



Ford Foundation records, International Division, Latin America and the Caribbean, Jamaica and Mexico City Field Office Files

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Table of Contents

Summary Information	3
Biographical / Historical	3
Scope and Contents	9
Arrangement	10
Administrative Information	10
Collection Inventory	11
Chronological Correspondence Files	11
John S. Nagel (LAC Representative) Desk Files	11
Reports	12
Subject Files	21
Grant and Proposal Files	24

Summary Information

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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

Contains correspondence, John S. Nagel files, reports, subject files, grant and proposal files.

[^ Return to Table of Contents](#)

Arrangement

Arranged in 5 series by file type.

[^ Return to Table of Contents](#)

Administrative Information

Publication Statement

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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.

[^ Return to Table of Contents](#)

Collection Inventory

Chronological Correspondence Files, 1970 January-September

Title/Description	Instances
Chronological Correspondence File -- Dr. W.K. Gamble, J.W. Trowbridge, E.G. Walks, M.A. Roche, Jan 1970	box 1
Chronological Correspondence File -- J.W. Trowbridge, E.G. Walks, M.A. Roche, Feb 1970	box 1
Chronological Correspondence File -- J.W. Trowbridge, E.G. Walks, M.A. Roche, Mar 1970	box 1
Chronological Correspondence File -- Dr. W.K. Gamble, J.W. Trowbridge, E.G. Walks, M.A. Roche, Apr 1970	box 1
Chronological Correspondence File -- J.W. Trowbridge, E.G. Walks, M.A. Roche, May 1970	box 1
Chronological Correspondence File -- J.W. Trowbridge, E.G. Walks, M.A. Roche, Jun 1970	box 1
Chronological Correspondence File -- J.W. Trowbridge, E.G. Walks, M.A. Roche, Jul 1970	box 1
Chronological Correspondence File -- J.W. Trowbridge, E.G. Walks, M.A. Roche, Aug 1970	box 1
Chronological Correspondence File -- J.W. Trowbridge, E.G. Walks, M.A. Roche, Sep 1970	box 1

[^ Return to Table of Contents](#)

John S. Nagel (LAC Representative) Desk Files, 1966-1973

Title/Description	Instances
Board of Trustees , 1968-1971	box 2
<u>Conditions Governing Access:</u> Conditions Governing Access May contain restricted material.	
Education in Latin America, 1970	box 2
"Fair Share", 1969-1971	box 2
Foreign Taxes, 1970-1971	box 2
Foundation Fellowships, 1971	box 2

Foundation Programs in Europe -- Conference (2/24-25/1971), 1970-1971	box 2
International Urbanization Survey, 1970-1971	box 2
McNamara, Robert -- Copenhagen Speech, Press Clippings and Articles Re: Response to Speech, 1970	box 2
Overseas Development Self-Study: Questions for Representatives, Report for Venezuela, Sep 30, 1966	box 2
Population -- General, 1968-1973	box 2
Population Activities and USAID Grants (folder 1), 1968-1972	box 2
Population Activities and USAID Grants -- Including Photograph from Marino Family Planning Evaluation Conference (folder 2), 1968-1972	box 2
Program Advisor Candidates, 1972	box 2
Program Related Investments (PRI) -- Including Report on PRI Two Years Later, 1970-1971	box 2
Resource Deployment Study -- Resource Bases, 1970-1971	box 2
Rome -- April Marino Conference 1970 and Additional Population Evaluation Program Materials, 1969-1972	box 2
Tax Reform Act (H.R. 13270), 1969-1970	box 2
Trips -- Bundy-Miller Visits to Latin America, Oct-Nov 1970	box 2
Trips -- Visit of Mr. and Mrs. Miller to Latin America, 1970	box 2
Trips -- Mr. Bell's Trip to Venezuela and Colombia, 1971	box 2
Urbanization Survey -- Robin, John P., 1970-1971	box 2

[^ Return to Table of Contents](#)

Reports, 1958-1969

Title/Description	Instances
Argentina -- "Exploratory Mission to Latin America: Argentina" by Alfred Wolf, Reynold Carlson, Lincoln Gordon, Kalman Silvert, 1959	box 3
Argentina -- "Notes on Argentina" by Robert Alexander -- Re: Politics, Feb 1959	box 3
Argentina -- "Government of the University of Buenos Aires" by Kalman H. Silvert, Nov 1959	box 3
Argentina -- "Ford Foundation Mission to Argentina, Aug-Sep 1959, Summary of Recommendations", Mar 1960	box 3

Argentina -- "Trip Notes, Argentina" by Alfred C. Wolf and Reynold Carlson, Jul 1960	box 3
Argentina -- "Notes on Visit to Buenos Aires", Jul-Aug 1960	box 3
Argentina -- Notes on Argentina and Peru -- Related to Dean Harrison's Argentina Visit, Aug 1960	box 3
Argentina -- "Suggestions for Ford Foundation Support of Science and Technology in Argentina (Report of a Visit to Argentina in July-August 1960)" by C.V. Kidd, Sep 15, 1960	box 3
Argentina -- "Basic Science in Argentina, Mid 1960" by George R. Harrison, Sep 28, 1960	box 3
Argentina -- Trip Report, Sep-Oct 1960, Sep-Oct 1960	box 3
Argentina -- "Manpower Survey Prepared for the Instituto Torcuato di Tella" by Robert L. Thomas, Jan 1961	box 3
Argentina -- "The Availability of Economists in the United Kingdom and France for Service Overseas" by Jo W. Saxe, Aug 2, 1961	box 3
Argentina -- "Education in the Field of Economic Development and Administration in Argentina and Chile" by William D. Carmichael, Nov 1963	box 3
Argentina -- Library of Faculty of Exact and Natural Sciences at the University of Buenos Aires -- Two Reports, 1964-1965	box 3
Argentina -- "University of Buenos Aires, School of Economics (Grant 62-235)" Memo from William D. Carmichael, Apr 2, 1965	box 3
Argentina -- "Economics in Argentina" by William D. Carmichael and Joseph Grunwald, Jun 1965	box 3
Argentina -- Visit to Argentina, March-April 1967 -- Cotton, Albert, Apr 1967	box 3
Argentina -- "Visit to Argentina, May 7th through May 19th, 1967" Memo from Abraham S. Fischler, May 29, 1967	box 3
Argentina -- "Bariloche Report" by Thomas P. Nickell, Jr., Jun 26, 1967	box 3
Argentina -- "General Reflections on a Visit to Argentina" by Richard N. Adams -- Re: Sociology and Anthropology, Sep 1, 1967	box 3
Brazil -- "Notes on Brazil" by Robert Alexander, 1959	box 3
Brazil -- "Exploratory Mission to Latin America - Brazil, 1959" by Alfred Wolf, Reynold Carlson, Lincoln Gordon, 1959	box 3
Brazil -- "Discussions on Brazil Held at Various U.S. Government Agencies, March 16-20, 1959" Memo from Nita Rous Manitzas, Mar 23, 1959	box 3

Brazil -- "Recommendations to Ford Foundation for Support of Economic Research Programs in Brazil" by Alfred C. Neal and Reynold E. Carlson, Apr 29, 1959	box 3
Brazil -- "Economic Growth in Brazil" by Reynold E. Carlson, May 1959	box 3
Brazil -- "Ford Foundation Mission to Brazil, Summary of Recommendations" by Alfred Wolf, Lincoln Gordon, and Reynold Carlson, Aug 1959	box 3
Brazil -- "The Current Economic Situation in Brazil" by Reynold Carlson, Dec 1959	box 3
Brazil -- "American Cooperation with Brazilian Universities" by Robert J. Havighurst, Apr 1960	box 3
Brazil -- Memorandum Re: Aeronautical Technicological Institute from E.E. Hagen, Jun 1960	box 3
Brazil -- "Trip Notes, Brazil" by Alfred C. Wolf and Reynold Carlson, Jul 1960	box 3
Brazil -- "Economics Teaching and Training of Economists in Brazil - An Appraisal with Recommendations" by Everett E. Hagen and William H. Nicholls, Jul 1960	box 3
Brazil -- "Secondary Science Education in Brazil" by Karl Dittmer, Paul Klinge, and Arthur Roe, Jul 1960	box 3
Brazil -- "Summary Report on Visit to Brazil -- Part A, Observations and Recommendations with Respect to Labor Market Research in Brazil" by C.V. Kidd, Sep 1960	box 3
Brazil -- "Summary Report on Visit to Brazil -- Part B, Observations and Recommendations with Respect to Support of Science in Brazil" by C.V. Kidd, Sep 1960	box 3
Brazil -- Correspondence Re: Visits to Science Centers from L. Grinter, Sep 6, 1960	box 3
Brazil -- "A Report on a General Survey of the Libraries of the University of Sao Paulo" by Herman H. Fussler and Supplementary Statement, 1961	box 3
Brazil -- "Organizational Outline of the Proposed Institute of Statistics at the University of Sao Paulo" by Jerzy Neyman, Mar-Apr 1961	box 3
Brazil -- "Notes on the Brazil Grant Program" by Sidney Mintz, Jun 1961	box 3
Brazil -- "Basic Science in Brazil, Mid 1961" by George R. Harrison, Sep 1, 1961	box 3
Brazil -- "Observations upon Visits to Science Centers in Brazil, August 1962" by Charles V. Kidd, Sep 1962	box 3

Brazil -- "An Integrated Plan for Strengthening Graduate Education in Brazil" by Charles V. Kidd (confidential draft of a proposal), Sep 12, 1962	box 3
Brazil -- "Report of the Ford Foundation Survey Team on Public Administration Teaching and Research in Brazil" by Frederic N. Cleaveland, May 31, 1963	box 3
Brazil -- "Report on a Request for a Grant to Strengthen Graduate Education in the Sciences Throughout Brazil" by Charles V. Kidd, Jul 31, 1963	box 3
Brazil -- "Report on Mission to Survey Present Activities and Future Possibilities of ETV in Brazil" by James W. Armsey and John F. Baxter, Aug 1963	box 3
Brazil -- "Instituto de Economia Rural Universidade Rural do Estado de Minas Gerais Vicosas, Minas Gerais, Brazil -- Current Status and Prospects" -- Progress Report by D. Woods Thomas, Aug 1963	box 3
Brazil -- "Graduate Teaching and Research in Economics", Sep 1963	box 3
Brazil -- "Report on the Rural University of the State of Minas Gerais", Oct 1963	box 3
Brazil -- "Introductory Report on Brazilian Education with Special Reference to Secondary Schools" by George F.G. Little, Mar 1964	box 3
Brazil -- "A Study of Technical Education Problems in Brazil" by Ernest J. Simon, Albert E. French, Henry P. Adams, Aug 30, 1964	box 3
Brazil -- "Report on Trip to Brazil: August 2-September 3, 1964" by Nicholas Georgescu-Roegen, Sep 1964	box 3
Brazil -- "An Appraisal of the Needs of the Universidade Rural do Estado de Minas Gerais - Supplement 1", Dec 12, 1964	box 3
Brazil -- "Sao Paulo University CCTV Consultation Report" by Kenneth Christianson, Dec 15, 1964	box 3
Brazil -- "Activity Report of Ford Foundation Consultant to Advise on the Development of Post-Colegio Technical Education in Brazil" Memo from Henry P. Adams, Apr 12, 1965	box 3
Brazil -- "Political Science: Public Administration and Development in Brazil" by Peter Bell, Sep 1965	box 3
Brazil -- "Report to the Ford Foundation on Support for Graduate Study in Science at the University of Brazil" by George R. Harrison, Dec 1, 1965	box 3
Brazil -- "Evaluation of the IRI Research Institute Animal Nutrition Center Program in Brazil and Related Agricultural Research and Educational Institutions" by Kenneth L. Turk, Jan 21, 1966	box 3

Brazil -- "Report on Visit to Rio de Janeiro to Explore Research Possibilities with BNDE and Sao Paulo School of Business Administration" by J.D. Nyhart, Mar 1966	box 3
Brazil -- "Comments on Visit to Escola Americana, Rio de Janeiro, at the Request of the Ford Foundation" Memo from James D. MacConnell, Apr 5, 1966	box 3
Brazil -- "Notes on Engineering Education in Brazil" Memo from K.N. Rao, May 11, 1966	box 3
Brazil -- "A Suggested Program of BNDE-MIT Cooperation in Research and Management Training in the Brazilian National Development Banking System" and Related Correspondence, Jul 1966	box 3
Brazil -- "Report of the Inter-American Development Bank Mission to Brazil" by Reuben Frodin, Charles F. Gosnell, K.N. Rao (English and Portuguese) and Related Documents, Jul-Sep 1966	box 3
Brazil -- Georgescu-Roegen, Nicholas Letter Re: Visit about Vargas Support, Jul 3, 1967	box 3
Caribbean -- "The French Caribbean" by Richard M. Morse, 1959	box 3
Caribbean -- Report Re: Visit to Trinidad and Tobago and West Indies Information Sheets (report missing), [1959]	box 3
Caribbean -- Haiti Trip Report by Sidney Mintz, Feb 1959	box 3
Caribbean -- "University of Puerto Rico - Natural Sciences and Agriculture" by Paul Pearson, Mar 8, 1962	box 3
Caribbean -- "Report of Activities in Connection with Santo Domingo Project for a Post-High School Business Institute" by Hamden L. Forkner, Oct 6, 1964	box 3
Caribbean -- Report on Visit to Santo Domingo, Dominican Republic in Connection with Possible Support of APEC Plans for a Junior College of Business by Lionel H. Mercier, Oct 8, 1964	box 3
Caribbean -- "Structures and Processes for Biomedical Research Policy in the British Caribbean" by C.V. Kidd, May 3, 1965	box 3
Caribbean -- "The Political Situation in the Dominican Republic" by Robert A. Mayer, Sep 10, 1965	box 3
Caribbean -- "Institute of Advanced Studies (ISA) Curriculum Development and Teacher Training" by Amalia Llabres de Charneco, Nov 30, 1965	box 3
Caribbean -- "Trip to Dominican Republic, March 25-April 1, 1966" Memorandum from Morris A. Horowitz, Apr 12, 1966	box 3
Caribbean -- "The Dominican Crisis of 1965: An Annotated Bibliography" by Abraham Lowenthal, Jun 1967	box 3
Caribbean -- Report Re: Jamaica Visit by Amos H. Hawley, Feb 1969	box 3

Central/Latin America General -- "A Report to the Ford Foundation Concerning Program Possibilities in Latin America" by the Yale Group, Jun 10, 1958	box 4
Central/Latin America General -- "Economic Research and Training in Latin America" by Richard Ruggles and Nancy Ruggles, Mar 1960	box 4
Central/Latin America General -- "Basic Science in Central America (Early 1962)" by George R. Harrison, May 1962	box 4
Central/Latin America General -- "Observations on Pan American School of Agriculture" by William K. Gamble, Dec 1962	box 4
Central/Latin America General -- "University Education and the Regional Concept in Central America" by Harold L. Enarson, Aug 1963	box 4
Central/Latin America General -- Human Resources Study of Central America, An Interim Report" by Herbert J. Betz, Sep 1963	box 4
Central/Latin America General -- Two Reports Re: Latin American Studies in the United States by Carl B. Spaeth (one co-written by John B. Howard), 1963-1964	box 4
Central/Latin America General -- Grants to National Universities of Honduras and Nicaragua, Feb 1965	box 4
Central/Latin America General -- Memorandum Re: Seminar on Population Problems, Mar 23, 1965	box 4
Central/Latin America General -- Representatives Conference, Princeton -- Re: International Development, Development of the Social Sciences, and Training and Employment of "Middle Level" Technicians, Nov 1965	box 4
Central/Latin America General -- "Toward Strategies for Public Administration Development in Latin America" by John C. Honey, Mar 1966	box 4
Central/Latin America General -- "Agricultural Development in Latin America" Statement by Lowell S. Hardin before the International Finance Sub-Committee, House of Representatives, Aug 29, 1966	box 4
Central/Latin America General -- "Urban Planning and Development Centers in Latin America" by Guido G. Weigund and James H. Street, Apr 1967	box 4
Central/Latin America General -- "University Libraries - Appendix D - The Questionnaire to University Libraries" by Paul Bixler, Jun 1967	box 4
Central/Latin America General -- "The Challenge - A Political Economist's Views" by Byron L. Johnson -- Conference Paper, Aug-Sep 1967	box 4
Central/Latin America General -- "The Role of the Humanities in Desarrollo: The Latin American Case" by William L. Reese, 1968	box 4

Chile -- "Possibilities for Significant Studies of Land Reform in Chile" by Marion Clawson, Apr 1960	box 4
Chile -- Correspondence/Report Re: Education Planning Committee from Paul Bulger, Oct 21, 1963	box 4
Chile -- "A Report on Chilean Agriculture and Agricultural Education to the Ford Foundation" by S.O. Berg, L.E. Hanson, W.P. Martin, Nov 1963	box 4
Chile -- Memorandum, Chile Education Planning Committee Re: Visit to Santiago, Apr 3, 1964	box 4
Chile -- Report Re: Library Development at University of Concepcion by E.W. McDiarmid, Apr 29, 1964	box 4
Chile -- Community Facilities Project in Chile (published booklet), Feb 1966	box 4
Chile -- Correspondence/Report Re: Urban Development Advisory Program, Jan 10, 1967	box 4
Chile -- "School of Business, Catholic University, Valparaiso", May 15, 1967	box 4
Chile -- Consultant's Report Re: Education, "Project in Curricular Reform and Teaching Retraining" by Michael Chiappetta, May-Jun 1967	box 4
Chile -- "Trip Report for a Study of the Chemical Engineering Program at the Universidad Tecnica Federico Santa Maria" by John W. Tierney, Sep 6, 1967	box 4
Chile -- Memorandum Re: Chile and Urban and Regional Planning from Ralph A. Gakenheimer, Sep 13, 1967	box 4
Chile -- "Trip Report for a Study of the Electrical Engineering Program at the Universidad Tecnica Federico Santa Maria" by Howard B. Hamilton, Sep 28, 1967	box 4
Chile -- "Trip Report - A Study of Engineering Programs at the Universidad Tecnica Federico Santa Maria" by H.E. Hoelscher, Oct 19, 1967	box 4
Colombia -- "Ford Foundation Mission to Colombia" by Richard Morse, Robert Wickham, Alfred Wolf, Jun 1960	box 4
Colombia -- "Political and Economic Profile of Colombia - Ford Foundation Mission to Colombia" by Richard Morse, Robert Wickham, Alfred Wolf, Jun 1960	box 4
Colombia -- "Manpower Problems and Policies in Colombia" by J.F. Wellemeyer (draft and final copies included), Dec 1960-Jan 1961	box 4
Colombia -- "Colombia - Martin Kriesberg's Role" by George A. Graham, 1962 August 27	box 4
Colombia -- "Report to the Ford Foundation Concerning the Developments and Prospects at the University of Antioquia,	box 4

Medellin, Colombia" by Francic T. Bonner, Sidney Gelber,
Richard M. Morse, Apr 1963

Colombia -- "The Armsey-Morrill Mission to the Universidad del Valle, Cali, Colombia" Memo from J.L. Morrill, Aug 12, 1963	box 4
Colombia -- "Review of Agricultural Progress in Colombia" by Robert Wickham, [1964]	box 4
Colombia -- "ICA's Current Program in Colombia and Possible Areas Where the Ford Foundation Might Render Meaningful Assistance" Memo from J. Norman Efferson, Jul 24, 1964	box 4
Colombia -- "Report to the [Ford] Foundation on Consultation with the University of the Andes, Bogota, Colombia" by James S. Triolo, Sep 21, 1964	box 4
Colombia -- "Review of Colombian Population Program Developments since November 12, 1964 and Projections until Summer 1966" by Dieter Zschock, Jul 1, 1965	box 4
Colombia -- "Progress Report on the Development Program of the University of the Andes, Bogota, March 20-23, 1966" by James S. Triolo, Mar 1966	box 4
Colombia -- "Trip Report" by John M. Hunter, Dec 1966	box 4
Colombia -- "Report on a Trip to Bogota and Cali" by Arthur J. Coutu, Mar 1967	box 4
Colombia -- "Confidential Report of Visit to Colombia, March 17-April 3, 1967 to Study the Development of Selected University Faculties of Education" by Robert N. Bush, Apr 1967	box 4
Colombia -- Correspondence Re: University of Valle, Javeriana, Antioquia from H. Thomas James, Apr 13, 1967	box 4
Colombia -- "Universidad Nacional - Consultation Visit Concerning Centralized Cataloging in the Libraries" by Imogene Hixson, Jul 1967	box 4
Colombia -- "The Faculty of Human Sciences National University of Colombia" by William D. Carmichael and Peter D. Bell, Jul 17, 1967	box 4
Colombia -- University of Antioquia -- Library Development, Sep 25, 1967	box 4
Costa Rica -- "Faculty of Agronomy, University of Costa Rica, Report on Visit to the Faculty" by William K. Gamble, Nov 13, 1962	box 4
Costa Rica -- "Report on a Project to Expand Economic Research and Improve the Training of Economists at the University of Costa Rica" by Victor L. Urquidi, Mar 1963	box 4
Mexico -- "Report on the Proposed Integrated Agricultural Institute at Chapingo, Mexico", Jul 1962	box 4
Mexico -- "Agricultural Program" by J.S. Nagel, 1964	box 4

Mexico -- "Comments and Recommendations on the Agricultural Economics Center" by Earl O. Heady, Apr 1964	box 4
Mexico -- "A Study and Evaluation - State of Mexico Agricultural Extension Service", Oct 1964	box 4
Mexico -- "Progress Report Number Three on Study and Evaluation Recommendations", Feb 11, 1966	box 4
Mexico -- "Program for the Centro Nacional de Productividad in Management Development and Organization Improvement in Industrial Enterprises" by Emmett Wallace, Dec 2, 1966	box 4
Mexico -- Correspondence Re: Ford Foundation Mission to Mexico, Dec 27, 1966	box 4
Mexico -- "Graduate Education in Management at UNAM (National Autonomous University of Mexico)" by William D. Carmichael, Richard M. Cyert, Ezra Solomon, Feb 20, 1967	box 4
Mexico -- Report Re: Mexican Institute of Social Studies by Reuben Hill, Mar 17, 1967	box 4
Mexico -- Trip Report by Bernard P. Queenan, Jun 10, 1967	box 4
Mexico -- "Notes on Mexican Visit" Re: Anthropology, Sep 1967	box 4
Mexico -- "The Mexican Library" and Related Correspondence/ Letter of Transmittal by Paul Bixler, 1968	box 4
Mexico -- "Library and Information Services in Mexico" by Carl M. White, 1968	box 4
Peru -- Report Re: National Engineering University, Apr 19, 1963	box 4
Peru -- "The Program in Peru - Report on its Current Status" by Peter Fraenkel, Jan 8, 1964	box 4
Peru -- Report Re: Population Development in Peru, Mar 1965	box 4
Peru -- "Report to the Ford Foundation, Evaluation of and Recommendation for the Faculty of Engineering at the Catholic University of Peru" by Sidney A. Guralnick, Jul 19, 1966	box 4
Peru -- "Suggestions Concerning Agricultural Budgeting and Programming in Peru" by L.S. Hardin and F.F. Hill, May 30, 1967	box 4
Peru -- Report Re: Lima Visit and Education (May 16-17, 1967) by Bernard P. Queenan, Jun 5, 1967	box 4
Peru -- Report Re: Visit to Study Inter-University Council by Herman B. Wells, Aug 17, 1967	box 4
Venezuela -- "Venezuela Report" by R.S. Wickham, May 1962	box 4
Venezuela -- Record of Conversation with Dr. Aristides Calvani of Universidad Catolica Andres Bello -- Conversation Reports and Suggestions, Jul 1962	box 4
Venezuela -- Report Re: Educational Planning by O.M. Wilson, Sep 9, 1963	box 4

Venezuela -- "Seminar on Educational Planning, August 3-7, 1964, Caracas, Venezuela" Memo by Harold W. Stoke, Aug 12, 1964	box 4
Venezuela -- Report Re: Establishment of Post-Graduate Institute of Administration, Jul 1964	box 4
Venezuela -- "Evaluation of Universidad de Oriente Possibilities to Develop Eastern Venezuela" by Antonio Bacigalupo, Sep 1964	box 4
Venezuela -- Trip Report (Aug 25-Sep 2, 1964) and Universidad de Oriente by Grover E. Murray, Oct 26, 1964	box 4
Venezuela -- Correspondence/Report Re: Science Project/Oriente-Kansas by B. Leonard, Jun 23, 1965	box 4
Venezuela -- "Report on Consultation with EDUPLAN and Ford Foundation Personnel" by Frederick B. Davis, Aug 1967	box 4
"Written Testimony for the Subcommittee on Government Research of the Committee on Government Operations, United States Senate" by K.H. Silvert, Jun 27, 1967	box 4

[^ Return to Table of Contents](#)

Subject Files, 1963-1973

Title/Description	Instances
Administration -- Establishment of Ford Foundation Office in Kingston -- Legal Status, 1964-1970	box 5
Administration -- Establishment of Office in Kingston, 1967-1970	box 5
Administration -- Ford Foundation, New York -- Insurance Coverage -- Fire, Theft, Accidents, 1966-1970	box 5
Caribbean -- Antigua -- General, incl. Donald David's Antigua Speech, 1965-1971	box 5
Caribbean -- Bahamas -- General, 1968-1972	box 5
Caribbean -- Black Power, Studies, and Race Relations, 1969-1972	box 5
Caribbean -- British Ministry of Overseas Development (MOD), 1967-1972	box 5
Caribbean -- Caribbean Food and Nutrition Institute (CFNI), 1970-1972	box 5
Caribbean -- CARIFTA -- Reports, [1969], n.d.	box 5
Caribbean -- CARIFTA, 1967-1971	box 5
Caribbean -- Conservation -- Caribbean Conservation Association, incl. booklet on Ford Foundation Grants in Resources and Environment, 1968-1970	box 5

Caribbean -- Cuba -- Research on Lower-Class Families in Cuba -- Supplement No. 1, 1972	box 5
Caribbean -- Educational Television -- General, 1967-1970	box 5
Caribbean -- Ford Foundation Caribbean Program -- Project Data Sheets Binder, Oct 1970	box 5
Caribbean -- Ford Foundation Contributions in Education and Manpower Development, 1970	box 5
Caribbean -- Marine Sciences, 1968-1970	box 5
Caribbean -- Organization of Caribbean Bar Association, 1971	box 5
Caribbean -- Regional Development Bank, 1968-1973	box 5
Caribbean -- University of the Netherland Antilles, 1967	box 5
Caribbean -- Vocational Education in Eastern Caribbean -- MOD Proposal (L67-447), 1967-1972	box 5
Dominican Republic -- Association for Development -- General, 1966-1970	box 5
Dominican Republic -- Dominican Fellows Program, 1970-1972	box 5
Dominican Republic -- Ford Foundation Dominican Agricultural Program, 1964-1969	box 5
Dominican Republic -- Fundacion Dominicana de Desarrollo (FDD), 1969-1972	box 5
Dominican Republic -- General, 1964-1970	box 6
Dominican Republic -- Political Situation Reports, 1964-1970	box 6
Haiti -- Agricultural Program, 1969-1970	box 6
Haiti -- General, 1966-1972	box 6
Haiti -- Individual Studies/Reports, 1968-1969	box 6
Haiti -- Social Sciences -- CHISS -- General and Publication, 1970-1972	box 6
Grenada -- General, 1969-1972	box 6
Guyana -- University of Guyana -- English Dialect Survey Discretionary Project, 1967-1971	box 6
Guyana -- Report on Education in Guyana, Nov 1967	box 6
Jamaica -- Archaeology and Conservation, 1968-1970	box 6
Jamaica -- "Brain Drain" study (Jay Buffenmeyer), 1969-1972	box 6
Jamaica -- Central Planning Unit, 1966-1972	box 6
Jamaica -- Citizens Education Foundation, 1969-1970	box 6
Jamaica -- Conference on Education, 1970	box 6

Jamaica -- Consultant Report Re: Industrial Relations System and Jamaica Employers' Federation, 1968-1970	box 6
Jamaica -- Institute of Management, 1968-1971	box 6
Jamaica -- Library Issues Re: UWI and Ford Foundation Field Office, 1963-1968	box 7
Jamaica -- Manley Foundation, 1970-1971	box 7
Jamaica -- Ministry of Finance and Planning, 1968-1970	box 7
Jamaica -- Ministry of Youth and Development, 1967-1971	box 7
Jamaica -- Parliamentary Library Proposal and Support, 1968-1970	box 7
Jamaica -- Scientific Research Council and Report Re: Science Policy in Venezuela, 1968-1969	box 7
Jamaica -- U.S. Embassy and Aid, 1965-1971	box 7
Law and Development -- "International Legal Studies Programs Supported by the Ford Foundation, 1951 to Date" -- List of Grants, 1965	box 7
Population -- Jamaican Marketing Study (Farley and Leavitt), 1968-1972	box 7
Population -- St. Vincent Conference (Windward, Leeward and French Islands and Barbados) (69-1), 1968-1970	box 7
Sir Arthur Lewis -- Sabbatical Leave in Barbados, 1971, 1969	box 7
Trinidad and Tobago - Committee on Economic Development, 1967-1970	box 7
University of the West Indies (UWI) -- Agriculture (PA66-210) -- Reports, Basic Documents, Payments, General Correspondence, 1966-1970	box 7
University of the West Indies (UWI) -- Creative Arts Centre (Ref. Humanities and the Arts), 1967-1972	box 7
University of the West Indies (UWI) -- Department of Government, 1966-1972	box 7
University of the West Indies (UWI) -- Department of Extra-Mural Studies, 1966-1972	box 7
University of the West Indies (UWI) -- Faculty of Engineering, 1967-1971	box 7
University of the West Indies (UWI) -- Faculty of Law, 1967-1970	box 7
University of the West Indies (UWI) -- Faculty of Medicine, 1969-1971	box 7
University of the West Indies (UWI) -- Faculty of Natural Sciences (incl. report on science and technology education in Venezuela), 1967-1971	box 7

University of the West Indies (UWI) -- General (folder 1), 1966-1967	box 7
University of the West Indies (UWI) -- General (folder 2), 1968-1969	box 7
University of the West Indies (UWI) -- General (folder 3), 1970-1971	box 7
University of the West Indies (UWI) -- Institute of International Relations, 1966-1970	box 7
University of the West Indies (UWI) -- Multi-Racial Studies Centre, 1968-1971	box 7
University of the West Indies (UWI) -- Social Sciences -- Manpower Planning Project -- ISER (L68-68), 1968-1970	box 8
University of the West Indies (UWI) -- PA 68-745/Vol.2 -- Management and Education Recruitment, 1967-1970	box 8
University of the West Indies (UWI) -- Trinidad, 1967-1972	box 8
University of the West Indies (UWI) -- University Operations Missions (Alexander, Morgan, Stone), 1966-1968	box 8

[^ Return to Table of Contents](#)

Grant and Proposal Files, 1962-1974

Title/Description	Instances
Caribbean -- Association of Caribbean Universities -- UNICA, 1969-1974	box 8
Dominican Republic -- Autonomous University of Santo Domingo -- Faculty of Agricultural and Veterinary Sciences (PA65-99), 1967	box 8
Dominican Republic -- Texas A&M -- Backstopping Agriculture in the Dominican Republic (PA63-429), 1962	box 8
Dominican Republic -- Texas A&M -- Training and Consulting Assistance for SCAD in the DR (64-179), 1963-1969	box 8
Education -- UWI Institute of Education (PA62-334), Vol. II -- New Proposals, 1968-1969	box 8
Local Travel Award (FY1970) -- Gordon, Shirley, 1969-1970	box 8
Population -- Ford Foundation Caribbean (L68-103), 1967-1969	box 8
Trinidad -- Manpower Advisor to Trinidad Government -- Ajit Das Gupta (PA70-51), 1971	box 8
University of the West Indies -- Demographic Research (PA64-280), 1966-1970	box 8

University of the West Indies -- ISER and Census Program (PA69-589, Vol. 2), 1968-1971	box 8
University of the West Indies -- Reports -- University Centers -- History -- Economics and Management (folder 1), 1966-1972	box 8
University of the West Indies -- University Centers -- Textbook -- History -- Economics and Management (folder 2), 1964-1972	box 8
University of the West Indies -- Research in Trinidad in Social Science, 1968-1972	box 8

[^ Return to Table of Contents](#)