



# **Ford Foundation records, International Affairs, Office of the Program Director, Office Files of Shepard Forman**

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English

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Rockefeller Archive Center

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## Table of Contents

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Summary Information .....	3
Biographical / Historical .....	3
Scope and Contents .....	3
Arrangement .....	4
Administrative Information .....	4
Related Materials .....	5
Controlled Access Headings .....	6
Physical Characteristics and Technical Requirements .....	6
Collection Inventory .....	6
Background Files .....	6
Board of Trustees Meeting Materials .....	12
Chronological Files .....	14
Interoffice Memoranda .....	15
Trip Files .....	16

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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, International Affairs, Office of the Program Director, Office Files of Shepard Forman
<b>ID:</b>	FA625
<b>Date [inclusive]:</b>	1987-1996
<b>Physical Description:</b>	19.2 Cubic Feet
<b>Language of the Material:</b>	English

### Preferred Citation

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[^ Return to Table of Contents](#)

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## Biographical / Historical

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Shepard Forman was Director of the Ford Foundation's International Affairs Program in 1991 and served in that position until 1995. The International Affairs Program supported activities that contribute to world peace, the establishment of global law and justice and the strengthening of international economics and development.

[^ Return to Table of Contents](#)

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## Scope and Contents

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This collection is comprised of materials that document the daily activities of the Office of Program Director of the International Affairs Program. The records of the Program Director are significant because they document the development of programs from the point of view of Foundation officials and

program staff. The President and Trustees of the Foundation offered input in program objectives and activities while Program staff developed new initiatives and implemented grant activity in the areas of human rights, health, and social welfare in Latin America, Asia, Africa and Eastern Europe. Activities documented in the files include creation of new 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. Trip files offer insight about the process of program development in overseas offices.

[^ Return to Table of Contents](#)

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## Arrangement

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This collections is comprised of six series:

I. Background Files

II. Board of Trustees Meeting Materials

III. Chronological Files

IV. Interoffice Memoranda

V. Trip Files

VI. Recruitment Files

[^ Return to Table of Contents](#)

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

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

## **Conditions Governing Access**

Material more than ten years old is open for scholarly research.

Select individual files are restricted, as noted. Permission to access these files must be obtained from the Ford Foundation before scholarly access is permitted.

## **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.

[^ Return to Table of Contents](#)

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## **Related Materials**

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### **Separated Materials**

Unpublished reports written by Ford Foundation staff and consultants were removed from the papers and transferred to the Ford Foundation Archives Reports Collection. A list of the titles of these reports is appended to this register.

[^ Return to Table of Contents](#)

## Controlled Access Headings

- Ford Foundation

## Physical Characteristics and Technical Requirements

Materials requiring specialized equipment for access (film, audio, video, slides) may be restricted from scholarly research dependent on availability of the applicable equipment.

Brittle or damaged items, or materials otherwise in need of preservation care, may be restricted from scholarly research at the discretion of the RAC Head of Archival Services/RAC Head of Reference.

[^ Return to Table of Contents](#)

## Collection Inventory

### Background Files, 1989-1996

#### Scope and Contents

Series I, Background Files (1989-1996), is comprised of materials mostly created by Ford Foundation staff and consultants. The various types of materials include memos, handwritten notes, charts, spreadsheets, proposals, letters, reports and papers by FF staff with handwritten comments by Forman as well as summaries of awarded grants, site visits reports, and grant FAPs.

Title/Description	Instances	
Japan, Foundation Work – In	box 1 (SK #38695)	folder 1
Joint Center for Political and Economic Studies Williams – Hold for meeting	box 1 (SK #38695)	folder 2
Latin American Human Rights	box 1 (SK #38695)	folder 3
Lawyers Committee for Human Rights	box 1 (SK #38695)	folder 4
Kaiser, Paul	box 1 (SK #38695)	folder 5
Meyer, Jack – Economic & Social Research		

	box 1 (SK #38695)	folder 6
Mid-Decade Review (Background)	box 1 (SK #38695)	folder 7
Harold Richmau	box 1 (SK #38695)	folder 8
Mid-Decade Review/IA	box 1 (SK #38695)	folder 9
Mid-Decade Review/IA	box 1 (SK #38695)	folder 10
Mozambique	box 1 (SK #38695)	folder 11
National Institute for Dispute Resolution (NIDR)	box 1 (SK #38695)	folder 12
NCAP	box 1 (SK #38695)	folder 13
National Museum of the American Indian	box 1 (SK #38695)	folder 14
Peace and Security Program, 1992 December	box 1 (SK #38695)	folder 15
Public Radio International (PRI)	box 1 (SK #38695)	folder 16
Sharpe, Ken – Consulting on Central America	box 1 (SK #38695)	folder 17
SIPI	box 1 (SK #38695)	folder 18
Social Science Research Council (hold for proposal)	box 1 (SK #38695)	folder 19
Social Welfare/Eastern Europe	box 1 (SK #38695)	folder 20
Syria	box 1 (SK #38695)	folder 21
Somalia	box 1 (SK #38695)	folder 22
Sovereignty and Humanitarian Intervention	box 1 (SK #38695)	folder 23
Spencer – Visit to Eastern Europe	box 1 (SK #38695)	folder 24
Syria	box 1 (SK #38695)	folder 25
Terrorism		

	box 1 (SK #38695)	folder 26
Danilo Turk	box 1 (SK #38695)	folder 27
U.N.A. Evaluation	box 1 (SK #38695)	folder 28
U.N. Meeting – SF Notes, 1992 April 7	box 1 (SK #38695)	folder 29
U.S. Foreign Policy	box 1 (SK #38695)	folder 30
Urban Opportunities Project Meeting, 1991 October 30	box 1 (SK #38695)	folder 31
Wilson Center Report Nacht/Goodman/Trebat	box 1 (SK #38695)	folder 32
Social Summit Journey Papers	box 1 (SK #38695)	folder 33
ASIL Evaluation	box 2 (SK #38699)	folder 1
ASIL	box 2 (SK #38699)	folder 2
Jorg Baldauf Chron	box 2 (SK #38699)	folder 3
Salih Booker	box 2 (SK #38699)	folder 4
Bosnian Refugee File	box 2 (SK #38699)	folder 5
Brookings Affirmative Action Background	box 2 (SK #38699)	folder 6
Buffalo, U. of/Andras Sajo	box 2 (SK #38699)	folder 7
Cambridge, U. of – Global Security Program – 1991	box 2 (SK #38699)	folder 8
Carnegie Endowment Moscow Center/Misc.	box 2 (SK #38699)	folder 9
Carnegie Endowment for Intl./Balkan Commission/M. Abramowitz	box 2 (SK #38699)	folder 10
Changing relations	box 2 (SK #38699)	folder 11
The Common Good – SF notes	box 2 (SK #38699)	folder 12
Council on Foreign Relations – General		



	box 2 (SK #38699)	folder 13
Cultural Survival, October 22, 1996	box 2 (SK #38699)	folder 14
Cuba Task Force/CFR Cuba	box 2 (SK #38699)	folder 15
Eastern and Central Europe – Work of Private Foundation – Quiqtey Paper	box 2 (SK #38699)	folder 16
Goodman, Dr. Allen E., Georgetown U. Paper – "Diversity in Governance"	box 2 (SK #38699)	folder 17
Gorbackev Foundation	box 2 (SK #38699)	folder 18
G&PP – Program Papers for Trustees – 1985	box 2 (SK #38699)	folder 19
Haiti (misc)	box 2 (SK #38699)	folder 20
Human Rights & Governance Rapporteur Notes – November 1991 meeting	box 2 (SK #38699)	folder 21
Human Rights Programming – Mexico City	box 2 (SK #38699)	folder 22
Institute for Human Services/TERC January 28, 1994 meeting	box 2 (SK #38699)	folder 23
Interviews	box 2 (SK #38699)	folder 24
Consultants' Reports – Miscellaneous, 1983 - 1993	box 3 (SK #39574)	folder 1
Board of Trustees Meeting, September, 1993 – Background Materials and Correspondence, 1993 September	box 3 (SK #39574)	folder 2
Board of Trustees Meeting , September, 1993 – Draft Agendas and Logistics Schedules, 1993 September	box 3 (SK #39574)	folder 3
Biennium Background, 1995 - 1996	box 3 (SK #39574)	folder 4
Biennium Background, 1994 - 1995	box 3 (SK #39574)	folder 5
Biennial Program Review Background, 1995	box 3 (SK #39574)	folder 6
USIAP Program Review, 1994 February	box 3 (SK #39574)	folder 7
E&C Program Review, 1993 December	box 3 (SK #39574)	folder 8
Joint Program Review, 1993 April		

	box 3 (SK #39574)	folder 9
USIAP Program Review, 1993 February	box 3 (SK #39574)	folder 10
Joint Program Review, 1992 May	box 3 (SK #39574)	folder 11
USIAP Program Review, 1992 February	box 3 (SK #39574)	folder 12
G&PP Program Review, 1992 January	box 3 (SK #39574)	folder 13
Joint Program Review, 1992 May	box 3 (SK #39574)	folder 14
Annual Report Materials, 1995	box 4 (SK #39576)	folder 1
Annual Report Materials, 1994	box 4 (SK #39576)	folder 2
Center for International Policy, 1996	box 4 (SK #39576)	folder 3
Central American Initiative, 1994 - 1996	box 4 (SK #39576)	folder 4
Communications, Office of, 1992 - 1995	box 4 (SK #39576)	folder 5
Communications, Office of/Clinton Administration, 1993	box 4 (SK #39576)	folder 6
Communications, Office of/Russia/EE Story, 1993	box 4 (SK #39576)	folder 7
Council on Foreign Relations – Study Group “The Role of Regional Organizations in Peacekeeping and Conflict Resolution”, 1994	box 4 (SK #39576)	folder 8
Directors’ Lunches – Misc. Material, 1989 - 1996	box 4 (SK #39576)	folder 9
Directors’ Retreat, 1995 July	box 4 (SK #39576)	folder 10
Education and Culture – Shared Programs/Int’l Studies/Area Studies—Background, 1993 - 1996	box 4 (SK #39576)	folder 11
Ethnic conflict and the Protection of Minorities, 1992 - 1993	box 4 (SK #39576)	folder 12
Executive Council on Foreign Diplomats, 1991	box 4 (SK #39576)	folder 13
Fletcher School of Law and Diplomacy – background, 1991	box 4 (SK #39576)	folder 14
Foreign Affairs – Fareed Zakaria, 1995		

	box 4 (SK #39576)	folder 15
Shepard Forman – Misc., C.V., 1991 - 1996	box 4 (SK #39576)	folder 16
Shepard Forman – 1993, 1994, 1995 Expense Reports (three folders), 1993 - 1995	box 4 (SK #39576)	folder 17
Shepard Forman – Remittance Advice, 1991 - 1996	box 4 (SK #39576)	folder 18
International Research and Exchanges Board, 1991	box 4 (SK #39576)	folder 19
IAP Retreat & Meeting with Latin American Colleagues – Rapporteur Notes, 1992 February 22 - 25	box 4 (SK #39576)	folder 20
IAP Retreat – Ashfield, MA – October 1992 – Rapporteur Notes, 1992 October	box 4 (SK #39576)	folder 21
IAP Worldwide Mtg/Lisbon, Portugal – November 1992/ Background & Rapporteur Notes, 1992 November	box 4 (SK #39576)	folder 22
Ishtook Amendment Background, 1995	box 4 (SK #39576)	folder 23
Letters from Law Schools re Public International Law Training, 1992	box 4 (SK #39576)	folder 24
Flora Lewis – Correspondence, 1992 - 1993	box 5 (SK #39578)	folder 1
Media Initiative background papers, 1988 - 1993	box 5 (SK #39578)	folder 2
Miscellaneous articles and papers, 1990 - 1996	box 5 (SK #39578)	folder 3
Mission Statement (Ford Foundation) Background, 1992 - 1994	box 5 (SK #39578)	folder 4
Moscow Office background, 1994 - 1996	box 5 (SK #39578)	folder 5
Moscow Office background, 1992 - 1994	box 5 (SK #39578)	folder 6
Moscow Office Recruitment background, 1995 - 1996	box 5 (SK #39578)	folder 7
Ivanka Needva Correspondence, 1993	box 5 (SK #39578)	folder 8
Nigeria Consultation – M. McLean, 1995	box 5 (SK #39578)	folder 9
Seamus O’Cleireacain – Program Paper, 1994	box 5 (SK #39578)	folder 10
Anastasia Posadskaya – Correspondence re FF visit, 1993		

	box 5 (SK #39578)	folder 11
Walter Raymond Correspondence, 1992	box 5 (SK #39578)	folder 12
Rebeautification Committee (IAP) background, 1994 - 1995	box 5 (SK #39578)	folder 13
Regional Security Background, 1991	box 5 (SK #39578)	folder 14
Secretary's Good Offices Fund Background, 1991 - 1992	box 5 (SK #39578)	folder 15
Soviet East European Study Group Materials, 1991	box 5 (SK #39578)	folder 16
Sexual Harassment Workshop, 1992	box 5 (SK #39578)	folder 17
Truman Awards for the Advancement of the Human Condition Correspondence, 1993	box 5 (SK #39578)	folder 18
United Nations – General Materials, 1992 - 1995	box 5 (SK #39578)	folder 19
United Nations Reform Publication Background – Childers/Urquhart, 1992 - 1994	box 5 (SK #39578)	folder 20
USIAP Reserve Claims Material, 1989 - 1995	box 5 (SK #39578)	folder 21
United Nations Status of Women Background Materials – Connor/Halliday, 1995 - 1996	box 5 (SK #39578)	folder 22
Yale University/U.N. in the Second Half Century Correspondence, 1995	box 5 (SK #39578)	folder 23
World Institute for the U.N. Background, 1991	box 5 (SK #39578)	folder 24

[^ Return to Table of Contents](#)

## Board of Trustees Meeting Materials, 1987-1994

### Scope and Contents

Series II, Board of Trustees Meeting Materials (1987-1994), is comprised of materials related to meeting logistics including schedule of events, seating plans as well as biographies of guest speakers, and outline of briefing books. The bulk of the materials consist of documents prepared by Foundation staff. These include site visit reports, program budget projections and proposed appropriations, recommended action items, papers presented at the meetings, and discussion papers used to generate dialogue on various topics which might affect future program directions. Papers on programs and study groups as well as information papers are part of this series. Memos documenting Trustees' suggestions are also included.

Title/Description	Instances
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October 1987, 1987 October	box 6 (SK #38318)	folder 1
December 1987, 1987 December	box 6 (SK #38318)	folder 2
March 1989, 1989 March	box 6 (SK #38318)	folder 3
June 1989, 1989 June	box 6 (SK #38318)	folder 4
September 1989, 1989 September	box 6 (SK #38318)	folder 5
December 1989, 1989 December	box 6 (SK #38318)	folder 6
March 1990, 1990 March	box 6 (SK #38318)	folder 7
June 1990, 1990 June	box 6 (SK #38318)	folder 8
December 1990, 1990 December	box 6 (SK #38318)	folder 9
March 1991, 1991 March	box 6 (SK #38318)	folder 10
June 1991, 1991 June	box 6 (SK #38318)	folder 11
September 1991, 1991 September	box 6 (SK #38318)	folder 12
December 1991, 1991 December	box 6 (SK #38318)	folder 13
March 1992, 1992 March	box 6 (SK #38318)	folder 14
June 1992, 1992 June	box 7 (SK #38676)	folder 1
September 1992, 1992 September	box 7 (SK #38676)	folder 2
December 1992, 1992 December	box 7 (SK #38676)	folder 3
March 1993, 1993 March	box 7 (SK #38676)	folder 4
June 1993, 1993 June	box 7 (SK #38676)	folder 5
September 1993, 1993 September	box 7 (SK #38676)	folder 6
December 1993, 1993 December		

	box 7 (SK #38676)	folder 7
March 1994, 1994 March	box 7 (SK #38676)	folder 8
June 1994, 1994 June	box 7 (SK #38676)	folder 9
September 1994, 1994 September	box 7 (SK #38676)	folder 10
December 1994, 1994 December	box 7 (SK #38676)	folder 11

[^ Return to Table of Contents](#)

## Chronological Files, 1991-1993

### Scope and Contents

Series III, Chronological Files (1991-1993), is comprised of correspondence on a wide range of topics. The more mundane letters include requests to grantees for supplemental information, responses to inquiries for funding outside the Ford Foundation scope, and requests for expense reimbursement. Letters with more substantial content include thoughts about candidates for Ford Foundation positions, responses to letters regarding programs, papers, or proposals that may influence program development within the Foundation, as well as requests to staff for input regarding proposals. There is some duplication in the Interoffice Memos series as well as Grant Files (i.e. program action reports, grant status reports). Sensitive materials include resumes.

Title/Description	Instances	
June 1992, 1992 June	box 8 (SK# 40166)	folder 1
July 1992, 1992 July	box 8 (SK# 40166)	folder 2
August 1992, 1992 August	box 8 (SK# 40166)	folder 3
September 1992, 1992 September	box 8 (SK# 40166)	folder 4
January 1992, 1992 January	box 9 (SK# 40167)	folder 1
February 1992, 1992 February	box 9 (SK# 40167)	folder 2
March 1992, 1992 March	box 9 (SK# 40167)	folder 3
April 1992, 1992 April	box 9 (SK# 40167)	folder 4
May 1992, 1992 May	box 9 (SK# 40167)	folder 5
A-L 1991, 1991		

	box 10 (SK #38320)	folder 1
M-Z 1991, 1991	box 10 (SK #38320)	folder 2
A-L 1992, 1992	box 10 (SK #38320)	folder 3
M-Z 1992, 1992	box 10 (SK #38320)	folder 4
A-L 1993, 1993	box 11 (SK #38698)	folder 1
M-Z 1993, 1993	box 11 (SK #38698)	folder 2

[^ Return to Table of Contents](#)

## Interoffice Memoranda, 1991-1992

### Scope and Contents

Series IV, Interoffice Memoranda (1991-1992), includes working papers, reports from conferences, interview-related materials, responses to consultant reports, presentation of program ideas, and more mundane memos regarding office facilities. Several folders are labeled - FF staff. FF staff is mainly the Ford Foundation's president, vice-president and Program staff.

Title/Description	Instances	
IAP Staff - 1994 (July - December), 1994 July – December	box 12 (SK #38697)	folder 1
SVB – Stockholm Visit	box 12 (SK #38697)	folder 2
10th Floor - 1994, 1994	box 12 (SK #38697)	folder 3
All other FF, 1994, 1994	box 12 (SK #38697)	folder 4
All other FF, 1993, 1993	box 12 (SK #38697)	folder 5
10th Floor, 1993, 1993	box 12 (SK #38697)	folder 6
IAP Staff, 1993, 1993	box 12 (SK #38697)	folder 7
Other FF Staff Memos - 1992, 1992	box 13 (SK #38701)	folder 1
1992 Tenth Floor, 1992	box 13 (SK #38701)	folder 2
G&PP Staff Memos - 1992, 1992		

	box 13 (SK #38701)	folder 3
IAP Staff Memos - 1992, 1992	box 13 (SK #38701)	folder 4
M. Picken – Poland Trip Notes	box 13 (SK #38701)	folder 5
1991 FF Staff Memos to SF (July – December), 1991 July - December	box 13 (SK #38701)	folder 6
1991 FF Staff Memos to SF (January – June), 1991 January - June	box 13 (SK #38701)	folder 7
IAP Staff Memos, 1994, 1994	box 14 (SK #39577)	folder 1
IAP Staff Memos, 1995, 1995	box 14 (SK #39577)	folder 2
10th Floor Memos, 1995, 1995	box 14 (SK #39577)	folder 3
All Other FF Memos, 1995, 1995	box 14 (SK #39577)	folder 4
10th Floor Memos, 1996, 1996	box 14 (SK #39577)	folder 5
All Other FF Memos, 1996, 1996	box 14 (SK #39577)	folder 6

[^ Return to Table of Contents](#)

## Trip Files, 1990-1995

### Scope and Contents

Series V, Trip Files (1990-1995), mainly consists of itineraries, reading materials for meetings, agenda, handwritten notes, and lists of participants. Also included in a smaller amount are meeting proceedings, lists of grants, and strategy papers.

Title/Description	Instances	
Vienna/Slovakia, 1995 December	box 15 (SK #38677)	folder 1
McArthur Foundation Meeting, 1995 October 19	box 15 (SK #38677)	folder 2
Copenhagen, 1995 March 6 - 11	box 15 (SK #38677)	folder 3
Russia Trip	box 15 (SK #38677)	folder 4
San Francisco, 1995 June 20 - 25		



	box 15 (SK #38677)	folder 5
San Francisco, 1995 May 2 - 4	box 15 (SK #38677)	folder 6
Copenhagen (World Summit on Social Development), 1995 March 8 - 11	box 15 (SK #38677)	folder 7
Washington, D.C., 1995 March 3 - 4	box 15 (SK #38677)	folder 8
Potantica (IEW Retreat), 1995 November 18 - 20	box 15 (SK #38677)	folder 9
Kiev/Moscow, 1994 October 12 - 26	box 15 (SK #38677)	folder 10
Quebec City (Aspen Institute), 1994 August 14 - 19	box 15 (SK #38677)	folder 11
Washington, D.C. (Bretton Woods), 1994 July 20 - 21	box 15 (SK #38677)	folder 12
Istanbul (Muslim Meeting), 1994 June 11 - 16	box 15 (SK #38677)	folder 13
Poland, Geneva, Switzerland, 1994 April 19 - 29	box 15 (SK #38677)	folder 14
Aspen Institute, 1994 April 4 - 9	box 15 (SK #38677)	folder 15
McArthur Foundation, 1994 January 24	box 15 (SK #38677)	folder 16
Costa Rica (Retreat), 1994 February 21 - 25	box 15 (SK #38677)	folder 17
Washington, D.C., 1994 October 21 - 22	box 15 (SK #38677)	folder 18
Moscow/Prague, 1993 July	box 15 (SK #38677)	folder 19
Moscow, 1993 June 9 - 18	box 15 (SK #38677)	folder 20
Warsaw/Slovenia, 1993 May 16 - 23	box 15 (SK #38677)	folder 21
Washington, D.C., 1993 May 3	box 15 (SK #38677)	folder 22
Prague/Moscow, 1993 April 12 - 23	box 15 (SK #38677)	folder 23
Moscow, 1993 January 28	box 15 (SK #38677)	folder 24
Washington, D.C., 1993 March 18 - 19		

	box 15 (SK #38677)	folder 25
Little Rock, 1993 January 7 - 8	box 15 (SK #38677)	folder 26
Washington, D.C., 1992 December 13 - 14	box 15 (SK #38677)	folder 27
Washington, D.C., 1990 October 4	box 16 (SK #38678)	folder 1
Lagos, Nigeria: Africa Governance, 1990 October 27 - 28	box 16 (SK #38678)	folder 2
Vienna/Prague/Warsaw, 1991 April	box 16 (SK #38678)	folder 3
Providence, RI, 1991 May 24	box 16 (SK #38678)	folder 4
Strasbaurg, 1991 May 22 - 25	box 16 (SK #38678)	folder 5
London, 1991 June 1 - 7	box 16 (SK #38678)	folder 6
Boston Trip, 1991 September 24	box 16 (SK #38678)	folder 7
Washington, D.C., 1991 October 3 - 4	box 16 (SK #38678)	folder 8
Washington, D.C., 1991 October 24	box 16 (SK #38678)	folder 9
Vilnis/Moscow/Vienna, 1991 November 2 - 18	box 16 (SK #38678)	folder 10
Africa: Program Meeting, 1992 January 20 - 24	box 16 (SK #38678)	folder 11
Washington, D.C., 1992 February 27 - 28	box 16 (SK #38678)	folder 12
New Dehli/Beijing, 1992 March 1 - 31	box 16 (SK #38678)	folder 13
Washington, D.C. – Eagleburger, 1992 March 31	box 16 (SK #38678)	folder 14
Brown University, 1992 April 8	box 16 (SK #38678)	folder 15
Washington, D.C., 1992 April 10	box 16 (SK #38678)	folder 16
Cambridge, MA, 1992 April 15	box 16 (SK #38678)	folder 17
New York: Arden House, 1992 June 26 - 28		

	box 16 (SK #38678)	folder 18
Moscow, Warsaw, 1992 July 13 - 24	box 16 (SK #38678)	folder 19
Vienna: Aspen Institute, 1992 August 23 - 28	box 16 (SK #38678)	folder 20

[^ Return to Table of Contents](#)

## Appendix A: Reports

### Arrangement

The following reports were transferred to the Ford Foundation Archives Reports Collection. The number at the left is the assigned accession number. The list is alphabetical by author.

Title/Description	Instances
Childers, Erskine and Brian Urquhart. Strengthening International Response to Humanitarian Emergencies, 1991 October	report 13670
Childers, Erskine and Brian Urquhart. Reorganization of the United Nations Secretariat: A Suggested Outline of Needed Reforms, 1991 February	report 13679
Thery, Jane. A Strategy for International Affairs Support in Spain, 1985 November 7 - 13	report 13672