



# **Ford Foundation records, International Division, Population Program, Office Files of Lyle Saunders**

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## Table of Contents

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Summary Information .....	3
Biographical / Historical .....	3
Scope and Contents .....	10
Arrangement .....	11
Administrative Information .....	11
Related Materials .....	12
Collection Inventory .....	12
Population Files .....	12
Correspondence Files .....	14

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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 Division, Population Program, Office Files of Lyle Saunders
<b>ID:</b>	FA631
<b>Date [inclusive]:</b>	1963-1970
<b>Physical Description:</b>	2.4 Cubic Feet
<b>Language of the Material:</b>	English
<b>Abstract:</b>	The International Division/Population Papers of Lyle Saunders were transferred to the Ford Foundation Archives in 1982. The papers consist of correspondence, inter-office memoranda, and reports. They are divided into two series: Population Files and Correspondence Files. Arrangement within each series corresponds as closely as possible to the original order established by Saunders' office.

### Preferred Citation

Information regarding the Rockefeller Archive Center's preferred elements and forms of citation can be found at <http://www.rockarch.org/research/citations.php>

[^ Return to Table of Contents](#)

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## Biographical / Historical

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Lyle Saunders, Ford Foundation Program Officer in the International Division (ID), was a member of the Foundation staff from 1964 until 1975. During this period, he held the following positions: • January 1975, Program Officer, Population Office and Asia and Pacific, ID • January 1974, Program Officer, Population Office, ID • January 1973, Advisor in Program Management seconded to the IBRD - National Family Planning Coordinating Board, Jakarta, ID • January 1971, Program Advisor, A&P, Southeast Asia (Thailand), ID • May 1968, Program Officer, Population Office, ID • July 1967, Program Advisor, Population Office (Malaysia), ID • January 1967, Program Officer, Population Office, ID • October 1966, Associate Director, Population Program, OD • February 1964, Program Associate, Population Program, OD Lyle Saunders was born October 16, 1907. He received his B.A. and M.A. degrees in 1938 and 1943 respectively, from the University of New Mexico. He did additional course work at the Universities of

Chicago and Texas. Prior to Saunders' career with the Ford Foundation, he held the following positions:

- 1942-1951, University of New Mexico Assistant Professor of Sociology, School of Inter-American Affairs
- 1951-1964, University of Colorado, Associate Professor of Sociology, Associate Professor of the Department of Preventive Medicine, Acting Head of the Department of Preventive Medicine and Public Health, School of Medicine, Director of the Institute of Behavioral Science
- 1961-1962, Government of India Advisor in Research and Evaluation, Central Health Education Bureau

Following his retirement from the Ford Foundation, Mr. Saunders served the Foundation as a consultant on population related matters off and on from March 1976 until September 1980. He now resides in Santa Fe, New Mexico.

[^ Return to Table of Contents](#)

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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.

[^ Return to Table of Contents](#)

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## Biographical / Historical

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### 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](#)

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## Biographical / Historical

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### 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](#)

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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 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 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](#)

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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.

[^ Return to Table of Contents](#)

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## Scope and Contents

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These papers, which consist of two boxes of correspondence, inter-office memoranda, and reports, are concerned with the International Division's Population Program for the years 1963 to 1970.

The papers, which are broad in scope, yet lacking in quantity and depth, include material related to population conferences attended by FF staff, overseas program population files, budget material, and other areas of Foundation family planning involvement, including contraceptive research. The papers are indicative of the role Saunders played within the Population Program.

There is also one box of correspondence that Saunders maintained with FF colleagues, grantee organizations, and other individuals in the population field.

[^ Return to Table of Contents](#)

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## Arrangement

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The International Division/Population Papers of Lyle Saunders are divided into two series:

I. Population Files

II. Correspondence Files

[^ Return to Table of Contents](#)

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## Administrative Information

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### Publication Statement

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### 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.

## 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.

[^ Return to Table of Contents](#)

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## Related Materials

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### Separated Materials

Staff and consultant reports and publications have been pulled and accessioned into the FF Archives. A cross-reference sheet located within the folders denotes accessioned material. A list of titles removed from the papers is appended to this register. Papers not related to Ford Foundation activities have been removed.

[^ Return to Table of Contents](#)

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## Collection Inventory

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### Population Files, 1963-1970

#### Scope and Contents

Series I, Population Files (1963-1970), is the most substantive. It contains material on the activities of the International Division's Population Program.

#### Arrangement

The files, which maintain the order established by Saunders' office, fall into five categories: Conference Files, which are arranged in reverse chronological order; Overseas Program Interest Files, which are arranged in alphabetical order; Family Planning and Population Program Budget Files, which are both arranged in reverse chronological order; and Grant Proposal Files, which are arranged in alphabetical order.

Title/Description	Instances	
Political Science in Population Studies, Carolina Population Center Workshop, University of North Carolina, Chapel Hill, N.C. December 10-11, 1970, 1970 December - November	box 1	folder 1
Southeast Asia Ministers' Conference, Kuala Lumpur, October 1970, 1970 November - July	box 1	folder 2

Population Communication Conference, Tehran, June 6-18, 1970, 1970 April - 1969 November	box 1	folder 3
Second National Seminar on General Consequences of Population Growth, Malaysia, March 1970, 1970 March - 1969 August	box 1	folder 4
Society for International Development, New Delhi, Nov. 14-17, 1969, 1969 August - July	box 1	folder 5
Villa Serbelloni Conference on Population, October 20-22, 1969, 1969 July	box 1	folder 6
Indian Population Advisors Meeting, Altamont, Milbrook, New York, Sep. 23-24, 1969, 1969 September - February	box 1	folder 7
IPPF Meeting at the Ford Foundation, September 22, 1969, 1969 September - July	box 1	folder 8
Research Planning Conference, Budapest, September 18-19, 1969, 1969 December - August	box 1	folder 9
Workshop on Contraceptive Specifications, August 11-12, 1969, 1969 August - July	box 1	folder 10
Interregional Workshop on Programmes of Training in the Field of Population, Elsinore, Denmark, June 19-30, 1967, 1967 June - March	box 1	folder 11
NICHD Conference on Behavioral Sciences and Family Planning, Bethesda, Maryland, June 7-9, 1967, 1967 June - March	box 1	folder 12
ROCAP Conference, San Jose, Costa Rica, February 6-8, 1967, 1967 April - 1966 December	box 1	folder 13
Macy Foundation Conference, NY,NY, January 6, 1967, 1967 February - January	box 1	folder 14
Notre Dame Conference on Population, South Bend, Indiana, Dec. 1-3, 1966, 1966 December	box 1	folder 15
Conference on the Physiology of Human Reproduction, Venice, May, 1966, 1966 May - 1965 October	box 1	folder 16
Overseas Program Interest, Latin America - General, 1967 June - 1966 May	box 1	folder 17
Overseas Program Interest - Brazil, 1967 March - 1966 November	box 1	folder 18
Overseas Program Interest - Chile, 1967 June	box 1	folder 19
Overseas Program Interest - Colombia, 1967 May - 1964 August	box 1	folder 20
Overseas Program Interest - Costa Rica, 1967 June - 1966 November	box 1	folder 21
Overseas Program Interest - Dominican Republic, 1967 March - January	box 1	folder 22
Overseas Program Interest - El Salvador, 1967 May - 1966 October	box 1	folder 23

Overseas Program Interest - Guatemala, 1967 March	box 1	folder 24
Overseas Program Interest - Mexico, 1967 June - 1966 November	box 1	folder 25
Overseas Program Interest - Peru, 1967 April - January	box 1	folder 26
Overseas Program Interest - S&SE Asia - Malaysia, 1968 June - 1965 January	box 1	folder 27
Overseas Program Interest - Indonesia, 1967 June - May	box 1	folder 28
S&SE Asia/India/Social/Sciences, 1968 May - April	box 1	folder 29
Family Planning - World Activities, 1966 December	box 1	folder 30
Family Planning - USA, 1966 July	box 1	folder 31
Contraceptives, 1968 September - May	box 1	folder 32
Population Program Budget Material, 1967 June - 1965 April	box 1	folder 33
Population Program - Fellowships Available, 1965 November	box 1	folder 34
Population Program - Staff Discussions, 1967 April - 1966 November	box 1	folder 35
Population Program - Staff Discussions, 1966 November - 1963 November	box 1	folder 36
Grant Proposals: BEMFAM, 1967 March - 1966 December	box 1	folder 37
Grant Proposals: Baltimore Planned Parenthood, 1967 January; 1966 October	box 1	folder 38
Grant Proposals: Pan American Federation of Associations of Medical Schools, 1967 June - March	box 1	folder 39
Grant Proposals: University of Rio de Janeiro, 1967 March - 1966 December	box 1	folder 40
Grant Proposals: Urban League, 1967 May	box 1	folder 41

[^ Return to Table of Contents](#)

## Correspondence Files, 1964-1970

### Scope and Contents

Series II, Correspondence Files (1964-1970), contains correspondence generated by Mr. Saunders during his years at the Foundation.

### Arrangement

The correspondence is arranged in alphabetical order.

Title/Description	Instances	
AM - AN, 1964 May - 1966 February	box 2	folder 42

BE - BR, 1964 April - 1966 April	box 2	folder 43
CA - CR, 1964-1966	box 2	folder 44
DA - DE, 1964-1965	box 2	folder 45
ER, 1964 June; 1966 June	box 2	folder 46
FE - FR, 1964-1966	box 2	folder 47
Freedman, Ronald, 1967-1968	box 2	folder 48
GA - GR, 1964-1966	box 2	folder 49
HA - HO, 1964-1965	box 2	folder 50
IN - IR, 1965	box 2	folder 51
India - Freyman, Nyswander, Dhillon, 1963-1964	box 2	folder 52
JA - JO, 1964-1966	box 2	folder 53
KA - KO, 1964-1967	box 2	folder 54
LE - LO, 1964-1966	box 2	folder 55
MA - MU, 1964-1965; 1966 May	box 2	folder 56
Mc, 1964 December	box 2	folder 57
NI - NY, 1964-1966	box 2	folder 58
Nurses Manual, 1964-1965	box 2	folder 59
OG - OU, 1965	box 2	folder 60
PA - PI, 1964; 1965 August	box 2	folder 61
Prentice-Hall, Inc., 1966	box 2	folder 62
QU, 1965 April	box 2	folder 63
RA - RU, 1964-1966	box 2	folder 64
SA - SU, 1964-1966	box 2	folder 65
Samora, Julian, 1964-1966	box 2	folder 66
Sweeney, W.O., 1968-1970	box 2	folder 67
TA - TI, 1964	box 2	folder 68
VI, 1965 February	box 2	folder 69
WA - WO, 1964-1965	box 2	folder 70
ZE, 1964-1966	box 2	folder 71

[^ Return to Table of Contents](#)