



Ford Foundation records, Population Program, Office Files of Tim Rice

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Table of Contents

Summary Information	3
Biographical / Historical	3
Scope and Contents	9
Arrangement	10
Administrative Information	10
Related Materials	11
Collection Inventory	11
Regional Files	11
Conference, Meeting Files	16
National and International Organizations	18
Subject Files	19
Papers, Reports	20
Legal Size Documents	22

Summary Information

Repository:	Rockefeller Archive Center
Creator:	Ford Foundation
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[^ Return to Table of Contents](#)

Biographical / Historical

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 aspiration#al 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.

[^ Return to Table of Contents](#)

Biographical / Historical

Segment 2. Period Sketch - The Expansion Era 1950-1965

The Ford Foundation's expansion era (1950-1965) began when the Gaither Study Committee Report placed "peace" as the area of top priority for the Foundation and set the Ford Foundation on a global course. Board Chair Henry Ford II writing in the 1951 Annual Report of the Foundation, identified "the danger of war" as the "the prime threat to human welfare today." Under the leadership of the three Ford Foundation presidents in this period-- Paul Hoffman, H. Rowan Gaither and Henry Heald--and several key trustees, notably the two seriatim chairs, John J. McCloy and Julius A. Stratton, the Foundation programs were largely informed by the post-World War II desire to avoid nuclear war and promote greater understanding among the world's peoples, strengthening of the United Nations, and enhancing both private and public American participation in world affairs. The strong board presence of university presidents and former leaders of postwar reconstruction efforts in Europe also helped to inform Ford's approach to building the field of peace and international security in the United States and encouraged extensive overseas activities.

For example, the first three presidents of the expanded Foundation ranged from government and business leadership experience to academic and nonprofit: Paul Hoffman (at Ford, 1950-1953) ran the Marshall Plan in Europe; H. Rowan Gaither Staffer (1948-1953), President (1953-1956) and Trustee (1956-1958) had MIT and Rand experience; Henry Heald, former president, Illinois Institute of Technology and New York University, President (1956-1966). The trustees also ran the leadership gamut from government and nonprofits to academic: Trustee John J. McCloy (from 1953; chair, 1959-1965) was assistant Secretary of War during World War II and chairman of the Council on Foreign Relations; and Trustee Julius A. Stratton (Trustee from 1955; chair, 1966-1970) was president of MIT.

When Ford became an international foundation in 1950, it had a small staff and operated through separate funds. The expansive period in the 1950s and 1960s resulted in a large number of field offices, which increased Ford's global footprint. Support focused on a mix of US university-based programs for research and training; think-tanks for policy-oriented meetings and policy research; and action projects specifically in less developed countries. The Foundation's focus on peace, freedom, and democracy played out against the Cold War backdrop for scientific and military competition between the United States, the Soviet Union and China.

Under President Hoffman, the Foundation's work was organized by the areas identified in the Gaither Committee Report: Area One, the Establishment of Peace; Area Two, The Strengthening of Democracy;

Area Three, The Strengthening of the Economy; Area Four, Education in a Democratic Society; and Area Five, Individual Behavior and Human Relations.

Program differentiation began in the Gaither era. When he began in 1953, he introduced the following programs, with international work under nearly all of them: International Programs, Public Affairs Programs, Program in Economic Development and Administration (mainly U.S. based), Education Program, The TV-Radio Workshop, and Behavioral Sciences Program. In 1954, the Foundation gave prominence to the international work explicitly through changing the program names and separating international affairs and overseas development. The 1954 program names were: The Advancement of Education, Education for Democracy, Increasing Knowledge of Foreign Areas, Economic Development and Administration, the Behavioral Sciences, and Overseas Development. In 1955, Increasing Knowledge of Foreign Areas became Increasing International Understanding. In 1956, the last year of the Gaither presidency, the program roster read: Education in the United States, The Behavioral Sciences, Public Affairs, Hospital Aid (only in the U.S.), Economic Development and Administration, International Understanding, and Overseas Development. Names changed but the program focus often remained the same.

President Heald maintained the areas of international interest of Hoffman and Gaither. The International Affairs program housed the programs based in the United States, Europe and Japan, with a few activities linking American and developing countries institutions. The Overseas Training and Research Program took over the efforts to increase American understanding of international issues. From 1957-1959, an International Legal Studies program, run from New York, helped build law programs in developing countries. Starting in 1959, the Overseas Development program comprised all the regional and country offices. In fiscal year 1964, Heald convinced the trustees to add a new focus on population, with grants both in the United States and overseas.

[^ Return to Table of Contents](#)

Biographical / Historical

Segment 2. Period Summary - The Expansion Era 1950-1965

With the ever-increasing budget and trustee willingness to invade capital, presidents Hoffman, Gaither and Heald oversaw vast growth in the Foundation's international activities in the United States, other developed countries and developing countries. Activities crossed disciplines, institutions, and national boundaries, although few crossed intra-foundation boundaries. Under the three presidents, Foundation staff in various domestic and international offices from New York interacted with the regional and country offices headed by representatives. Usually in this period, however, these offices in fact worked more closely with local governments than with New York staff, reinforcing the commitment to locally led social and economic development in less-developed countries.

The shared values of this early period reflected as much the continuing competition between the Communist and capitalist worlds as the concerns about maintaining peace. The Cold War provided the contextual continuity for grantmaking on the core themes of increasing American understanding of the

rest of the world, building and strengthening connections not only with European and Asian democracies but also with Eastern European countries, the Soviet Union, China, and Cuba.

[^ Return to Table of Contents](#)

Biographical / Historical

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.

[^ Return to Table of Contents](#)

Biographical / Historical

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.

[^ Return to Table of Contents](#)

Scope and Contents

Includes but not limited to: regional files, subject files, conference and meeting records and papers.

[^ Return to Table of Contents](#)

Arrangement

Arranged in 6 series primarily by file type.

[^ Return to Table of Contents](#)

Administrative Information

Publication Statement

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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 Use note

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Immediate Source of Acquisition note

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.

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. Researchers interested in accessing

digital media (floppy disks, CDs, DVDs, etc.) or audiovisual material (audio cassettes, VHS, etc.) in this collection must use an access surrogate. The original items may not be accessed because of preservation concerns. To request an access surrogate be made, or if you are unsure if there is an access surrogate, please contact an archivist.

[^ Return to Table of Contents](#)

Related Materials

Separated Materials

Appendix A: Reports – Unpublished reports written by Ford Foundation staff and consultants were removed from their original folders, scanned and transferred to the Archives' collection of staff and consultant reports. See Appendix A for a list of these reports and their specific assigned number. The reports are listed in alphabetical order by author. The assigned number may be used to access reports in the online catalog.

[^ Return to Table of Contents](#)

Collection Inventory

Regional Files, 1960-1982	
Title/Description	Instances
Latin America -- General -- Ford Foundation Activities, 1967-1968	box 1
Brazil -- Ford Foundation Activities, 1969-1980	box 1
Caribbean -- Ford Foundation Activities, 1969	box 1
Caribbean -- Jamaica -- General, 1967	box 1
Chile -- Ford Foundation Activities, 1967-1969	box 1
Colombia -- General, 1969-1979	box 1
Colombia -- Ford Foundation Activities, 1967-1976	box 1
Colombia -- FEPAFEM, 1968-1972	box 1
Colombia -- ASCOFAME, 1965-1969	box 1
Conferences -- Latin America -- Caracas Meeting on Population Policies in Relation to Development in Latin America and	box 1

Memoranda from Robert Wickham Re: Population Activities in Latin America, 1967

Conferences -- Latin America -- Pan-American Conference on the Teaching of Demography in Medical Schools (Bogota), Jun 1968	box 1
Conferences -- Latin America and the Caribbean -- Social Sciences and Population (Mexico City), Jun 9-13, 1969	box 1
Mexico -- General, 1968-1972	box 1
Peru -- General, 1965-1971	box 1
Peru -- Ford Foundation Activities (1/2), 1967-1980	box 1
Peru -- Ford Foundation Activities (2/2), 1967-1980	box 1
Venezuela -- General, 1968-1970	box 1
Venezuela -- Ford Foundation Activities, 1967-1974	box 1
Middle East and Africa -- Ford Foundation Activities, 1970	box 1
Africa -- General -- Conferences, 1970-1971	box 1
Egypt -- Arab Republic of Egypt (ARE) -- General and Miscellaneous, 1976	box 1
Egypt (A.R.E.) -- Narratives, 1967	box 1
French Language Resource Base, 1970	box 1
Ghana -- Ford Foundation Activities, 1969	box 1
Nigeria -- General, 1968	box 2
Nigeria -- Ford Foundation Activities, 1970-1977	box 2
Tunisia -- Ford Foundation Activities, 1965-1970	box 2
Uganda -- Visit -- Saunders and Radel, Mar 1969	box 2
Zambia -- Reports, 1969	box 2
Pakistan -- General Family Planning and Population Papers -- Memoranda, Reports, Conference Materials, 1970-1974	box 2
Pakistan -- General, 1967-1969	box 2
Pakistan -- General -- Papers, 1969	box 2
Pakistan -- General, 1970	box 2
Pakistan -- General, 1970-1976	box 2
Pakistan -- Ford Foundation Activities, 1974-1975	box 2
Pakistan -- East Pakistan -- General, 1970-1971	box 2
Pakistan -- Monthly Report -- Population Council, 1969-1971	box 2
Pakistan -- Population Advisor Search, 1970	box 2

"Population, Planning and the Metamorphic Transformation of Pakistan" by Quentin W. Lindsey, Dec 1970	box 2
South and Southeast Asia -- Overseas Division Reports, 1968-1973	box 2
South and Southeast Asia -- General, 1968-1972	box 2
Asia -- Ford Foundation Activities -- "A Review of the Foundation's Work in Asia" by Ozzie Simmons and Samuel Bunker, Jun 1973	box 2
Asia -- Social Sciences -- Memoranda and Reports, 1968-1973	box 2
Bangladesh -- Ford Foundation Activities -- Reports (1/2), 1973-1976	box 2
Bangladesh -- Ford Foundation Activities -- Reports (2/2), 1973-1976	box 2
International Center for Diarrhoeal Research, Bangladesh -- Reports, 1982	box 2
Dacca, Bangladesh Field Office Publications, 1974-1977	box 3
Ceylon -- General, 1968-1970	box 3
Ceylon -- Population Council/Ford Foundation Monthly Reports, 1968-1969	box 3
China (mainland) -- Pre-1973, 1970	box 3
China (mainland), 1974-1977	box 3
Hong Kong -- General, 1968-1969	box 3
India -- Family Planning -- Various Reports, 1967-1970	box 3
India -- Population and Family Planning -- Correspondence, Memoranda, Reports (1/4), 1969-1976	box 3
India -- Population and Family Planning -- Correspondence, Memoranda, Reports (2/4), 1969-1976	box 3
India -- Population and Family Planning -- Correspondence, Memoranda, Reports (3/4), 1969-1976	box 3
India -- Population and Family Planning -- Correspondence, Memoranda, Reports (4/4), 1969-1976	box 3
India -- Ford Foundation -- Family Planning Program (general), 1967-1976	box 3
India -- "Fertility in Family Planning Schedules for Use in the 1971 India Census" Memorandum by Lyle Saunders, Jul 30, 1969	box 3
India -- "Incentives in the Ecology and Adoption of Family Planning in Rural India" by Edward M. Humberger, Dec 11, 1969	box 3

India -- "Health and Nutrition in India - Recommendations for Ford Foundation Support" by Davidson R. Gwatkin (1/2, 2 copies), Jan 1974	box 3
India -- "Health and Nutrition in India - Recommendations for Ford Foundation Support" by Davidson R. Gwatkin (2/2, 2 copies), Jan 1974	box 3
India -- Ford Foundation -- Condoms -- Consultants on Manufacturing and Studies Re: Other Forms of Contraception, 1967	box 3
India -- Demography -- Vital Registration, 1968-1969	box 3
India -- Population -- Excerpts from Agenda Papers of the Fourth Meeting, Central Family Planning Council of India, Oct 6-7, 1967	box 3
India -- Vasectomy Camps -- Report, "The Ernakulam Camps", Sep 1971	box 3
India -- Newspaper Clippings, 1965-1976	box 3
India -- Ford Foundation, "Program Letter - Family Planning" Issues, 1969-1972	box 4
India -- Staff and Consultants Papers Re: Population and Family Planning (1/7), 1963-1974	box 4
India -- Staff and Consultants Papers Re: Population and Family Planning (2/7), 1963-1974	box 4
India -- Staff and Consultants Papers Re: Population and Family Planning (3/7), 1963-1974	box 4
India -- Staff and Consultants Papers Re: Population and Family Planning (4/7), 1963-1974	box 4
India -- Staff and Consultants Papers Re: Population and Family Planning (5/7), 1963-1974	box 4
India -- Staff and Consultants Papers Re: Population and Family Planning (6/7), 1963-1974	box 4
India -- Staff and Consultants Papers Re: Population and Family Planning (7/7), 1963-1974	box 4
India -- Family Planning -- Government Programs, 1967-1969	box 4
India -- Family Planning -- Government Publications, 1967-1971	box 4
India -- Proposal for National Institute of Population (NIP), 1969	box 4
India -- NIRODH -- Reports, 1968-1973	box 4
India -- Central Family Planning Institute (CFPI) -- Sixth Annual Family Planning Communication Action Research Workshop (1968), 1967-1969	box 4
Indonesia -- Ford Foundation Activities -- Memoranda, Reports (1/2), 1967-1979	box 4

Indonesia -- Ford Foundation Activities -- Memoranda, Reports (2/2), 1967-1979	box 4
Japan -- Discussion Paper and Papers of the East-West Center, 1971-1974	box 5
Korea -- General, 1969	box 5
Malaysia -- General File (1/2), 1964-1969	box 5
Malaysia -- General File (2/2), 1969-1970	box 5
Malaysia -- General Correspondence, 1966-1968	box 5
Malaysia -- General Correspondence and Reports (1/2), 1969-1973	box 5
Malaysia -- General Correspondence and Reports (2/2), 1969-1973	box 5
Malaysia -- Conferences -- National Family Planning Seminar (June 10-12, 1968) and Related Documents, 1968-1970	box 5
Malaysia -- "The Organization of a National Family Planning Program: Some Preliminary Considerations", 1965	box 5
Nepal -- General Correspondence and Related Materials, 1966-1971	box 5
Philippines -- Family Planning and Population Papers -- Memoranda, Reports, etc. (1/3), 1966-1971	box 5
Philippines -- Family Planning and Population Papers -- Memoranda, Reports, etc. (2/3), 1966-1971	box 5
Philippines -- Family Planning and Population Papers -- Memoranda, Reports, etc. (3/3), 1966-1971	box 5
Philippines -- Foundation Activities, 1968-1973	box 5
Singapore -- Foundation Activities, 1965-1973	box 5
Taiwan -- General, 1967-1970	box 5
Taiwan -- Taiwan Population Studies Center, 1969	box 5
Taiwan -- Taiwan Population Studies Center -- Interim Reports, 1969	box 5
Taiwan -- East Asia Office -- Field Reports, 1968-1975	box 5
Taiwan -- News Letter, 1970-1977	box 5
Thailand -- Foundation Activities, 1967-1971	box 5
Thailand -- Correspondence Re: National Statistical Office Use of Optical Character Reader (OCR) for Population Census, 1969	box 5
Thailand -- "Population and Family Planning in Thailand" by Gordon Perkin, et al., Oct 1968	box 5
Europe -- France, 1964-1965	

	box 5
Europe -- United Soviet Socialist Republic (USSR) -- Notes, Newspaper Articles, Reports, 1961-1975	box 5
Western Europe -- Ford Foundation Activities, 1960-1961	box 5
United States -- General (incl. government files), 1968-1971	box 6
United States -- Population Growth Rate, 1972-1974	box 6
United States -- State Department Memorandum Re: State Department Briefing, Dec 14, 1966	box 6
United States -- Government -- President's Commission on Population and Family Planning, 1968-1972	box 6
United States -- General -- News Clippings, 1966-1975	box 6

[^ Return to Table of Contents](#)

Conference, Meeting Files, 1967-1980

Scope and Contents

In addition to Conference Meeting files, this series also contains Program Reviews.

Title/Description	Instances
(The) American Public Health Association, 1968	box 6
East-West Center -- Communications Institute, 1972	box 6
East-West Center -- Conference Papers, 1967	box 6
Economic Commission for Asia and the Far East (ECAFE) -- Conferences -- Singapore, Sep 1967	box 6
ECAFE -- Conferences -- Bangkok, Thailand, Jun 1968	box 6
ECAFE -- Evaluation -- Bangkok, 1969	box 6
ECAFE -- Training -- Bangkok, 1970	box 6
ECAFE -- Conference, Jun 19-30, 1972	box 6
Economic and Social Commission for Asia and the Pacific (ESCAP), 1967-1975	box 6
Congress on Optimum Population and Environment, Jun 7-11, 1970	box 6
Bellagio III -- Conference File, 1973	box 7
Bellagio, Italy -- Conference on the Social Sciences and Development, Feb 12-14, 1974	box 7
Bellagio IV -- Population Conference -- Working Papers, Nov 1977	box 7

Survey of Social Science Research Strengths Relevant to Population in the Developing World (1/3), [1971]	box 7
Survey of Social Science Research Strengths Relevant to Population in the Developing World (2/3), [1971]	box 7
Survey of Social Science Research Strengths Relevant to Population in the Developing World (3/3), [1971]	box 7
Conference on Social Science Research on Population and Development, Oct 8, 1974	box 7
Rapporteur's Reports on Donors' Meeting, Oct 29-30, 1974	box 7
Social Science Research on Population and Development Conferences -- Papers, 1974-1975	box 7
Social Science Follow-On Group -- Miscellaneous Papers, Jan 1975	box 7
Interagency Collaboration, Feb 24-25, 1975	box 7
International Workshop on Communication Aspects of Family Planning Programs (Bangkok, Thailand), Dec 2-14, 1968	box 7
The International Workshop on Communications Aspects of Family Planning Programs (Bangkok, Thailand) -- Book I -- Papers, Dec 2-14, 1968	box 8
The International Workshop on Communications Aspects of Family Planning Programs (Bangkok, Thailand) -- Book II -- Country Team Reports, Dec 2-14, 1968	box 8
Rome Evaluation Conference (Family Planning Evaluation Conference, Rome, Italy) -- Book I, Apr 1970	box 8
Rome Evaluation Conference (Family Planning Evaluation Conference, Rome, Italy) -- Book II, Apr 1970	box 8
Rome Evaluation Conference (Family Planning Evaluation Conference, Rome, Italy) -- Book III, Apr 1970	box 8
Pakistan International Family Planning Conference (Dacca, Bangladesh), Jan 1969	box 9
Family Planning and National Development Conference (Bandung, Indonesia), Jun 1-7, 1969	box 9
Population, Development and Applied Social Science -- Conference Report (Bangkok, Thailand), May 2-5, 1978	box 9
Asian Population Review -- Thailand and Singapore, Oct 1972	box 9
Asian Population Review -- Singapore Conference Notes, Nov 13-18, 1972	box 9
Asian Population Review -- Indonesia, Nov 1972	box 9
Asian Population Review -- Malaysia, Nov 1972	box 9
Asian Population Review -- Pakistan, Dec 1972	box 9

Asian Population Review -- Philippines, Dec 1972	box 9
Asian Population Review -- Korea and Taiwan, Dec 1972-Feb 1973	box 9
Asian Population Review -- Laos, Mar 1973	box 9
Asian Population Review -- Bangladesh, Apr 1973	box 9
East Africa/West Africa Regional Office Program Review, Nov 24-26, 1980	box 9

[^ Return to Table of Contents](#)

National and International Organizations, 1957-1978

Title/Description	Instances
International Union for the Scientific Study of Population (IUSSP), 1974-1977	box 10
Milbank Memorial Fund -- Conference on Demographic Aspects of the Black Community, Oct 1969	box 10
National Council on Illegitimacy (only a cross-reference sheet), undated	box 10
Organization of Demographic Associates, 1970-1972	box 10
Organisation for Economic Cooperation and Development (OECD) -- Conference Materials, 1967-1977	box 10
OECD -- Correspondence, 1967-1972	box 10
Pan American Health Organization (PAHO)/OAS, 1967-1974	box 10
(The) Pathfinder Fund -- Correspondence, 1968-1971	box 10
Planned Parenthood-World Population -- Jaffe's Center, 1969-1974	box 10
Population Association of America, 1967-1972	box 10
Population Council (1/3), 1957-1970	box 10
Population Council (2/3), 1963-1976	box 11
Population Council (incl. Population Institute) (3/3), 1963-1978	box 11
Population Reference Bureau, 1967-1971	box 11
Projects for Population Action -- Ford Foundation Employees on Advisory Board, n.d.	box 11
Rand -- 1971 Annual Report, 1971	box 11
Rockefeller Foundation -- Newspaper Clippings and Press Releases, 1968-1971	box 11

Southeast Asia Development Advisory Group of the Asia Society (SEADAG) -- Population Seminars, 1969-1973	box 11
SIECUS, 1964-1970	box 11
United Nations -- "Population Problems - Communications for Information and Motivation in Family Planning" (originally prepared by the Ford Foundation), Sep 1967	box 11
United Nations Association of the United States of America, 1969-1972	box 11
United Nations Fund for Population Activities (UNFPA) (1/2), 1971	box 11
United Nations Fund for Population Activities (UNFPA) (2/2), 1970-1975	box 11
World Bank, 1972-1977	box 12
World Bank -- Correspondence, 1973	box 12
World Education, Inc., 1970	box 12
World Health Organization (WHO), 1975	box 12
World Neighbors, 1966-1970	box 12
International Development Research Center -- Ottawa, Canada -- News Releases and Ford Foundation Memoranda, 1971-1976	box 12
International Labor Organization, 1968-1974	box 12

[^ Return to Table of Contents](#)

Subject Files, 1966-1981

Title/Description	Instances
Directory of Ford Foundation Fellows in Reproductive Biology, 1960-1972, 1973	box 12
Karen Wilhelm's Mailing -- Cover Memos -- List of Contents, 1966-1978	box 12
Population Briefs -- Karen Wilhelm's Mailing, 1974-1977	box 12
Population Office -- Newsletter and Mailings -- Lists, 1978-1981	box 12
Population Office -- Newsletter and Field Office Questionnaire Responses, 1978-1980	box 12
Population Council -- Presentation Transcript Re: Use of Red Triangle as Universal Family Planning Symbol (in English, French and Spanish) -- incl. Tape Cassette, n.d.	box 12
Saunders, Lyle -- Ford Foundation Papers and Reports Re: Population and Family Planning (3/3), 1965-1970	box 13

[^ Return to Table of Contents](#)

Papers, Reports, 1965-1980

Title/Description	Instances
Saunders, Lyle -- Ford Foundation Papers and Reports Re: Population and Family Planning (1/3), 1965-1970	box 13
Saunders, Lyle -- Ford Foundation Papers and Reports Re: Population and Family Planning (2/3), 1965-1970	box 13
"Readings on Population Information and Education" -- Background Papers for Ford Foundation Meeting on Population (Elsinore, Denmark), Jun 1972	box 13
Population Meeting (Cali, Colombia) -- Volume I, Oct 14-16, 1974	box 13
Population Meeting (Cali, Colombia) -- Volume II, Oct 14-16, 1974	box 13
Social Science Research on Population and Development -- Papers Presented at Conference at the Ford Foundation, Oct 29-30, 1974	box 13
"Population, Development, and Applied Social Science: A Conference Report" by Lyle Saunders, May 2-5, 1978	box 13
International Division Conference -- Ford Foundation -- Background Papers, Mar 21-24, 1979	box 13
"Evaluations of the Population Council" by Ozzie Simmons, Frederick Hayes, George Zeidenstein, Dec 1979	box 13
Community-Level Action Program Conferences -- Paper, "Community Organization and Rural Development: A Learning Process Approach" by David C. Korten, Apr 1980	box 13
Community-Level Action Program Conferences -- Paper Re: Mexico and Central America Community-Level Action and Related Papers, 1980	box 13
220 -- "Ford Foundation Review Conference on the Middle East and North Africa" by William T. Ireland, [1972]	box 13
Arrangement	
Numbered files	
221 -- Ford Foundation Memo -- "Note on Peter Schultz and Work with Videotape in Tanzania", Feb 1973	box 13

Arrangement

Numbered files

222 -- "The Computer-Based Education Network - A Geographically Dispersed System for Interactive Self-Paced Learning" by Daniel Alpert, Feb 1973	box 13
--	--------

Arrangement

Arrangement note

225 -- "Audio Cassette Technology" by Royal D. Colle, Oct 1973	box 13
--	--------

Arrangement

Numbered files

226 -- Memorandum Re: Proposal for International Center for Population Communication, 1969-1974	box 13
---	--------

Arrangement

Numbered files

227 -- "Economic Development and Labor Use" by Henry J. Bruton, Nov 1972	box 13
--	--------

Arrangement

Numbered files

230 -- "Communications Development in Developing Countries - Who Wins, Who Loses, and Why?" by John H. Clippinger, 1976	box 13
---	--------

Arrangement

Numbered files

248 -- "Making Research Useable" by S.E. Bunker, Jan 3, 1973	box 13
--	--------

Arrangement

Numbered files

249 -- "Research in Family Planning Information Programs: Benchmark Surveys, Pretesting, and Evaluation" by Hans C. Groot, n.d.	box 13
---	--------

Arrangement

Numbered files

266 -- Memorandum, "Mass Media and Educational Programs" by Bernard Berelson, Feb 13, 1968	box 13
--	--------

Arrangement

Numbered files

276 -- Memorandum, "January 1975 Financial Position" by William O. Sweeney, Jan 27, 1975	box 13
--	--------

Arrangement

Numbered files

282 -- "Strategies to Introduce Population Studies into a School System", 1976	box 13
--	--------

Arrangement

Numbered files

[^ Return to Table of Contents](#)**Legal Size Documents, 1962-1979**

Title/Description	Instances
Alza, Michael Rees -- Patent Policy, 1970-1976	box 14
National Workshop on Family Planning Administration, Evaluation, and Research, 1967	box 14
India -- General Correspondence (from regional files), 1967-1969	box 14
Kenya -- Foundation Activities (from regional files), 1968-1979	box 14
Pakistan -- Foundation Activities -- Family Planning (from regional files), 1967	box 14
Taiwan -- Population Studies Center -- Monthly Reports (from regional files), 1967-1975	box 14
Thailand -- Population -- General (from regional files), 1962-1972	box 14

[^ Return to Table of Contents](#)