



# **Ford Foundation records, Human Rights and Governance Program, Program Director, Office Files of Shepard Forman**

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English

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, Human Rights and Governance Program, Program Director, Office Files of Shepard Forman
<b>ID:</b>	FA717
<b>Date [inclusive]:</b>	1980-1992
<b>Physical Description:</b>	19.2 Cubic Feet
<b>Language of the Material:</b>	English

### Preferred Citation

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## Biographical / Historical

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### Segment One: International Activities of the Ford Foundation: An Overview

The Foundation's aspiration to become a national and international philanthropy for the advancement of human welfare was first formally expressed in the seminal 1949 report of the Gaither Study Committee, *Report of the Study for the Ford Foundation on Policy and Program* (RAC Library, call letters 361.7 GAI ), which was commissioned by the Board of Trustees to chart the Foundation's future. Foundation Trustees launched Ford's international grantmaking activities in 1950 when they approved the committee's report and its embrace of peace, democracy, and freedom. Since then, the Foundation has tackled these goals using a variety of strategies and responding to changing contexts, from the Cold War to the 1989 fall of the Berlin Wall and beyond.

Toward the Foundation's aspirational goal, "the establishment of peace", its international activities have comprised a wide range of conceptual approaches and focus areas. These include international affairs, international studies, international understanding, arms control and disarmament, international law, international economic concerns, and overseas development in nearly every region of the world. Three distinct periods emerge for the international grantmaking defined by external contextual changes and

internal changes in Foundation leadership and structures: the expansion era of 1950-1965; the transition and restructuring years of 1966-1988; and the post-1989 shift away from Cold War dichotomies. During each of the distinct historical periods the consistent objectives were: 1) to ensure freedom and democracy in developed countries; 2) to foster education and international understanding in all countries; and 3) to contribute to the social, economic, and political development of less developed countries.

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## Biographical / Historical

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### Segment 3. Period Sketch - Transition and Restructuring 1966-1988

In the 1960s, the Ford Foundation Trustees began to rethink the role of the Foundation in the context of the era's dramatic political and cultural changes. For instance, the passage of the 1964 Civil Rights Act created a domestic policy context in which the Foundation could more deeply engage with issues of rights and social justice. Events overseas starting in the late 1960s would extend the rights agenda to international affairs and development operations at the Foundation -- all advanced by the leadership of McGeorge Bundy (president, 1966-1979).

McGeorge Bundy was appointed president in 1966, following a significant career in national security and academic administration. During World War II, he worked with the Army's intelligence division, and in the early post-war years was a political analyst at the Council on Foreign Relations. Even without a postgraduate degree, at the age of thirty-four he became dean of the Faculty of Arts and Science at Harvard University. In 1961, President Kennedy appointed Bundy to be Special Assistant to the President for National Security - a position he held for five years under both Kennedy and Johnson. Those significant years saw the Bay of Pigs invasion, the Cuban Missile Crisis, and the beginnings of the Vietnam War.

When Bundy arrived at the Foundation, he initiated a restructuring that modeled government departments rather than the academic ones President Henry Heald had established in the 1950s. At the same time, he had to contend with serious financial constraints due to Ford's overspending in the prior periods and to economic downturns in the global economy. The Board of Trustees mandated an annual spending of over \$100 million.

These economic constraints meant that Foundation programs had to be more selective across the range of its programs. Nonetheless, international activities remained prominent with the new president and trustees. President Bundy and key trustees such as Eugene Black (1960-1968, former head of the World Bank) and Robert S. McNamara (1968-1986, former U.S. Secretary of Defense and then head of the World Bank, 1968-1981) reflected a commitment to the international activities. Bundy also added to the board in 1972 the first trustee from a developing country, the Indonesian activist and scholar, Dr. Soedjakmoto, the former Ambassador to the United States from his country and then Special Adviser on Social and Cultural Affairs to the Chairman of Indonesia's National Development Planning Agency.

To create economies of scale, Bundy unified US-based international and overseas activities under one division: the International Division (using the name for the first time). That division comprised

Resources for Development (area studies, languages, and exchanges), Population, International Relations, Planning and Evaluation, and the country programs. David Bell, an economist and the first administrator of the US Agency for International Development (1962-1966), was named vice president and served in that capacity until the end of Bundy presidency.

In 1966, Bundy terminated the long-standing internationally oriented but domestically based International Training and Research Program. Several large domestic programs -- including support of centers of international studies - were phased out in the 1970s. Instead, Ford launched under its international affairs efforts a focused but robust program in security and arms control. Over Bundy's tenure, the overseas offices were reduced from twenty in 1966 to twelve in 1979, when he retired.

The Foundation increasingly turned its attention to different set of international issues including human rights and working in repressive societies, such as South Africa. The military coups in Latin America during the late 1960s and early 1970s led the Foundation to initiate in 1976 a human rights program housed in Vice President Bell's office.

In 1979, Franklin Thomas was named president of the Ford Foundation (1979-1996). In contrast to Bundy's international and defense policy background, Franklin Thomas brought to the Ford Foundation his experience in law, housing, and community development. Prior to joining the Foundation, Thomas, a lawyer, was a Foundation trustee. He chaired the Rockefeller Foundation-funded Study Commission on U.S. Policy towards South Africa and led the Ford-funded Bedford-Stuyvesant Restoration Corporation in New York from its beginning in 1966 until he left in 1979. Earlier, he had been deputy police commissioner of NYC.

In the first decade of Thomas' tenure, the international work was still framed using the post-war East-West dichotomy. Several trustees brought to the board active engagement in international issues: Donald F. McHenry (trustee over the period 1981-1993) had served as ambassador to the U.N. and was active in the anti-apartheid movement; and General Olusegun Obasanjo (trustee over the period 1987-1999) had been Nigerian head of state from 1976-1979, and was then president of the African leadership Forum. Along with McNamara and Soedjakmoto, Rodrigo Botero, an internationally renowned economist from Colombia and former Colombian Minister of Finance and Credit from 1974 to 1976, remained on the board over the period 1978-1989.

During the early years of the Thomas presidency, the scope and strategies of the Foundation's activities were also influenced by economic and global pressures, leading to reduced assets and further financial stringencies. Thomas' board-mandated reductions resulted, for example, the firing of twenty senior staff at the same time. To achieve more effective and efficient programs, Thomas had a vision of Ford as one foundation, linking the domestic and overseas activities under new program themes: Urban Poverty, Rural Poverty and Resources, Human Rights and Social Justice, Governance and Public Policy, Education and Culture, and International Affairs.

The restructured Foundation comprised two programmatic divisions led by vice presidents: U.S. and International Affairs Programs (USIAP) headed by Susan Berresford; and Developing Countries Program (DCP), headed by William Carmichael. Berresford had been at the Foundation since 1970, coming from the U.S. Manpower Career Development Agency. She served in the National Affairs area, first as program assistant and then program officer (1972-1980), becoming head of women's programs in 1980. The main international efforts under USIAP were housed in Rural Poverty and Resources, Human Rights and Governance, and International Affairs. The other programs - Urban Poverty, Education and Culture,

and Program-Related Investments - also addressed a scattering of international issues related to their main themes.

Carmichael had joined the Foundation in 1968 as Representative in Brazil. In July 1971, he was named Head of the Office of Latin America and the Caribbean, and in September of 1977, he became Head of the Middle East and Africa Office. The DCP program was responsible for all the Field Offices: Andean and the Southern Cone, Brazil, Mexico and Central America, Bangladesh, India, Southeast Asia, West Africa, Eastern and Southern Africa, and Middle East and North Africa.

When the Foundation initiated a Human Rights and Governance program (HR&G) in 1981, it was the first instance of a Ford program explicitly entitled "human rights," despite the fact that human rights grantmaking that had started officially in 1976. International Affairs remained separate from HR&G. In 1987, however, the Board conceptually linked three programs, creating a Trustee committee called Human Rights, Governance, and International Affairs, which existed until 1992. Operationally, however, the programs relating to these fields did not often work together.

International governance remained a commitment under Thomas. The Foundation, for example, had a long-established relationship with the United Nations: from 1951 until 1988, the United Nations received ninety grants from the Foundation (it received another 198 over the period 1989-2009).

In these early years of the Thomas presidency, dramatic changes were occurring in the Soviet Union and Eastern Europe. Under President Mikhail Gorbachev's leadership since 1985, the USSR was opening up to the international community, the rule of law in society was taking prominence there, and press freedoms were spreading. The foundation developed new programs in the region, drawing on the \$60 million already spent to promote human rights and free expression and increase Western understanding of developments there.

Given the continuing economic constraints facing the Foundation and rising debt in developing countries, the Foundation shifted support under DCP to smaller scale community-based initiatives in the field offices. Thomas was also charged by the Board to increase the diversity of grantees, especially to favor populations "most affected" by the problems of concern to the Ford Foundation. The Foundation built on earlier efforts and sharpened its focus on women's issues throughout the world, including shifting the focus of the population program to women's reproductive health and child survival.

In the 1980s, Carmichael and others, with strong support from Thomas and the board, continued the 1970s' support of South African grantees for training large numbers of black lawyers and litigating sensitive cases in the South African legal system. Recognizing the multifaceted nature of discrimination in South Africa, the Foundation not only advanced the rule of law, but also strengthened civic organizations, women's groups, and educational institutions. Further, it supported a number of activist organizations in the United States that were energetically advocating US governmental sanctions against South Africa and for private disinvestment. The Foundation also played a role in shaping US policy on apartheid through the role Thomas played from 1985 to 1987 chairing the US Secretary of State's Advisory Committee on South Africa.

The Foundation's overseas staff also sought to improve the economic situation in poor, marginalized communities through targeted loan programs particularly to women head of households, beginning with the innovative work in Bangladesh of Professor Mohammed Yunus, the founder of the Grameen Bank. The results led the way to establish the field of microfinance with the aim of empowering women living

in poverty conditions, such as through a microfinance network in Latin America starting 1980 and a global lending program for women starting in 1987.

Thomas encouraged staff to share results at worldwide meetings. During those meetings, Ford staff in the country offices and in New York tried to follow the mandate to work as “one foundation.” The persistent challenge toward meeting that goal, however, was that initiatives emerging from the New York-based programs, or indeed any program developed in one country, were not always adaptable, relevant or acceptable in other countries or regions. It remained a challenge to develop a unified program, despite the commitment at the highest level of foundation leadership.

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## Biographical / Historical

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### Segment 3. Period Summary - Transition and Restructuring 1966-1988

During this era, the Foundation’s earlier interest in business and the economy evolved into a commitment to improving conditions for people living on the margins of society. The Ford Foundation promoted advancements in women's rights around the globe and introduced micro-lending into grantmaking. At the same time, the economic issues that were shaping program strategies also affected the Foundation's assets. Severe cuts resulted in a significant restructuring of country programs and reduced budgets across all programs.

Even with the cuts in country offices, in the 1970s Ford grantees in developing countries received approximately 80% of the International Division budget. The remaining fifth went to Population, Development Studies, and International Affairs. Although representing a much smaller piece, the International Security and Arms Control program from 1973 was the Foundation’s most concerted effort to make meaningful inroads in disarmament and nuclear issues - those challenges most directly linked to the Foundation's historic concern for peace. By 1979, the Ford Foundation was the biggest funder of arms control as a field, both in the U.S. and overseas.

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### Segment 4. Period Sketch - The Post-1989 Shift Away from Cold War Dichotomies

Between 1989 and 1991, dramatic changes in the external international conditions created a significantly different context for Ford Foundation’s international activities both in the United States and overseas. In November, 1989, the Berlin Wall fell. In February 1990, in South Africa, Nelson Mandela was released from prison. In December 1991, the Soviet Union dissolved. As a consequence, the Cold War was over,

Western Europe no longer had a special strategic role in the Foundation, and program-related activities in Eastern Europe and the former Soviet Union multiplied. The Foundation not only continued the earlier efforts to fund leadership in the region; from 1990-1994, Ford also spent \$1 million on the training of newly-elected parliamentarians in Eastern Europe and the former USSR. By 1993, half of the funds for grantmaking related to the former Soviet bloc were going to in-country individuals and institutions.

In 1989, Thomas also instituted a major restructuring of the Foundation to fulfill his vision of "One Foundation." All programs were put into one division led by Vice President Susan Berresford. Carmichael joined the Institute of International Education to run a program on Soviet and Eastern European Affairs and then higher education in South Africa. All the Foundation grant programs - domestic and international - reported to Berresford: Africa and the Middle East (AME, formerly MEA), Asia (ASIA), Latin American and the Caribbean (LAC/OLAC), Human Rights and Governance (HRG), Education and Culture (EC), Program-Related Investments (PRI), and International Affairs (IA).

The change in South Africa opened up many new opportunities to work in partnership with a range of South Africa partners to promote and sustain the transition to democracy. The Foundation supported women's groups working on law, development and reproductive rights. It contributed, for example, to the groups working on the Women's Chatter in South Africa, resulting in the adoption in 1994 of the first constitution anywhere that specifically included sections on women's rights.

During the 1990s, the promising political changes in African countries and elsewhere provided a positive perspective to counteract the continuing economic constraints facing the Foundation and the rising debt in developing countries. Both to reinforce local democratic initiatives and to address its economic challenges, the Foundation's field offices across Africa and the developing world shifted their support toward the promotion of smaller scale community-based initiatives.

Thomas supported work on arts and culture, not as a goal in itself, but, instead, as a means for promoting social justice, education, and human rights, both in the United States and in developing countries. At the same time, while reducing support for cultural institutions in the United States, such institutions received support overseas to preserve and celebrate national and local cultural heritages. While in South Africa, for example, the Foundation provided support for Johannesburg anti-apartheid theatre groups, in West Africa it funded for nearly two decades a program to preserve and make accessible cultural heritage by expand the training of museum leaders and strengthening museum exhibit and outreach capabilities.

In the early 1990s, the Foundation through its India office helped establish an independent foundation to enhance sustainability in the arts community. Ford envisioned new opportunities for cultural institution to rely on local resources focus on new forms of creativity and encourage young artists, in particular. Similar to the Indian effort, the Ford office in Egypt in 1993 provided support for an arts-focused foundation.

When Susan Berresford became president in 1996, with a strong commitment to globalization as well as concern for the uncertainty it created, she reorganized the Foundation in to three large program themes that would inform grantmaking in the United States and developing countries: Assets with a focus on poverty, Peace and Social Justice on rights issues, and Education, Media, Arts and Culture to pull together related endeavors. She also created a separate communications program. Each program was led by a vice president. Berresford strongly reinforced the institutional and grantmaking goal of affirmative action, an organizational goal that had been initiated in the Bundy era.



She maintained significant support, domestically and internationally for women's issues. She endorsed and encouraged the worldwide meetings staff members and grantees to continue to hold joint meetings in order to create a greater sense of partnership and shared purpose. The more promising international situation enabled the Ford Foundation in 1996 to open an office in Russia (Moscow) and in Vietnam (Hanoi). Berresford encouraged the development of local and regional peace and security programs in developing countries. A regional security, peace, and cooperation program in India, for instance, focused on the work of civil society groups as an increasingly prominent regional interest in South Asia.

In this period, the Foundation gave renewed the prominence of arts and culture in the US and maintained the commitment in developing countries. By 2000, funding levels for the Education, Media, Arts and Culture division were approaching parity with the other two, Assets and Peace and Justice.

Berresford also encouraged each of the programs to hold worldwide meeting to promote cross-program and cross-national collaboration in fields such as human rights, income generation, cultural preservation, and building capacity in the arts and arts management. One persistent question of such initiatives. Toward that end, and building on the earlier experiences in India and Egypt, Berresford worked closely with her senior vice president, Barry Gaberman and other staff to establish new foundations at the local and national levels, particularly in developing countries. Gaberman had been at the foundation since 1973, starting as assistant to the representative in Indonesia. After serving in a number of different positions, by 1984, under Thomas, he served as deputy vice president in the U.S. and International Affairs program. After the 1989, Thomas and Berresford appointed him deputy vice president. 1996, Berresford appointed him senior vice president.

As the twentieth century came to a close, the economic conditions of the 1970s and 1980s that had resulted in so much global debt, with special impact on the developing world, were slowly turning around. Many countries were experiencing economic growth and burgeoning democratic initiatives. Not only was the global economic situation improving but the Foundation's assets were also growing. Consequently, the Foundation was in a strong position to bring attention to long-standing issues holding back developing countries. The grants programs addressed the pressing need both for advanced training of young- to mid-career adults living in marginalized and disadvantaged conditions along the equally, and for strengthening and building sustainability of universities across sub-Saharan Africa, along with enhancing broadband access for improved internet communications, promoting women in higher education, and strengthening postgraduate education.

Reacting to the tragedy of September 11, 2001, the Foundation provided immediate relief to affected local institutions in the United States. The Foundation also helped launch support a fund at the Institute of International Education to support scholars at risk in countries in conflict and under terrorist threats, especially in, but not limited to, the Middle East.

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## Biographical / Historical

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### Segment 4. Period Summary - The Post-1989 Shift Away from Cold War Dichotomies

Franklin Thomas's presidency, lasting until his retirement in 1995, was defined by a commitment to connect the Foundation's US and international activities around a few key themes. These themes were addressed through grants that created private sector partnerships, enhanced support for local community groups, and enlarged initiatives to promote human rights, with special attention to women's rights. Throughout Thomas's tenure, Ford staff reinforced his special commitment to bolstering marginalized communities and broadening access to the law and educational opportunity. The Ford Foundation led the way in building the fields of international security studies, arms control, human rights, and governance. Moreover, in this period, Ford was innovative in drawing together the fields of international cooperation and human rights into one program.

Susan Berresford in her tenure as president from 1996-1997 continued and expanded the activities she helped initiate under Thomas. She and her colleagues increased support for the arts and established a variety of major international collaborative efforts implementing the concept of one foundation. Ford staff in this period drew on the Foundation's time-tested grantmaking strategies (supporting individuals and new institutions as needed), while concentrating on under-addressed issues and underserved populations. With Berresford's encouragement, Foundation staff explicitly took into account the new global context, increasing opportunities for inclusion of disadvantaged populations in all of their activities.

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## Scope and Contents

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Shepard Forman served as the Program Officer-in-Charge of the Human Rights & Governance Program from 1981 to 1986. In 1987, the title of Program Officer-in-Charge was changed to Director and Forman served in that title until 1990. He became Director of the International Affairs Program in 1991 and retired from the Ford Foundation in 1995.

This collection documents Forman's activities as Program Director of the Human Rights and Governance Program. During his tenure, the Human Rights and Governance Program encompassed two of six major areas of funding – Human Rights and Social Justice and Governance and Public Policy. This Program supported the promotion and protection of fundamental civil and political liberties worldwide and provided support for analysis of governmental structures and policies in developed countries and in Third World countries. The records of the Program Director are significant because they document the development of new program ideas with input from the President and Board of Trustees. These papers also document work by the Program staff in developing new initiatives and implementing grant activity in the areas of human rights and public policy on a national and international scope. Activities

documented in the files include creation of program initiatives, preparation of financial materials, reports, and strategy papers that were presented to the Board of Trustees and documentation of task forces and study group activities. Of interest are the background files on the development of an AIDS funding program that involved other private foundations.

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## Arrangement

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The collection is composed of 16 boxes and is comprised of the following series:

I. Background Files, 1980-1991 II. AIDS Background Files, 1987-1988 III. General Correspondence Files, 1981-1982 IV. General Files, 1985-1992 V. Trip Files, 1981-1990

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## Administrative Information

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### Publication Statement

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URL: <http://www.rockarch.org>

### Processing Information

Level 1 Minimal Processing has been conducted to establish basic intellectual and physical control of the material and assess immediate preservation and conservation needs. Material remains as received, in original folders and storage boxes.

### Conditions Governing Access

Records more than 10 years old are open for research with select materials restricted as noted. Brittle or damaged items are available at the discretion of RAC.

## Conditions Governing Use

Completion of a use agreement is required prior to providing scholarly access. See RAC Head of Reference (or applicable designee) for details.

Ford Foundation holds title, copyright and literary rights in the collection, in so far as it holds them.

The Rockefeller Archive Center has authority to grant permission to cite and publish material from the collection for scholarly purposes. Permission to publish extensive excerpts, or material in its entirety, will be referred to the Ford Foundation.

## Immediate Source of Acquisition

Ford Foundation archive was deposited at RAC in 2011. Ford Foundation records, correspondence, reports, program files and officers papers were transferred to, and accessioned by, RAC beginning in 2011. Accessions continue as necessary.

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## Related Materials

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### Separated Materials

Reports by staff and consultants were transferred to their respective collections in the Archives. Transfers are noted on cross-reference sheets in Forman's records. An appendix to this register lists the reports that were transferred.

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## Collection Inventory

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### Background Files, 1980-1991

#### Scope and Contents

Series I, Background Files, 1980-1991, includes grant recommendations, proposals, reports, publications, notes, and meeting materials (i.e. agendas, notes). Some of these files are related to grantees and potential grantees. Other materials served as reference files providing background information on particular organizations or topics. Also included are financial projections, discussion papers, program reviews, and program statements.

Title/Description	Instances
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Population Grants	box 1 (SK #34648)	folder 1
President's Report to Board of Trustees (Draft Outline)	box 1 (SK #34648)	folder 2
Program planning, 1982	box 1 (SK #34648)	folder 3
Committee on Public Policy & Social Organizations	box 1 (SK #34648)	folder 4
Puerto Rico Legal Project	box 1 (SK #34648)	folder 5
Jeff Puryear Paper, 1979	box 1 (SK #34648)	folder 6
Center on International Policy	box 1 (SK #34648)	folder 7
Rhona Rapoport	box 1 (SK #34648)	folder 8
Religious Freedom	box 1 (SK #34648)	folder 9
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Sacha Runa Research Foundation	box 1 (SK #34648)	folder 14
A. Sakharov Conference, 1981 May 1 - 2	box 1 (SK #34648)	folder 15
N.Y. Council of Law Associates, Barbara Schatz	box 1 (SK #34648)	folder 16
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Anthropology Resource Center	box 2 (SK #36049)	folder 5
Anti-Slavery Society	box 2 (SK #36049)	folder 6
FY1982 Program appropriations		

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Aspen Institute	box 2 (SK #36049)	folder 8
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T. Kessinger	box 2 (SK #36049)	folder 12
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Budget tables for program planning	box 3 (SK #34630)	folder 8
Quarterly Budget Projections	box 3 (SK #34630)	folder 9
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Series III, General Correspondence Files, 1981-1982, is comprised of general correspondence written to and by Forman on various topics including legal services, consultants, human rights, and grant correspondence.

Title/Description	Instances	
Meetings and agendas, 1981-1982	box 12 (SK #34247)	folder 1
Legal Services – Back-up Centers	box 12 (SK #34247)	folder 2
Proposals - Rejection Letters	box 12 (SK #34247)	folder 3
Shepard Forman General Correspondence I, 1981-1982	box 12 (SK #34247)	folder 4
Shepard Forman General Correspondence II, 1981-1982	box 12 (SK #34247)	folder 5
Shepard Forman General Correspondence III, 1981-1982	box 12 (SK #34247)	folder 6
Reproductive Health Committee – Human Rights, 1982	box 12 (SK #34247)	folder 7
Consultants	box 12 (SK #34247)	folder 8
Human Rights (external of USA)	box 12 (SK #34247)	folder 9
Human Rights (internal USA)	box 12 (SK #34247)	folder 10
Grants – Rejection Letters	box 12 (SK #34247)	folder 11
DAG, 1981	box 12 (SK #34247)	folder 12
Grant correspondence, memos, etc.	box 12 (SK #34247)	folder 13

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## General Files, 1985-1992

### Scope and Contents

Series IV, General Files, 1985-1992, is comprised of correspondence, project proposals, meeting notes, consultant reports, and discussion papers. Of note are materials pertaining to the promotion of pluralism and diversity in the areas of public policy and international affairs.

Title/Description	Instances	
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European Foundation Centre - Central and East European Publishing Project	box 13 (SK #39825)	folder 1
European Cultural Foundation - East-West Parliamentary Practice Project - Jill Adler	box 13 (SK #39825)	folder 2
European Cultural Foundation - East West Parliamentary Practice Project Meeting	box 13 (SK #39825)	folder 3
European Cooperation Fund	box 13 (SK #39825)	folder 4
European Cooperation Fund - Fund for book publication in East and Central European Languages	box 13 (SK #39825)	folder 5
European Cooperation Fund - Minutes to Meeting, 1986 April 8	box 13 (SK #39825)	folder 6
European Cooperation Fund - Central European Publishing Project, 1986 October 27	box 13 (SK #39825)	folder 7
European Cooperation Fund - Central European Publishing Project, 1990-1992	box 13 (SK #39825)	folder 8
European Cooperation Fund - Eastern European Publications	box 13 (SK #39825)	folder 9
IRCA (Immigration Reform and Control Act)	box 13 (SK #39825)	folder 10
Ford Foundation Review of Programs related to pluralism and diversity	box 13 (SK #39825)	folder 11
Susan Subak Report: A Survey of US Environmental Organizations	box 13 (SK #39825)	folder 12
Don Robinson Report: Bicentennial Era Plans and Opportunities	box 13 (SK #39825)	folder 13
Draft Report: Immigration and Human Capital/Ray Marshall	box 13 (SK #39825)	folder 14
Shane Hunt Report: Grad Programs in Applied Economics and Public Policy/Chile and Argentina	box 13 (SK #39825)	folder 15
Legislative Parliamentary Exchange	box 13 (SK #39825)	folder 16
Consultant Report: Fostering Diversity in Public Television	box 13 (SK #39825)	folder 17
Michael Chege - Gpp East and South Africa	box 13 (SK #39825)	folder 18
Professor Larry Fuchs - Immigration & Refugee Issues	box 13 (SK #39825)	folder 19
Christine Harrington - Dispute Resolution	box 13 (SK #39825)	folder 20
Marvin Harris - Anthropology		

	box 13 (SK #39825)	folder 21
John Hardt/William Robinson - Congressional Research Service	box 13 (SK #39825)	folder 22
Louise Lampere - Changing Relations Project	box 13 (SK #39825)	folder 23
William Leshner - Common Good	box 13 (SK #39825)	folder 24
Robert Michael - Harris School of Public Policy	box 13 (SK #39825)	folder 25
A. Perlmutter - Bill of Rights Project	box 13 (SK #39825)	folder 26
Robert Russell - Consultant	box 13 (SK #39825)	folder 27
Donna Shalala - Madison Plan	box 13 (SK #39825)	folder 28
Changing Relations Project	box 13 (SK #39825)	folder 29
Changing Relations Project (2nd folder)	box 13 (SK #39825)	folder 30
Think Tank Files	box 14 (SK#39826)	folder 1
Minority Pipeline	box 14 (SK#39826)	folder 2
Program for Minority Recruitment and Training in Public Policy and International Affairs	box 14 (SK#39826)	folder 3
1990 Census on Minority Political Participation, 1990	box 14 (SK#39826)	folder 4
Evaluation of Alfred P. Sloan Minority Public Policy Careers Program	box 14 (SK#39826)	folder 5
Black Church	box 14 (SK#39826)	folder 6
Black Organizations and Fundraising	box 14 (SK#39826)	folder 7
Individual Papers: Peter Yu - Papers on affirmative action and the American Electoral System Tonya Lewis - paper on voter registration Catherine Castoreno - paper on US Hispanics Rhona Rapoport - paper on external affirmative action S. Forman, Bentsi-Enchill - paper on the Human Rights and Governance Program Rhona Rapoport - Notes from Geneva and Paper on Improving Government Dru Findley - paper on recent events in China Mora McLean - paper on human rights in Africa	box 14 (SK#39826)	folder 8
ACLU - Perlmutter Production (Handwritten Notes)		

	box 14 (SK#39826)	folder 9
Perlmutter Production - Sweet Land of Liberty	box 14 (SK#39826)	folder 10
ACLS - Comparative Perspectives on the U.S. Constitution	box 14 (SK#39826)	folder 11
Center for the Study of Democratic Institutions (1961 Paper on the Fund for the Republic), 1961	box 14 (SK#39826)	folder 12
CIEPLAN (Corporation for Latin American Economic Research) Analysis by Steve Sanderson	box 14 (SK#39826)	folder 13
Economic Policy Institute	box 14 (SK#39826)	folder 14
Luxembourg Income Study (LIS)	box 14 (SK#39826)	folder 15
Maxwell School Syracuse University/Biographical Sketches	box 14 (SK#39826)	folder 16
NALEO - Report on Recently Naturalized Individuals	box 14 (SK#39826)	folder 17
National Council of La Raza (Mission Statement)	box 14 (SK#39826)	folder 18
Draft Report on first decade of La Raza	box 14 (SK#39826)	folder 19
La Raza - Financial Review	box 14 (SK#39826)	folder 20
SSRC: Contemporary Hispanic Issues	box 14 (SK#39826)	folder 21
Tomas Rivera Center: 2 reports on improving delivery of services to immigrants	box 14 (SK#39826)	folder 22
Tomas Rivera Center: Funding Agenda	box 14 (SK#39826)	folder 23
Urban Institute: Report by Tom Anton	box 14 (SK#39826)	folder 24
Urban Institute: Changing Domestic Priorities	box 14 (SK#39826)	folder 25
Papers on problems and opportunities in Governance and Economics, 1979	box 14 (SK#39826)	folder 26
Congressional Research Service	box 14 (SK#39826)	folder 27
Exchange 2000	box 14 (SK#39826)	folder 28
Humphrey Institute		

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Reproductive Health - Geneva, 1990

box 14  
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## Trip Files, 1981-1990

### Scope and Contents

Series V, Trip Files, 1981-1990, mainly consists of itineraries, reading materials for meetings, agendas, handwritten notes, and lists of participants of meetings attended by Forman. Also included in a smaller amount are meeting proceedings, lists of grants, and strategy papers.

Title/Description	Instances	
European Trip, 1981 April	box 15 (SK #38319)	folder 1
Philippines Meeting, 1982	box 15 (SK #38319)	folder 2
South Africa Trip File, 1982	box 15 (SK #38319)	folder 3
European (London/Paris), 1983 October	box 15 (SK #38319)	folder 4
Bellagio Conference (Institute for Research on Poverty/U-WI), 1984 May 14 - 17	box 15 (SK #38319)	folder 5
Washington, D.C. – GPP/Welfare State – Program Discussions, 1984 June 13	box 15 (SK #38319)	folder 6
Nairobi: HR & G, 1985	box 15 (SK #38319)	folder 7
Center for Mexican American Studies, 1985 May 21	box 15 (SK #38319)	folder 8
Paris – Amsterdam Brussels, 1985 June 16 – 21	box 15 (SK #38319)	folder 9
IAP Rio Meeting, 1985 June – July	box 15 (SK #38319)	folder 10
Texas, 1987 February 7-10	box 15 (SK #38319)	folder 11
China, 1987 August 2 - 18	box 15 (SK #38319)	folder 12
Washington, D. C., 1987 March 5 - 6	box 15 (SK #38319)	folder 13
Africa/Latin America – D. Arnold, 1987 March		

	box 15 (SK #38319)	folder 14
Southwest with H. Ramos/West Coast, 1987 April 28 - May 6	box 15 (SK #38319)	folder 15
Europe, 1987 Summer	box 15 (SK #38319)	folder 16
Washington – Brookings/Urban Institute, 1987 July 7	box 15 (SK #38319)	folder 17
California, 1987 October	box 15 (SK #38319)	folder 18
Atlanta/Miami: Board Meeting, 1987 October 4 - 8	box 15 (SK #38319)	folder 19
Kansas City, MO (Hispanic Development Fund Project), 1988 December 9 - 10	box 15 (SK #38319)	folder 20
Washington, D.C., 1987 December 17 - 18	box 15 (SK #38319)	folder 21
The Johnson Foundation: WINGSPREAD, 1987	box 15 (SK #38319)	folder 22
Montreal: AIDS Coalition, 1989 June 4 - 9	box 16 (SK #38675)	folder 1
Washington, D.C.: NCAP, 1989 June 20	box 16 (SK #38675)	folder 2
Washington, D.C., 1989 May 10 - 11	box 16 (SK #38675)	folder 3
Berlin: ACLS, 1989 September	box 16 (SK #38675)	folder 4
Senegal, 1989 September	box 16 (SK #38675)	folder 5
Cairo/Israel, 1989 October 22 - 31	box 16 (SK #38675)	folder 6
AAA Meeting, 1989 November 11 - 19	box 16 (SK #38675)	folder 7
Houston, TX: Nestor Rodriguez, 1989 October 11-12	box 16 (SK #38675)	folder 8
Vienna, 1990 January	box 16 (SK #38675)	folder 9
Budapest, Hungary, 1990 January	box 16 (SK #38675)	folder 10
Latin America, 1990 January	box 16 (SK #38675)	folder 11
Budapest, Hungary, 1990 February		



	box 16 (SK #38675)	folder 12
Washington, D.C., 1990 February	box 16 (SK #38675)	folder 13
Puerto Rico, 1990 February 28 - March 2	box 16 (SK #38675)	folder 14
Boston: Council on Foundations, 1990 April 2	box 16 (SK #38675)	folder 15
Boston: Barone Center, 1990 May 3 - 4	box 16 (SK #38675)	folder 16
Washington, D.C., 1990 May 16	box 16 (SK #38675)	folder 17
Soviet Union: Wingspread (Cancelled), 1990 May 22	box 16 (SK #38675)	folder 18
Hungary, 1990 June 18 - 20	box 16 (SK #38675)	folder 19
Vienna: Vienna Institute for Human Sciences, 1990 June 28 - July 1	box 16 (SK #38675)	folder 20
Brazil, 1990 July	box 16 (SK #38675)	folder 21
Prague, Czechoslovakia, 1990 September 7 - 17	box 16 (SK #38675)	folder 22

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