valley Authority reservation, adjacent to the town of Muscle Shoals, Alabama, just down the road from Tuscumbia, Alabama, the town where Helen Keller was born and which would become the town of residence of **Howell Heflin**. One day, an IFDC colleague and I hopped in my car and drove to the Burger King in Muscle Shoals. We were chomping away on our hamburgers when I noticed a rather portly gentleman walk by, tray in hand, and sit down a few tables away from where we were sitting. I said to my colleague "That's Senator Heflin." I found it a bit of a surprise that a U.S. Senator would be having his lunch, dining alone, at of all places, Burger King. Ever since I've been able to brag that I once had lunch at Burger King with Senator Howell Heflin!

***Robert Heron Bork* (3/1/27 – 12/19/12)**



I was thinking of resigning since I did not want to be perceived as a man who did the president's bidding to save my job. I have had some time to think about it since. I think I did the right thing.

Flight Log Memories: In the early 1990s, I was walking one day on M St. NW and spotted **Robert Bork** standing in front of the **CBS News/Washington Bureau** (2020 M Street, NW) just down the street from my office at Chemonics. Back on July 1, 1987, President Ronald Reagan had nominated Bork for the Supreme Court, a nomination that, Bork's personal views aside, was not helped by his actions on October 20, 1973, when

> Solicitor General Bork was instrumental in the "Saturday Night Massacre", President Richard Nixon's firing of Watergate Special Prosecutor Archibald Cox, following Cox's request for tapes of [Nixon's] Oval Office conversations. Nixon initially ordered U.S. Attorney General, Elliot Richardson, to fire Cox. Richardson resigned rather than carry out the order. Richardson's top deputy, Deputy Attorney William Ruckelshaus, also considered the order "fundamentally wrong" and also resigned, making Bork the Acting Attorney General. When Nixon reiterated his order, Bork complied and fired Cox, an act later found to be illegal in November of that year in a suit brought by Ralph Nader. The Justice Department did not appeal the ruling, and because Mr. Cox indicated that he did not want his job back, the issue was considered moot. Bork remained Acting Attorney General until the appointment of William B. Saxbe on January 4, 1974. … In his posthumously published memoirs, Bork stated that following the firings, Nixon promised him the next seat on the Supreme Court. Nixon was unable to carry out the promise after his resignation, but Bork was eventually nominated for the Supreme Court in 1987 (Source: Wikipedia).

Walter Frederick Mondale (1/5/28 – present)

Walter "Fritz" Mondale (42nd Vice President of the United States - 1/20/77 – 1/20/81)

Mr. Reagan will raise taxes; and so will I. He won't tell you. I just did.

Flight Log Memories: In the fall of 1976, I was visiting my parents in New York City. As I always did when in the Big Apple back in the pre-CD era of LPs, I would visit record stores in search of import soundtrack albums, especially film scores by the Italian film composer Ennio Morricone (see vignette). Just as I was arriving at one of these stores (which also was a book store), I saw a crowd in front of the store when, suddenly, several black sedans pulled up, first discharging Secret Service agents, followed by Democratic Vice-Presidential candidate **Walter Mondale**. Quickly looking back toward a table in front of the store, I surmised that Mondale had arrived to help register voters and drum up votes. As people focused on Mondale walking toward that table, I guessed that he would more likely walk around the right side of the table.

So I positioned myself at the front left corner as Mondale walked ever closer, the Secret Service agents forming a circle around him to distance him a bit from the surrounding crowd. Just as Mondale reached a point about a yard in front and to the right of the table – what a great prediction on my part! – I raised my left arm in the air (to show that hand was not holding anything) and reached over the Secret Service agents' outstretched arms, extended my hand, and Mondale reciprocated by shaking it. While I had his attention, and with his television debate with Republican Vice-Presidential candidate *Bob Dole* coming in a few days (10/15/76), I said: "Give Dole hell in the debate!" and Mondale replied: "I'll give it my best shot!" or words to that effect. This was not only my shortest encounter with a politician but to that point my only conversation with an elected government official and, at that, no less than a sitting U.S. Vice President!

Ironically, when I was a doctoral student at Iowa State University in the early 1970s, I wrote a term paper focusing on Senator Walter Mondale (D-Minnesota) who in late 1964 was appointed U.S. Senator when Senator Hubert Humphrey resigned to become Vice President to President Lyndon Johnson. My paper looked at Mondale in the context of his leadership within the "social indicators movement" that sought to develop social indicators to complement the economic indicators of the time. In my paper, I projected that Mondale would rise to become President of the U.S. While Mondale won the Democratic presidential nomination in 1983, he was defeated by the landslide victory of Ronald Reagan, gaining electoral votes from only his home state of Minnesota and the District of Colombia. However, as later summarized by Tim Booth in his 1992 article titled "Social Indicators and the Mondale Initiative":

> The legislative highpoint of the social indicators movement in the United States was marked by U.S. Senator Walter F. Mondale's persistent attempts over the period of 1967 to 1973 to enact proposals for the establishment of a Council of Social Advisers and the development of a national system of social reporting. Mondale argued that, by providing an independent accounting of the social state of the nation, a system of social indicators would greatly improve congressional scrutiny in the field of social policy, much as economic indicators were believed to do in the field of economic policy. This bold effort to build a constituency of the future around social scientists is now largely forgotten, but its history illuminates the uneasy relationship between social science and government. (*Science Communication*, June 1992 vol. 13 no. 4 371-398)

I was personally involved in the "social indicators" movement during the early 1970s, working as a graduate student research assistant on the health and small farmer agriculture components of a USAID-funded "Indicators of Social Development Project." To this day, USAID continues to work to improve the indicators used by the agency to measure the impact of its investments to foster sustainable development and poverty reduction in the countries where the Agency provides assistance.

William Jefferson Blythe III (8/19/46 - present)

William Jefferson Clinton (42nd President of the United States)

If you live long enough, you'll make mistakes. But if you learn from them, you'll be a better person. It's how you handle adversity, not how it affects you. The main thing is never quit, never quit, never quit.

Flight Log Memories: Back in 1995, my wife twisted my arm to take her to see **President William Jefferson Clinton** who was to appear at a campaign rally in Fairfax Country (Northern Virginia) during his run for re-election. True to form, President Clinton's arrival was delayed but eventually his helicopter touched down and he made his way to the stage, receiving an enthusiastic welcome from the crowd. An area closer to the stage was roped off and reserved for the Party faithful, presumably those credentialed as active political campaign workers and/or major donors, of which neither Sonia or I qualified. But that didn't stop Sonia who worked her way to getting on the other side of the rope and closer to the stage. My wife didn't allow us to leave until that helicopter lifted off to whisk Bill to his next campaign stop.

Mary Elizabeth Alexander Hanford (7/29/36 – present)

Senator Elizabeth Dole, Republican-North Carolina (2003-2009)

The next president, whoever she may be, must stabilize the farm economy by exercising leadership to expand domestic markets and increase exports.

Flight Log Memories: Late one afternoon Sonia and I were leaving the Tysons II mall in Northern Virginia. As I walked ahead to get to our car that was parked on the ground level of the garage, I heard Sonia shouting something to me. I turned around to hear what she was saying but all I could hear, and it made absolutely no sense, was: "It's a dog! It's a dog!" Not sure why she was calling out to me, I just waved my hand toward her and turned around, only to discover a brand new Jaguar stopped in front of me with a female driver laughing at what she had seen and heard.

I quickly realized that the driver was **Elizabeth Dole** who had been President of the American Red Cross (1991-1999) and resigned from that position in 1999 to run for the Republican Party's nomination for president in 2000, before withdrawing due to inadequate fundraising. Subsequently she was elected and served as North Carolina's first female Senator from 2003 to 2009, filling the seat that had been vacated when Republican Senator Jesse Helms retired. Later I would again see Elizabeth at a National Press Club event at which that year's World Food Prize winner was announced. At the time, she was serving on the World Food Prize Board of Directors. Looking back on my near miss encounter with Elizabeth, I now realize that Sonia was not saying "It's a dog!" but rather "Elizabeth Dole!" Wouldn't it have been funny had Elizabeth rolled down the window and said to me: "Don't worry, Bob is the same way!"? However, she did laugh and we made eye contact!

Daniel Ken Inouye (9/7/24 – 12/17/12)

Senator Daniel Inouye (D-Hawaii)

I hope that the mistakes made and suffering imposed upon Japanese Americans nearly 60 years ago will not be repeated against Arab Americans whose loyalties are now being called into question.

Born in Honolulu as a "Nisei" (second generation Japanese American) **Daniel Inouye** graduates from that city's McKinley High School and was studying medicine at the University of Hawaii when the Japanese attacked Pearl Harbor on December 7, 1941. After serving as a medical volunteer to help deal with the casualties, Inouye left his studies and joined the US army as soon as the ban on Japanese Americans enlisting was lifted. Once asked why he had volunteered when Japanese on the mainland were being held in internment camps, Inouye simply answered: "I did it for my children." Inouye served with:

> the famed 442nd Regimental Combat Team (composed mostly of Japanese Americans), winning promotion to sergeant and then a field commission as a lieutenant. In the 'Lost Battalion' battle in the Vosges Mountains, France, he was hit by a bullet which was stopped by two silver dollars he carried in his pocket. But he had lost his lucky charms just before an assault on Colle Musatello, in the Po Valley, Italy, in April 1945. Despite being wounded, he took out the first of three German machine-gun positions pinning down his platoon. He led an attack on the second, before collapsing. Then, as his unit attacked the third, he crawled into position to throw a grenade. As he stood to throw, a German rifle grenade severed his arm, leaving the grenade in the fist. Keeping his troops at a distance, he prised the grenade out, threw it, and finished the attack one-handed. He was awarded the Distinguished Service Cross. … The 442nd was thought to be the most decorated regiment in the US army, but racial prejudices often influenced the awarding of the Congressional Medal of Honor. In 2000, after years of campaigning by others, Inouye and 21 other Nisei veterans were presented with the nation's highest military award in a special ceremony by President Bill Clinton.

Inouye returned to college after the war but changed his major to political science. After graduating from the University of Hawaii in 1950, he came to Washington, DC to study at George Washington University, earning a law degree in 1953. After serving for a period in Hawaii's territorial house and senate, he won election in 1959 as the first Congressman from the new 50th state and was elected to the Senate in 1962. In 1968, Inouye delivered the keynote speech at the Democratic convention in Chicago and was being considered as Hubert Humphrey's vice-presidential candidate but declined to run.

While Inouye worked quietly and kept a low profile during most of his career in the Senate, his steely determination during two major government scandals caught the public eye. At the 1973 Watergate hearings, a microphone that Inouye assumed was off caught his comment ("What a liar") about President Richard Nixon's aide John Ehrlichman. John Wilson, Ehrlichman's lawyer, later called Inouye a "little Jap" but this only prompted a groundswell of support for the Senator. Over a decade later, Inouye chaired the 1987 Iran-Contra scandal hearings and engaged in heated

exchanges with the lawyer for Oliver North (aide to President Ronald Reagan) who had testified that military secrets were not safe with Congress. Inouye, a decorated WWII hero who had lost an arm fighting in Europe, called it "painful" to listen to North, who had arrived bedecked with ribbons on his dress uniform.

At the time of his death in 2012 at the age of 88, Inouye had represented Hawaii in Congress from the moment that the former territory achieved statehood in 1959. Inouye became the longest-serving member of the U.S. Senate and had the second longest tenure to date, after Robert Byrd (D, West Virginia) whom he had succeeded as president pro tempore of the Senate. While Inouye's profile was highest during his service on the aforementioned investigative committees during the Watergate and Iran-Contra hearings, Inouye's chairmanship of a number of standing committees reflected his ability to get things done quietly. Both sides of the Senate aisle recognized his integrity and honesty.

During his career, he headed committees on intelligence, commerce, and appropriations. Inouye also chaired the committee on Indian affairs and was named an honorary member of the Navajo nation, given the name "the Leader Who Has Returned with a Plan." Nearly 40 years later in 2010, Inouye won re-election to his ninth Senate term with 75% of the vote. Once asked how he would like to be remembered, Inouye said: "I represented the people of Hawaii and this nation honestly and to the best of my ability. I think I did OK."

Flight Log Memories: On May 18-22, 1996, the XXIX General Assembly of the Pacific Basin Economic Council (PBEC) was held at the Sheraton Hotel in Washington, DC. Dora Luz Muñoz de Cobo, a friend of my wife Sonia, was attending the conference in her role as the Manager of Economic Development and Foreign Trade of the departmental government of Valle del Cauca, a department located on Colombia's Pacific Coast and seeking to increase trade and investment relations with the countries of the Pacific Basin. Dora invited Sonia and me to attend the conference's opening reception. While Dora and Sonia, who went to the same high school, were catching up on old times, I was wandering around to look at the country booths when I noticed the State of Hawaii booth.

As I walked toward it, I saw Senator **Daniel Inouye** walking toward me, instantly recognizing him because of the many hours I spent in 1974 watching the Watergate Hearings on the events surrounding the break-in and attempted burglary of the Democratic National Committee office in Washington, DC's Watergate Hotel. As Senator Inouye approached, I offered my left hand to thank him for his many years of service to our country. He graciously shook my hand but quickly proceeded on to whatever was next pressing on his schedule.

What I didn't remember about that evening but which Sonia later reminded me is that we also had a close encounter at this event with **Álvaro Uribe Vélez**, the Governor of Antioquia in Colombia who three years later was elected President of Colombia. Uribe happened to stand behind Sonia in the serving line for dinner and complimented her on the dress she was wearing. Some years later Sonia and I attended an event for Colombian citizens living in the Washington, DC area at the Organization of American States, the highlight of which was President Uribe holding an impromptu town hall to answer questions from the audience.

Álvaro Uribe Vélez

Politicians Encountered on the Job

While working in Washington, DC, there are no shortages of development-related events affording opportunity to see, meet, and talk with politicians. Each year, the Association for International Agriculture and Rural Development (AIARD) sponsors its Capitol Hill Forum (in the winter) and Annual Meeting (in the summer) at which members of the U.S. Congress are invited to speak. Over the years, at these events, I saw and heard presentations by members of Congress such as **Richard Lugar** (R-Indiana), **Doug Bereuter** (R-Nebraska), and **Marcy Kaptur** (D-Ohio). Once, heading to a meeting in the Russell Senate Office Building, I saw a reporter interviewing **Orrin Hatch** (R-Utah). From time to time, while working in the Ronald Reagan Building with the U.S. Agency for International Development, I would see former Congressman **Lee Hamilton** (D-Indiana) at the Wilson Center that is also located in the same building.

Left to Right:

Richard Lugar, Doug Bereuter, Marcy Kaptur, Orrin Hatch, and Lee Hamilton

While working with USAID, I occasionally accompanied colleagues up to the Hill to brief members of Congress on some aspect of USAID's work in development in the Latin America and Caribbean region. The following vignettes provide some memories of those brief encounters.

Carolyn Jean Cheeks Kilpatrick (6/25/45 – present)

Representative Carolyn Jean Cheeks

I will be your congresswoman ... until I decide to retire.

Flight Log Memories: From 1997 to 2011 **Carolyn Kilpatrick** (D-Michigan) served as Representative for the 13th congressional district of the state of Michigan. One day several of my USAID colleagues and I visited Representative Kilpatrick's office to brief her on the work of USAID to provide development assistance to Haiti after the 2010 earthquake that had struck that country. The briefing helped prepare Ms. Kilpatrick for an upcoming congressional delegation visit to Haiti to review the situation there.

While I gave a short overview on some USAID projects being implemented in Haiti at the time, what I recall more was a sense of sympathy for Ms. Kilpatrick as a mother. At the time, her son, Kwame Malik Kilpatrick, former mayor of Detroit, had been facing various scandals and accusations of corruption, with Kwame eventually resigning after being charged with ten felony counts, including perjury and obstruction of justice. Contrary to her pledge that she would be the congresswoman for the 13th Congressional District "until [she] decide[d] to retire," her political support waned in 2010 when she was again challenged in the Democratic primary and lost. Compared with 2008,

> her opposition coalesced around State Senator Hansen Clark who defeated her in the August 3 primary. "This is the final curtain: the ending of the Kilpatrick dynasty," said Detroit political consultant Eric Foster…. NPR and CBS News both noted that throughout her re-election campaign, she was dogged by questions about her son, Kwame Kilpatrick…. Michigan Live reported that her election defeat could in part be attributed to the Kwame Kilpatrick scandals (Source; Wikipedia).

On October 10, 2013, Kwame Kilpatrick was sentenced to 28 years in prison for corruption, his punishment for the series of scandals that destroyed his political career, if not also that of his mother, and helped steer a crisis-laden city even deeper into trouble.

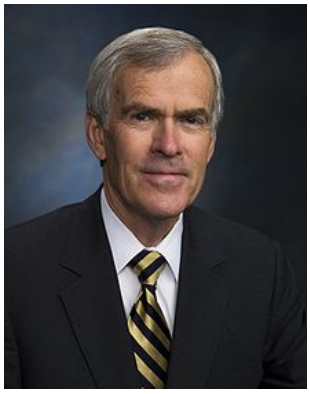
Betty Louise McCollum (7/12/54 – present)

Representative Betty McCollum

The U.S. and the world have a vital interest in improving the lives of a billion people living in misery. Ending suffering and keeping children alive, healthy and educated are goals Americans clearly support….

Flight Log Memories: Another briefing I attended was for Representative **Betty McCollum** (Democrat - Minnesota) who has served Minnesota's 4th congressional district in Congress since 2011. This briefing prepared her for a congressional delegation visit to Honduras to learn about how the USG Feed the Future program was addressing poverty, hunger, and under-nutrition in this Hemisphere's second poorest country after Haiti. Her questions reflected concern that USAID assistance have a sustained impact on poverty reduction. I noted that food insecurity in Honduras is not the result of lack of food in the market place but rather that poor households don't have sufficient income to purchase the food that is available. I described how USAID was addressing this constraint by helping to link small-scale farmers to high-value markets for coffee and horticultural crops, in order to raise household incomes, thus household ability to purchase the food that is available in the market. On September 18, 2014, the day of my retirement party at USAID, bipartisan bills authorizing Feed the Future, the United States initiative to address global hunger and food insecurity, were introduced in the House and Senate. Passage of this legislation would help ensure U.S government funding for Feed the Future for some additional years. This legislation had been introduced by Representatives McCollum (D-MN) and Smith (R-NJ).

***Jesse Francis* "Jeff" Bingaman, Jr. (10/2/43 – present)**



Senator Jeff Bingaman

The United States is the most innovative country in the world. But our leadership could slip away if we fail to properly fund primary, secondary and higher education.

Flight Log Memories: Senator **Jeff Bingaman** (D-New Mexico) was a key player in securing passage of the United States-Central America Free Trade Agreement (CAFTA). He and Representative Rob Portman (Republican-Ohio - 1993-2005) were co-signers of the "Portman-Bingaman Letter" that committed the Administration of President George Bush to "additional funding" to help the Central American countries to build their capacity to address labor and environment obligations under the CAFTA treaty. In turn, this development had a positive impact in securing ratification of CAFTA by the U.S. Congress. Once the treaty (CAFTA) entered into force for all signatory countries, including the Dominican Republic, I was invited to represent the LAC Bureau in a briefing for Senator Bingaman. My colleagues answered the Senator's questions to his satisfaction, thus sparing me from having to contribute to the briefing other than having had this "close encounter" opportunity to meet the Senator.

Sadly, after CAFTA was ratified by the Congress and signed into law by President Bush, there was an almost immediate decline in the level of USAID funding support for trade capacity building, with TCB defined as funding to help the Central American countries implement CAFTA obligations and to adjust their productive sectors to become more competitive and benefit from trade under the treaty. As a result of USAID shifting stagnant or declining economic growth funding away from the latter TCB component (helping countries to adjust their productive sectors to become more competitive and benefit from trade under the treaty) and toward the former TCB component (especially toward helping countries to meet their labor and environment obligations), this left even less funding available to help the countries meet other treaty obligations (e.g., meeting sanitary and phytosanitary standards obligations), not to mention leaving even less funding available to help the countries adjust their productive sectors to compete and benefit from trade.

This trend was further aggravated with the dawn of Feed the Future (FTF) assistance to Central America, as Missions saw their non-Agriculture economic growth funding decline or disappear, with their (FTF) Agriculture funding having the attached string that the funding was to be used in "zones of influence" having the highest incidence of rural poverty, zones that in the near term were the least well prepared to take advantage of the opportunity to grow higher-valued fruits and vegetables for export, given that poor subsistence farmers are most immediately concerned with how to increase their incomes from *milpa* (corn and beans).

Diplomats Encountered on the Job

Beyond these close encounters with politicians on the street or on the job I had several memorable close encounters with three high-level U.S. diplomats, two of whom at the time held the position of U.S. Secretary of State and the third who would become the first female U.S. Secretary of State.

Madeline Jana Korbel Albright (5/15/37 – present)

No matter what message you are about to deliver somewhere, whether it is holding out a hand of friendship, or making clear that you disapprove of something, is the fact that the person sitting across the table is a human being, so the goal is to always establish common ground.

Madeleine Albright is a Czech-born American politician and diplomat who became the first woman to serve as a U.S. Secretary of State. Nominated by President William Clinton (see vignette) on December 5, 1996, Albright was unanimously confirmed by a vote of 99-0 in the U.S. Senate, becoming the first female U.S. Secretary of State on January 23, 1997. She holds a Ph.D. from Columbia University, various honorary degrees, and now serves as a professor of International Relations at Georgetown University's Walsh School of Foreign Service. In May 2001, President Barack Obama honored Albright with the Presidential Medal of Freedom.

Flight Log Memories: On December 5, 1996, the day President Clinton nominated Madeline Albright as the 64th Secretary of State of the U.S., I was working with the U.S. Agency of International Development (USAID) under a contract with USDA. My role was that of Institutional Development Advisor and, at the time, my office was in a building (no longer existing) in Rosslyn, Virginia. USAID's Bureau for Latin America and the Caribbean was starting up the Hemispheric Free Trade Expansion (HFTE) project to assist the LAC countries to prepare for implementation of the Free Trade Area of the Americas (FTAA) agreement, the negotiation on which would later stall in 2004.

During this period I often spent a good part of my day in the State Department in meetings with my boss, John Becker, team leader for the Broad Based Economic Growth (BBEG) Team. John even assigned an office and desktop computer to me so I could work at the State Department, access my email, and read trade-related documents John had compiled and wanted me to go through in order to familiarize myself with the concept of "trade disciplines." Interaction with John and reviewing those documents was my introduction to the world of trade, trade negotiations, and trade capacity building.

Soon John asked me to serve, under his leadership, as the Trade Liberalization Team Co-Leader on the HFTE project. Spending a good part of my day at the State Department, I often went to the State cafeteria for lunch. One day after buying my food in the serving area and carrying my tray to the dining area, I had my "close encounter" siting of **Madeline Albright** sitting alone at a table for two. I recalled that President Clinton had nominated her to become Secretary of State but she had not yet assumed that role. More worried about finding a table to put down my tray I passed up this opportunity to walk up to Madeline's table, introduce myself, wish her all the best in her new assignment, and perhaps put in a plea for more funding to support USAID assistance in agriculture, rural development, and economic growth in Latin America and the Caribbean. On quick reflection, however, I thought that the prudent thing would be to respect her privacy and avoid an awkward situation of not being invited to sit down and join her for lunch. My mother, **Ethel Byrnes** (see vignette), had once told me that I had inherited her natural tendency toward reticence—and that quality, if one could call it that, was probably on overdrive that day!

Hillary Diane Rodham (10/26/47 - present)

Hillary Rodham Clinton (67th United States Secretary of State)

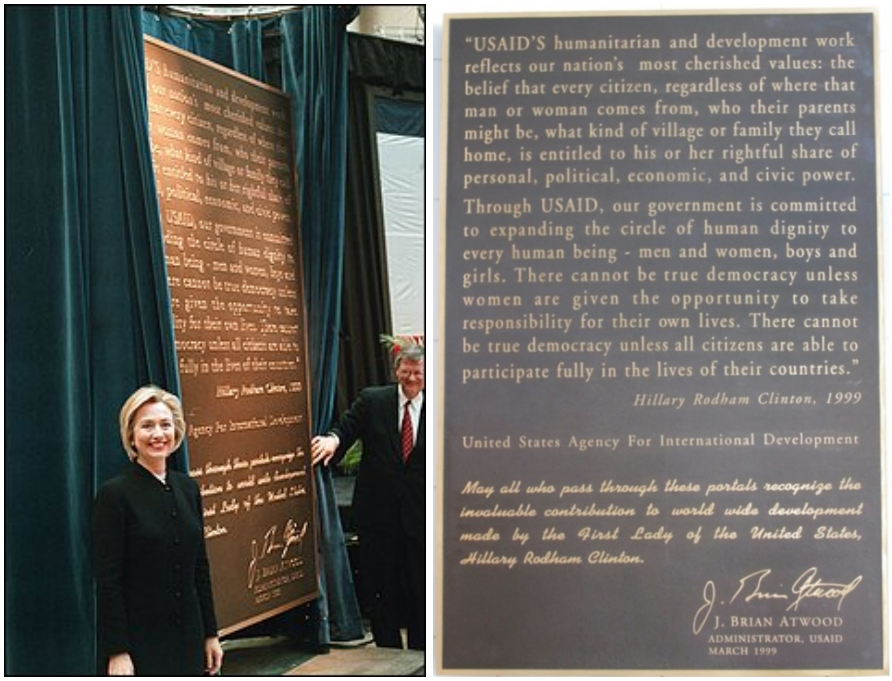
I believe in development, and I believe with all my heart that it truly is an equal partner, along with defense and diplomacy, in the furtherance of America's national security.

Hillary Rodham Clinton is, arguably, the most recognized woman in the world, except possibly the Hollywood film star Angelina Jolie or globally popular *Waka Waka* music idol Shakira.

Flight Log Memories: Even before becoming the Secretary of State, Hillary as First Lady of the United States, was an active supporter of the U.S. Agency for International Development (USAID) and visited the agency's headquarters at the Ronald Reagan Building (RRB) to speak in the Atrium to the agency's staff. While I could hear her speaking as I passed though the building's lobby, I didn't stop to listen as I was in a rush to get back to my office. Years later, on January 23, 2009, two days after becoming the Secretary of State, Hillary returned to the RRB to again speak to the USAID staff in the Atrium Hall—and this time I attended. Some highlights of her remarks follow (most references to applause and laughter deleted):

> I wanted to come here today with a very simple message: I believe in development, and I believe with all my heart that it truly is an equal partner, along with defense and diplomacy, in the furtherance of America's national security. . . . As we look toward the future, it is essential that the role of USAID and our other foreign assistance programs be strengthened and be adequately funded and be coordinated in a way that makes abundantly clear that the United States understands and supports development assistance. . . .
>
> A few of you may…know, as I mentioned in my testimony before the Foreign Relations Committee, that [President Obama's] late mother was an expert in microfinance and worked in Indonesia. I have been involved in microfinance since 1983, when I first met Muhammad Yunus [see vignette] and had Muhammad come to see us in Arkansas so that we could use the lessons from the Grameen Bank in our own country.
>
> I know there is a very vigorous debate within the development community about how we should be organized, what form that organization should take, where in the government we should be situated. Well, having served for eight years in the Senate, the last thing we want is a never-ending debate about process. What we need to figure out how to do is to set forth a clear path using what we already have, and finding what else additionally we need in terms of authorities and resources. And I'm going to be…asking every one of you, "How do we do what you do better? How do we eliminate redundancy? How do we streamline procedures? How do we better target missions and then resource them?" And I invite you to provide that kind of feedback. . . . I want to know from you what we need to do to make sure that USAID assumes once again the global leadership role you deserve it to have in the delivery of development assistance. . . .

So I take this work very personally. I was quite honored upon leaving the White House to have a plaque put up in the lobby recognizing my work. And if anybody knows where that plaque is – (laughter and applause) – you know, I'd just love to see it again.



First Lady Hillary Rodham Clinton stands next to just-unveiled plaque honoring her contributions to worldwide development (2/16/99)

So this will be a lot of hard work. …one of my all-time favorite movies, *A League of Their Own*, has this great scene where the Geena Davis character has decided, you know, her husband's come home from the war, he was injured, they're in the playoffs, and she just goes to Tom Hanks, the broken-down, drunken coach – that's not an analogy, I'm just describing his role – (laughter) – and says, "You know, I've got to go home. I just can't do this anymore. It is just too hard." And Tom Hanks says, "Well, it's supposed to be hard. If it weren't hard, anybody could do it."

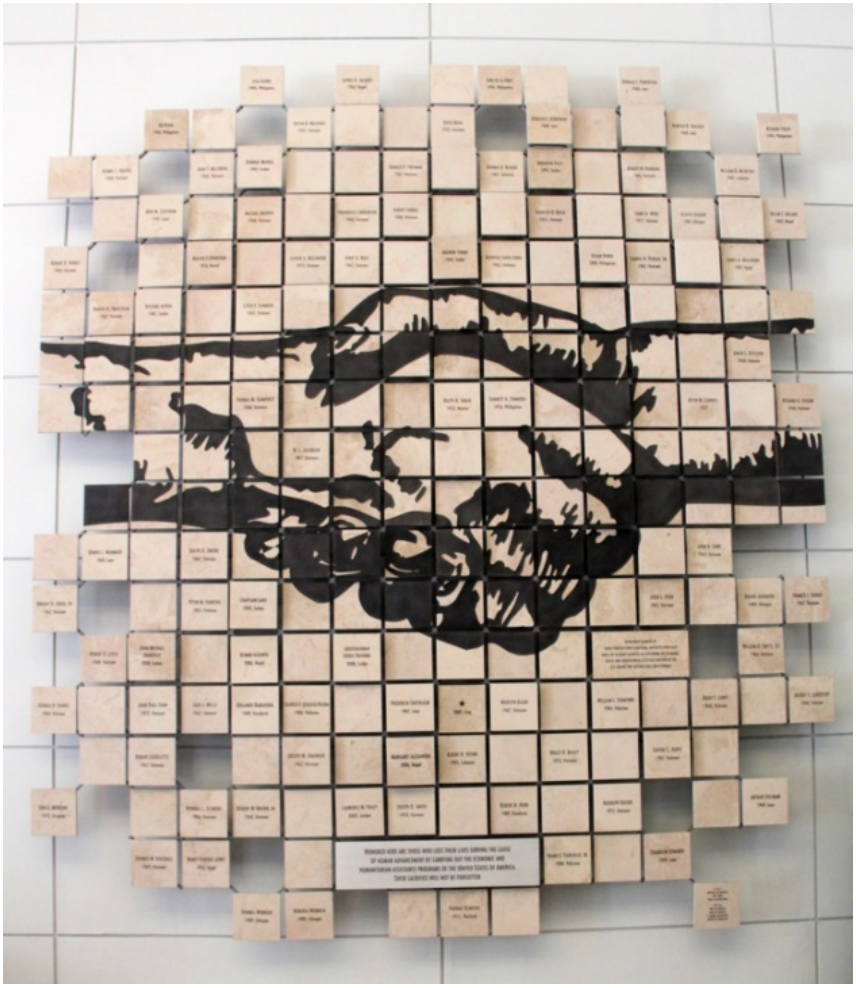
And that's how I see your role. You go to places that are difficult and dangerous. You encounter peril, but you make a difference. And now what we have to do together is figure out how to magnify that difference and how to produce results that justify the American taxpayers' investment in development during a very difficult time for our fellow citizens. You know, if you don't know somebody who's lost their job yet, you will. And we have some challenging days ahead.

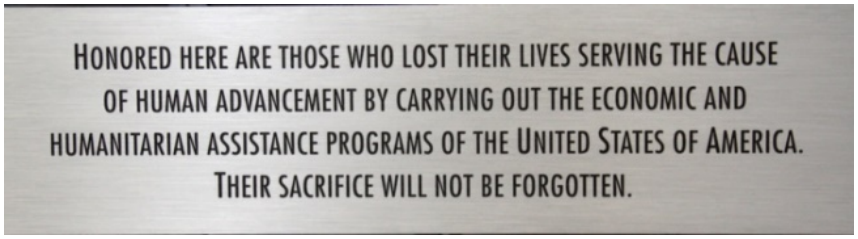
…we have to be able to make the case. You have to be able to make it to your sister who's worried about paying her car payments, to your son who got out of college and the jobs dried up, to your husband who is worried his job is going to disappear. You've got to be able to make the case that what you do for America is important, even in these tough times. I believe we can make that case. But it can't be just a speech from me. It has to be the accumulated efforts of every one of you that will enable me to make the case, not just to our Congress and not just to the White House, but to the American people.

So I'm ready to roll up my sleeves and get to work with you. And I look forward to the days, weeks, months, and years ahead. Thank you all and God bless you.

With President Obama's election, not only did Hillary return to the national scene as Secretary of State but also the plaque to USAID, that she had referenced in her 1/23/09 remarks to USAID's staff. Initially hung in USAID's lobby during President Clinton's administration, the administration of President George W. Bush had covered the plaque by a collage of photos and later removed and replaced it with ceramic tiles listing 60 USAID employees who died on duty. After Obama became the president, USAID took steps to have the plaque reinstalled in the USAID lobby, though Secretary Clinton insisted that no public funds be used for the plaque's reinstallation. Eventually, the now famous (or infamous) plaque was installed again in the USAID lobby though in a different location so as to not desecrate the memorial (the ceramic tiles) honoring the USAID employees killed while serving their country.

Seeing that bronze plaque and those ceramic tiles as I walked each day through USAID's lobby was a constant reminded not only of the fragility of human life but also of the continuing challenge, as Secretary Clinton said, "to justify the American taxpayers' investment in development during a very difficult time for our fellow citizens."





John Forbes Kerry (12/11/43 – present)

John Kerry (former U.S. Senator and 68th United States Secretary of State)

How do you ask a man to be the last man to die in Vietnam? How do you ask a man to be the last man to die for a mistake? (Testimony before subcommittees of the U.S. Senate, April, 1971)

John Kerry, a longtime U.S. politician, was serving as the 68th United States Secretary of State at the time of my retirement from USAID on 9/30/14. From 1985-2013, Kerry represented Massachusetts as Senator and became the Chairman of the Senate Foreign Relations Committee in 2009. Five years earlier, Kerry was selected by the Democratic Party to be its presidential nominee in the 2004 Presidential Election "won" by George W. Bush. A graduate of Yale University (1966), Kerry enlisted in the Naval Reserve in 1966 and from 1968-69 served a four-month tour of duty in South Vietnam as officer-in-charge of a Swift Boat. This service garnered award of combat medals including the Silver Star, Bronze Star, and three Purple Hearts. On return home, Kerry joined the Vietnam Veterans Against the War, becoming that organization's spokesman and an outspoken opponent of the Viet Nam War. In 2013, President Obama nominated Kerry to succeed then Secretary of State Hillary Rodham Clinton (see vignette). The U.S. Senate, on January 29, 2013, confirmed Kerry by a vote of 94–3 and he assumed the office on February 1, 2013.

Flight Log Memories: On February 15, 2013, just two weeks after the Senate had confirmed **John Kerry** as Secretary of State, Kerry came to the Ronald Reagan Building, headquarters of the U.S. Agency of International Development (USAID), to speak to the agency's staff. The following are highlights of Secretary Kerry's remarks from the transcript (references to laughter and applause deleted):

> …you all are doing some of the most important work in the world and the most important work in our country to reach out to people, present the face of America, present the values of America, present the interests of America, and touch people all around the world and tell them the story of who we are and what we care about and what we fight for and what makes a difference in life. …
>
> President Obama could not have made it more clear in his State of the Union message when he challenged all of us here and said, "We have an opportunity to end extreme poverty in the next two decades." And we do. And I'm confident that with your work and help, and if we get Congress to continue to understand this connection, we will end extreme poverty in the next two decades. …
>
> One percent of the total of what we invest in – not spend but invest in – comes to AID. One percent. And what we do to change people's opinions, to change lives, to open up opportunity as a consequence of that is really hard to define to people but totally in keeping with the best values not only of the country but of any and every philosophy of life or religion that I know. …
>
> …our job is not just to do the job of going out and making a difference in lives… … it's also to connect the dots for people, to do a better job, if you will, of making sure that everybody in America understands this isn't a giveaway, this isn't…a waste of effort. This makes a difference to people's perception of us, to their connection to us, to their willingness to link arms with us and make a difference in other tricky endeavors, whether it's fighting terrorism or narcotics or oppression or resistance to governance. All of those things we advance because we engage and show that we care about something more than just ourselves. What a difference that makes.
>
> …we need to point out to people that in this world we're living in in the 21st century, a world…undergoing mighty transformation, this is in the interests of our country and our future if you don't want to send troops somewhere in the future to fight the conflict that comes about because we didn't do this now. …
>
> …we need to understand the connection of all of these things to our security, to our business opportunities, to our economic future, to America's leadership role in the world. … You…take a country like Egypt or Jordan or many of the countries in the Middle East, you've got 60 percent of the population under the age of 30, 50 percent under the age of 21, …about 40 percent under the age of 18. If we don't build health capacity or education capacity or governance capacity with those folks, then everybody here knows how ripe those people will be for someone to walk in with a religious extremist point of view and strap a suicide vest on them and send them out to do harm because they don't have anything better to offer to the world. …
>
> …there's another reason why…. If you don't help people with rule of law, if you don't help them and mentor them and introduce people to certain opportunities through the linkage of health to societal stability, and ultimately to economic opportunity, America is going to fall behind and lose the leadership role that we have in the world today. And we're going to lose jobs for our fellow Americans. This is not just about over there; this is about here. This is about how you build the societies that offer us the market opportunities so that we can have the trade and investment and the options of creating the jobs here at home and the goods that Americans can buy and so forth. …

I need you and…the President needs you to be ambassadors of this message of how this matters to every single American, how small our investment is versus the return that we get for it. What a difference it makes to America's security, to America's business opportunities, to America's leadership role and our future. …But it also requires us to think creatively, sometimes out of the box, about how we may be able to deliver some of this in 21st century terms in ways that augment, multiply, when we don't have the same amount of resources we've had previously, but multiply the efforts in their return on that investment by creating greater investment opportunities, more jobs, building the economies. …

…you all are the cutting edge of American foreign policy. … One thing has always stood out to me from that period [1961 and President Kennedy]. I was in college then. And we were all engaged in the civil rights movement and breaking the back of Jim Crow and the Mississippi voter registration drive, environment, all those things that made a difference, and still do, obviously. … But President Kennedy challenged all of us [in his Inaugural Address], and I still believe in that challenge…that here on Earth, God's work must truly be our own. I think for every single American, what we're doing here at AID, what we're trying to do to change the world, the unbelievable return we get for the very small amount we ask Americans to put into this, is really indeed God's work, and I look forward to continuing it with you. Thank you, and Godspeed. Thank you.

Secretary of State John F. Kerry and USAID Administrator Rajiv Shah

After Kerry's extemporaneous remarks received a rousing round of applause from the USAID staff, he went into the audience to meet, shake hands, and chat with many who remained in the room after his remarks. Just as I had done years before when I had my close encounter with Vice President Walter Mondale (see vignette), I surveyed the room and determined that the Secretary would need to make his way from the right side of the stage back over to the stage's left side in order to get back to the door where he had entered.

I waited patiently in front of stage center as Kerry worked his way back from the stage's right side toward its left side. Finally, he reached where I was standing and I offered my hand, which he shook as I told him "We share the same name, Kerry." He laughed but quickly asked: "What is your last name?" I replied "Byrnes" and he asked: "Where did you go to school?" and I said "Michigan State!" to which he responded with an approving smile before turning to the others waiting to shake his hand and get a photo with him.

Reflecting on this encounter with Secretary Kerry, I recalled my encounter with Pope John Paul II (see vignette), where I put my priority on taking a photo of the Pope rather than making sure I got a chance to shake his hand. While I took my cell phone with me to the event and managed to get photos of Kerry, I realized that I would have to settle for shaking the Secretary's hand because I could not count on someone else knowing how to use my cell phone to take a photo of the Secretary with me. But a week or so later a colleague forwarded to me an email containing the following two photos of me with the Secretary:

The Two Kerry's

While I feel that it was a loss to our nation that Senator Kerry was not elected the President in 2004, I could not have anticipated back then that, just less than a decade later, he would become the Secretary of State and the man to whom USAID reports, thus making him at least my boss if not my President.

Citizens

Before we reach then end of this virtual stopover, we meet two citizens who, neither politician nor diplomat, have each in her own way raised public understanding of political issues facing the United States.

Lilly McDaniel Ledbetter (4/18/38 – present)

The first bill that President Obama signed into law was the Lilly Ledbetter Fair Pay Act. I think it says something about his priorities that the first bill he put his name on has my name on it too. As he said that day with me by his side, "Making our economy work means making sure it works for everyone."

It is not likely, at first blush, that you recognized the name of **Lilly McDaniel**. You more likely know of her, however, as the woman who moved the U.S. Government to finally support the Fair Pay Act of 2009 passed by the Congress on January 27, 2009. She would later tell her story in her book, *Grace and Grit: My Fight for Equal Pay and Fairness at Goodyear and Beyond* (2012).Yes, that citizen and the book's author is **Lilly Ledbetter**.

Born Lilly McDaniel in Jacksonville, Alabama, Lilly graduated from Jacksonville High School in 1956. After high school, she married Charles Ledbetter. They had two children and remained married until Charles's death in 2009. In 1968, Ledbetter passed the H&R Block tax preparation exam and became an associate with that firm. In the mid-1970s, she became an office manager at an accounting firm in Gadsden, Alabama, and later held the same position at a gynecologist's office.

In 1979, Ledbetter began working for Goodyear and retired after nearly 20 years with that company in 1998. After retiring, she sued Goodyear for paying her significantly less than her male counterparts – and this lawsuit eventually reached the Supreme Court, which denied her claim because she had not filed her suit within 180 days from her first pay check. Back in 1979, however, Ledbetter was not aware of this requirement. Reacting to the court's decision, Ledbetter said: "We sought justice because equal pay for equal work is an American value. That fight took me ten years. It took me all the way to the Supreme Court. And, in a 5-4 decision, they stood on the side of those who shortchanged my pay, my overtime, and my retirement just because I am a woman." In a dissenting opinion U.S. Supreme Court Justice Ruth Bader Ginsburg wrote:

> Lilly Ledbetter was a supervisor at Goodyear Tire and Rubber's plant in Gadsden, Alabama, from 1979 until her retirement in 1998. For most of those years, she worked as an area manager, a position largely occupied by men. Initially, Ledbetter's salary was in line with the salaries of men performing substantially similar work. Over time, however, her pay slipped in comparison to the pay of male area managers with equal or less seniority. By the end of 1997, Ledbetter was the only woman working as an area manager and the pay discrepancy between Ledbetter and her 15 male counterparts was stark: Ledbetter was paid $3,727 per month; the lowest paid male area manager received $4,286 per month, the highest paid, $5,236 (Source: Wikipedia).

In 2008, on Women's Equality Day (August 26), Lilly Ledbetter spoke on behalf of pay equity at the Democratic National Convention. Ultimately, the Lilly Ledbetter Fair Pay Act of 2009 was passed by the Congress on January 27, 2009, and was the first bill signed into law by President Barack Obama two days later on January 29, 2009. Amending the Civil Rights Act of 1964, the new act states that the 180-day statute of limitations for filing an equal-pay lawsuit regarding pay discrimination resets with each new paycheck affected by that discriminatory action. The law directly addressed the earlier U.S. Supreme Court decision (Ledbetter v. Goodyear Tire & Rubber Co., 550 U.S. 618 (2007) that the statute of limitations for presenting an equal-pay lawsuit begins on the date that the employer makes the initial discriminatory wage decision, not at the date of the most recent paycheck.

Flight Log Memories: During the years that I was a USDA employee, I rarely had an issue that USDA (or my client, USAID) was not paying me fairly but then I'm not a woman—for whom pay equity has been a longstanding issue. But USDA did check on our performance evaluation each year whether we had met a quota of attending at least three so-called diversity or heritage events organized by USDA (or the USG more broadly) during the calendar year. Just to note , the diversity or heritage calendar is almost full – African American History Month (February); National Women's History Month (March); Asian Pacific American Heritage and Older Americans Month (May); Gay Lesbian Pride Month (June); National Hispanic-Latino Heritage month (mid-September to mid-October); National Disability Employment Awareness Month (October); and National American Indian Heritage Month (November).

Throughout the year, I kept my eye out for diversity or heritage events that I felt would be interesting to attend. Such an event was held during Women's History Month in 2012, when one of the government agencies invited **Lilly Ledbetter** to speak. She had probably given the same talk dozens if not hundreds of times. However, without benefit of a "prepared speech" or PowerPoint, she told her story in a conversational style as if you were having a one-to-one chat with her. When she concluded her remarks, she received a rousing round of applause and several attendees stayed to meet her and get her autograph. After waiting for some other folks to finish talking with her, I approached Lilly and told her how much I had enjoyed her talk and thanked her for her hard work on behalf of the pay equity issue. In all of the years of attending such diversity events, this one was both educational and interesting, but not quite as entertaining as the diversity event that I attended a month earlier, on February 16, 2012, during African American History month. I share that encounter in a later vignette on Timothy Lee Reid.

However, at the outset of this section's flight log memories I noted that, during the years that I was a USDA employee, I rarely had an issue with not being paid fairly. But three instances of not being treated fairly on the pay front arose.

When I started working with USDA in 1993, I was able to negotiate a starting salary at the GS-15 Step 4 level based on my salary history. After working for seven years with USDA, during which I usually had outstanding performance ratings and my salary had risen to the GS-15 Step 6 level, I was due for a salary increase to Step 7. At this point, however, because of some new policy at USDA, I was told that my salary was going to be lowered to the GS-14 Step 10 level, the highest step at the GS-14 level. With the support of my USAID supervisor, I decided for various reasons to accept this lower salary in order to hold on to my job but then I was stuck at this step level for seven years until there was a change of personnel and policy at USDA that opened the door to get USDA to agree to raise my salary back to at least the GS-15 Step 6 level.

It would hurt too much to figure out how much pay I lost as a result of taking such a significant salary cut for seven years. But I kept my nose to the grindstone and continued receiving outstanding performance ratings during all the subsequent rating periods except one where I was given the second highest rating of High Superior. I even received an outstanding rating for the last rating period (10/1/2011 to 9/30/2012) during which I had been a USDA employee before USAID hired me September 23, 2012 as a Foreign Service Officer-Limited (a limited appointment up to five

years). However, USDA took the position that, because my last day as a USDA employee was 9/22/2012, a week short of being a USDA employee for all of Fiscal Year 2012, I was not eligible to receive the performance bonus I would have received had I started my employment with USAID just one week later.

To add insult to injury, when I turned in my last expense voucher of around $35 for local business-related transportation costs (taxi and metro fares), USDA refused to pay it unless I documented that I actually had incurred the metro fares being claimed. As best as I could determine, USDA had apparently put in place some new policy about providing a receipt for trips on the metro but failed to alert all its employees who worked at USAID of the new policy.

Looking back, and while I'm not about to go to court as Lilly Ledbetter did, those three instances – the seven-year pay cut, the denial of the last performance bonus, and the refusal to reimburse my last voucher for local transportation costs – point to a reality that there is yet considerable room for USDA to get its act together and ensure that its employees are paid, recognized, and reimbursed fairly.

In concluding, you will recall that I listed at the outset of this flight log memories section the month-by-month calendar of diversity events. For those of us who are Irish, not to worry! Several months (January, April, July, August, and December) are yet available to celebrate being Irish.

Maureen Bridgid Dowd (1/14/52 - present)

Maureen Dowd

"The minute you settle for less than you deserve, you get even less than you settled for."

Maureen Dowd, of Irish ancestry, was born in Washington, D.C., the youngest of five children. Today she is a columnist for *The New York Times* and a best-selling author of books such as *Are Men Necessary?* and *Bushworld.*

Graduating from Immaculata High School in Washington, D.C. in 1969, Dowd attended The Catholic University of America, graduating in 1973 with a B.A. in English. Beginning her career in 1974 as an editorial assistant for the *Washington Star*, she covered news and sports, becoming a sports columnist, metropolitan reporter, and feature writer. Following that paper's demise in 1981, Dowd began working with *Time* and, in 1983, joined *The New York Times*, initially as a metropolitan reporter. In 1986 she started working as a corresponded in the *Times* Washington Bureau

In 1991, Dowd received a Breakthrough Award from Columbia University. In 1992, she was a Pulitzer Prize finalist for national reporting. In 1994, she won a Matrix Award from New York Women in Communications. In 1995, Dowd became an Op-Ed writer for the newspaper. Then, in 1996, she was named a Woman of the Year by *Glamour* magazine. In 1999, she was awarded the Pulitzer Prize for commentary for her columns on the Monica Lewinsky scandal during the administration of President William Clinton.

She won The Damon Runyon Award for outstanding contributions to journalism in 2000, and became the first Mary Alice Davis Lectureship speaker (sponsored by the School of Journalism and the Center for American History) at The University of Texas in 2005. In 2010, Dowd was ranked #43 on *The Daily Telegraph*'s list of the 100 most influential liberals in America—and by 2007 had risen to #37 on the same list.

Flight Log Memories: Often over the years I would tune in on the Sunday morning "week in review" talk shows, in particular, when one or the other of two of the *New York Times* finest columnists – Tom Friedman (see vignette) and Maureen Dowd – were scheduled to appear. Listening to Friedman and Dowd on these shows led to following their columns and reading their books. Indeed, as reported in an earlier vignette, I once had a chance encounter with Tom Friedman. Some years later such an opportunity was also afforded to meet Maureen Dowd.

A little over a week ago on the afternoon of Tuesday, September 13, I was checking my emails and was surprised to note I had received an email from SirusXM with the following message:

As a valued SiriusXM listener, you and a guest are invited to attend a **special Leading Ladies with Maureen Dowd,** hosted by SiriusXM's Julie Mason, where the Pulitzer Prize winner will discuss her new book, *The Year of Voting Dangerously: The Derangement of American Politics*.

There are 10 pairs* of complimentary tickets for this event and attendees will be chosen based on SPEED OF RESPONSE. This special offer extends only to select listeners receiving this email. **Listeners can submit their request starting at 9 pm ET, September 13, until all available tickets have been allocated.** Requests cannot be submitted before that time.

GO HERE TO SUBMIT YOUR REQUEST

***ODDS:** This exclusive opportunity is being promoted by only one email broadcast to approximately 34,000 subscribers in Washington. Odds of winning depend upon number of entries received in response to this email and the speed of your response. If your RSVP is confirmed, you'll be sent a follow-up email with exact event details.

That evening I was at my computer ready to click on the "Go Here To Submit Your Request" button t 9 pm. On so doing, a template appeared to fill in my name, email address, etc. At 9:02 pm, less than a minute after providing the requested information, I received the following email from SiriusXM:

Congratulations Kerry!

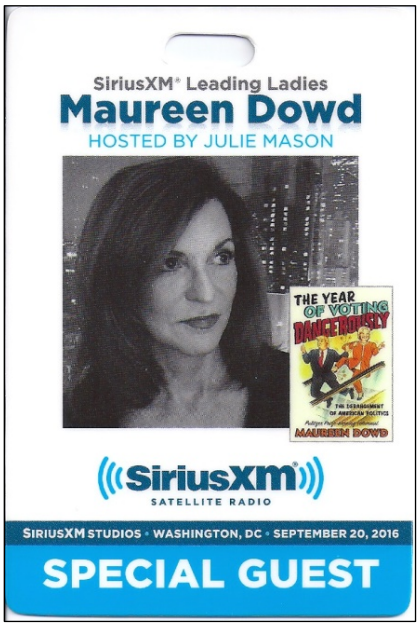
We're pleased to confirm your name has been placed on the guest list to see **Maureen Dowd** at SiriusXM Studios. You are invited to bring one guest with you.

Event Details

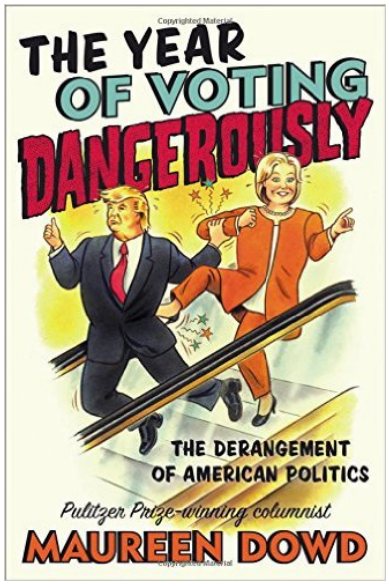
Maureen Dowd
Date: Tuesday, September 20, 2016
Check-in: 12:30 PM - 12:45 PM
Event Time: 1:00 - 2:00 PM (approx.)
Location: SiriusXM Studios, 1500 Eckington Place, Northeast, Washington, DC 20002

With my wife Sonia having another activity scheduled for this date, I reached out to a friend and former USAID colleague, David Jessee, to inquire if he would be interested in going to the event with me – and he was! On the

morning of the event, I picked up David and we drove into the District, eventually finding Sirius XM Studios building, parked my car, and got a quick bite to eat at the nearby Wendy's. Just before 12:30 pm we entered the SiriusXM Studios building where a receptionist checked our credentials and provided the ID badge shown below:



After a short wait in the lobby, a SiriusXM staff member escorted a number of the "special guests" to an upper floor where the event was to be held in one of the studios. After a short wait, another staff member reported that the guest of honor, Maureen Dowd, had arrived but was a bit under the weather. But he indicated that the show would go on and then provided instructions about silencing our cell phones, encouraging us to applaud at the appropriate times, and to enjoy the show. He also said that, after the interview (to be conducted by Julie Mason), Maureen would answer questions from the audience and sign her latest book. Indeed, he told us to pick up a copy of Dowd's new book – *The Year of Voting Dangerously: The Derangement of American Politics* – as we entered the studio.



We were told that we could take photos during the interview but not to use a flash. Below are a few of the photos I took during Dowd's SiriusXM interview.

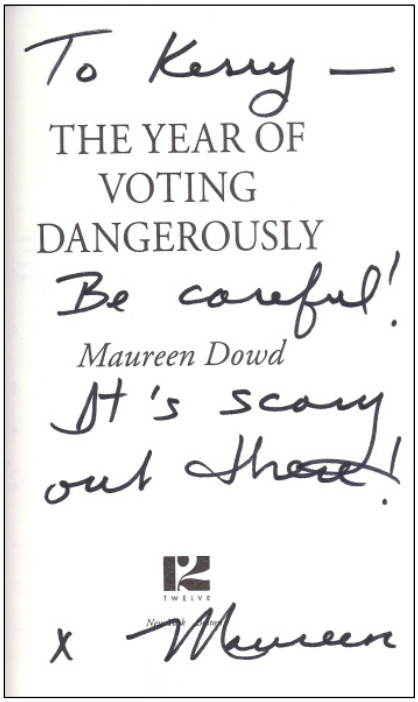
Maureen Dowd and Julie Mason

Maureen Making a Point

Maureen Reflecting on a Question

After the interview and responding to questions from audience members, attendees lined up to wait their turn to meet briefly with Maureen, have her autograph her book, and have a picture taken with her. Mission accomplished on all three counts.

Maureen Signing Her Book with Kerry



While Maureen was signing her book, I told her I had met her *New York Times* colleague Tom Friedman and that a vignette on him is included in my book titled *Giants in Their Realm*. She first reacted along the lines of jokingly

mentioning that "Oh, yes, Tom is my 'office husband'!" I told her that I'd like to write a vignette about her – a bit of her biography and some memories of meeting her – and, if she could share her email address with me, I'd send the vignette draft to her for her review. She quickly said I could write to her at dowd@nytimes.com.

Two Liberals

I'm not sure if the interview was streamed live on Facebook or YouTube but the interviewer Julie said it would replay on SirusXM's POTUS (channel 124) at 5 p.m. After I had returned to Reston and dropped David off at his house, I proceeded home and at 5 p.m. tuned in on my computer to Sirius XM to listen again to the Dowd interview and record it using my Total Recorder software so that I would have a chance to listen to it a third time for highlights to share here.

Perhaps one of the funniest and insightful comments that Maureen made during the interview was the role of the "wall" in the campaigns of the two current presidential candidates–Donald Trump and Hillary Clinton. On the one hand, Trump promises to build a beautiful wall on the Mexican-U.S. border to stem the tide of illegal migration, while on the other Hillary's lack of transparency continually builds a wall of distrust between herself and voters who otherwise might be inclined to vote for her. In this regard, Maureen commented that in an interview with Bernie Sanders he noted being disturbed that Hillary keeps a certain kind of person ("henchmen" like Sidney Blumenthal and David Brock) around her and asked why does she need them? In response, Julie quickly asked: "And why does she?" Maureen replied:

> Because she's paranoid and because she builds these walls. Trump has his wall but she has an emotional wall where she is very secretive and cuts off the press, and you saw it with the health thing, and tends to make

> things that would be nothing bigger because her foes and the press get in a frenzy that she is hiding something. And by the time you figure out what she's hiding, you know, it may not be that much.

A portion of the interview with Dowd is available as a video on Facebook (SiriusXM Politics). Also, videos of various book tour interviews with Down on television programs are available on YouTube.com, including *CBS This Morning*, *CBSN*, Fox's *The Kelly File*, *MSNBC's Morning Joe*, and MSNBC's *Andrea Mitchell*.

I'd like to close this vignette by thanking, first, SiriusXM for the opportunity to meet Maureen Dowd and, second, Maureen for doing the interview.

But, third, I'd like to close this vignette by returning to the Dowd quote that appears below her photo at the vignette's outset: "*The minute you settle for less than you deserve, you get even less than you settled for.*" I draw your attention to this quote to make the point of how poignantly it relates back to the prior vignette on the efforts of Lilly McDaniel (Lilly Ledbetter) to end pay equity discrimination against a woman, that is, paying her less than a man receives for doing the same job.

Each of these two citizens, each in her own way, has made significant contributions to raising the conscious of America's citizenry about key issues facing our country.

Virtual Stopover Epilogue

One never forgets in the realm of Development the importance of political leaders, be they politicians or statesman, since the importance they put on leadership of the United States in assisting the developing world can be measured by the size of the development assistance budget an Administration proposes and the Congress appropriates each year.

Unfortunately, despite the many strong arguments why the development of other countries is in our national interest, constituency support for development is weak among most U.S. citizens, even if the budget for development assistance is less than 1% of the federal budget!

Ultimately, since it is the people's representatives in Congress who authorize and appropriate each year's development assistance budget, both the Department of State and USAID face a continuing challenge to educate not only U.S. citizens but also each Congress on why an Administration's proposed development assistance budget is in the national interest.

Flight Segment 1 (Outbound Flight) concludes with **Chapter 4 (Outbound Flight Epilogue)** presented at the beginning of **Volume Two** (which volume continues with Chapters 5-7).

Dr. Kerry J. Byrnes

International

Agricultural and Rural Development

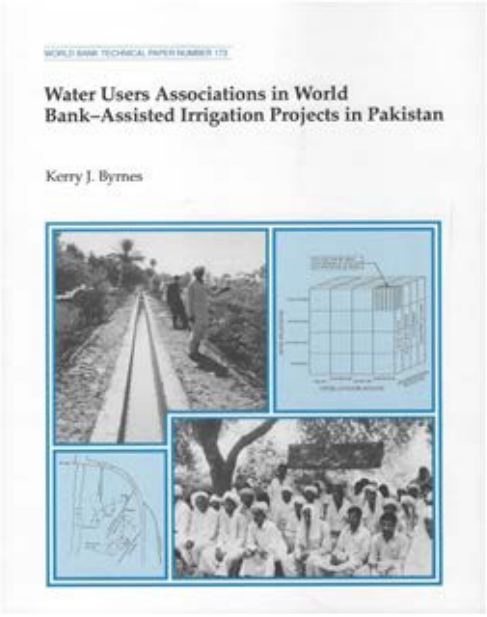
Advisor / Consultant

Bangladesh

Indonesia

Guatemala

Report for USAID



Report for The World Bank