



Ford Foundation records, Overseas Development, International Training and Research, Administrative 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

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 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](#)

Biographical / Historical

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

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

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

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

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

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

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

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

[^ Return to Table of Contents](#)

Biographical / Historical

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

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

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

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

[^ Return to Table of Contents](#)

Biographical / Historical

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

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

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

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

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

To create economies of scale, Bundy unified US-based international and overseas activities under one division: the International Division (using the name for the first time). That division comprised Resources for Development (area studies, languages, and exchanges), Population, International Relations, Planning and Evaluation, and the country programs. David Bell, an economist and the first

administrator of the US Agency for International Development (1962-1966), was named vice president and served in that capacity until the end of Bundy presidency.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

[^ Return to Table of Contents](#)

Biographical / Historical

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

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

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

[^ Return to Table of Contents](#)

Scope and Contents

Includes but not limited to: correspondence, reports, program and division memoranda, documentation of program planning, training and research, program consultants, office procedures, and procedural manuals.

[^ Return to Table of Contents](#)

Arrangement

As received.

[^ 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.

Processing Information

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

Conditions Governing Access

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

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

[^ Return to Table of Contents](#)

Collection Inventory

Title/Description	Instances
Chronological Correspondence, 1951-1953	box 1
Area One Notebook -- Dyke Brown, 1951	box 1
Chron File, Jan 1952	box 1
Chron File, Feb 1952	box 1
Chron File, Mar 1952	box 1
Chron File, Apr 1952	box 1
Chron File, May 1952	box 1
Chron File, Jun 1952	box 1
Chron File, Jul 1952	box 1
Chron File, Aug 1952	box 1
Chron File, Sep 1952	box 1
Chron File, Oct 1952	box 1
Chron File, Nov 1952	box 1
Chron File, Dec 1952	box 1
Chron File, Jan 1953	box 1
Chron File, Feb 1953	box 1
Master Set -- Docket Items, 1954-1966	box 2
ITR Docket Items and Grant Requests, 1954-1957	box 2
ITR Docket Items and Grant Requests, 1958-1960	box 2
ITR Docket Items and Grant Requests, 1961-1963	box 2
Docket Items -- Fiscal, 1963-1964	box 2
Docket Items -- Fiscal, 1964-1965	box 2
Docket Items -- Fiscal (1/2), 1965-1966	box 2

Docket Items -- Fiscal (2/2), 1965-1966	box 2
Master Set -- International Legal Studies -- Docket Items and Grant Requests, 1966	box 2
Annual Reports -- General File re: Drafts--Correspondence, 1953-1955	box 3
Correspondence and Records Control -- Instructions, 1957-1966	box 3
Memoranda to McGeorge Bundy from John B Howard	box 3
International Programs 1954 Reorganization, 1954	box 3
International Programs 1957 Reorganization, 1957	box 3
International Programs General File, 1960-1962	box 3
Research and Training -- China, 1954-1955	box 3
Research and Training -- Africa, 1954-1958	box 3
Exchange of Persons, 1953-1955	box 3
Training and Research Programs, 1954-1965	box 3
Advisory Committee on International Training and Research (ACITR), 1952-1958	box 3
Training and Research -- Japan, 1957	box 3
International Training and Research (ITR) -- International Legal Studies, 1955-1957	box 3
International Training and Research (ITR) -- USSR, 1956-1957	box 3
National Defense Education Act, 1958	box 3
Fellowship Programs, 1954-1958	box 3
Division of Overseas Activities (DOA) -- Staff Meetings, 1953-1954	box 3
International Training and Research (ITR) -- Staff Meetings -- Reports, 1955-1961	box 3
International Training and Research (ITR) -- General Correspondence -- Miscellaneous, 1952-1958	box 3
Division of Overseas Activities -- Project Control -- Records, Feb 1954	box 3
Office Procedures -- 1960 and Prior Years, 1952-1960	box 3
Office Procedures -- General, 1964-1966	box 3
Office Procedures -- Grant Actions, 1951-1965	box 3
Office Procedures -- Grant Actions, 1966-1967	box 3
International Training and Research (ITR) -- Administrative Reorganization -- Neremco Services, Inc., 1963	box 3
Secretary's Report on Grant Actions -- Fiscal 1957, 1957	

box 3

Unpaid Grants and Unused Appropriations as of Dec 31, 1964 and May 31, 1965 -- Memoranda to and from Mr. Heald, 1964-1965	box 3
---	-------

Procedures Manual (1/2), 1958-1964	box 3
------------------------------------	-------

Procedures Manual (2/2), 1958-1964	box 3
------------------------------------	-------

Program Planning, 1951-1967

Title/Description	Instances
Program Planning for Area One, 1951	box 4
Program Planning for Area One, 1952	box 4
Program Planning for Area One, 1953	box 4
Program Planning for Area One, 1954	box 4
Program Planning for Area One, 1955	box 4
Program Planning for Area One, 1956	box 4
Program Planning for Area One, 1957	box 4
Program Planning for International Training and Research (ITR), 1958	box 4
Trustees Meeting, May 1953	box 4
Trustees Meeting, June 1953	box 4
Trustees Meeting, Sep 16, 1953	box 4
Trustees Meeting, Nov 24, 1953	box 4
Trustees Meeting, May 21-22, 1954	box 4
Trustees Meeting, Oct 29-30, 1954	box 4
Trustees Meeting, Dec 17-18, 1954	box 4
Trustees Meeting, Mar 4-5, 1955	box 4
Trustees Meeting, May 26-28, 1955	box 4
Trustees Meeting, Sep 30, 1955	box 4
Executive Committee Meeting, Nov 16, 1955	box 4
Executive Committee Meeting, Dec 8, 1955	box 4
Trustees Meeting, Dec 9-10, 1955	box 4
Executive Committee Meeting, Feb 10, 1956	box 4
Executive Committee and Trustees Meetings, Mar 8-9, 1956	box 4
Executive Committee Meeting, Apr 17, 1956	box 4
Executive Committee Meeting, May 11, 1956	box 4

Executive Committee Meeting, Jun 18, 1956	box 4
Trustees Meeting, Jun 18-19, 1956	box 4
Executive Committee Meeting, Jul 13, 1956	box 4
Executive Committee and Trustees Meetings, Sep 1956	box 4
Executive Committee and Trustees Meetings, Dec 6-8, 1956	box 4
Executive Committee and Trustees Meetings -- Memoranda, 1956-1957	box 4
Executive Committee Meeting, Jan 15, 1957	box 4
Trustees and Executive Committee Meetings, Mar 21-22, 1957	box 4
Executive Committee Meeting, May 9, 1957	box 4
Trustees and Executive Committee Meetings, Jun 20-22, 1957	box 4
Trustees and Executive Committee Meetings, Sep 1957	box 4
Executive Committee and Trustees Meetings, Nov 15, 1957	box 4
Executive Committee and Trustees Meetings, Dec 12-14, 1957	box 4
Executive Committee and Trustees Meetings, Mar 20-22, 1958	box 4
Executive Committee and Trustees Meetings, May 16, 1958	box 4
Executive Committee and Trustees Meetings, Jun 19-21, 1958	box 4
Executive Committee and Trustees Meetings, Sep 25-27, 1958	box 4
Training and Research, Reports, 1954	box 4
Report -- "Some Conclusions concerning Ford Fellowship Program", Jan 20, 1955	box 4
Report -- "Recommendations on the 1955-56 Fellowship Programs", Jan 21, 1955	box 4
International Training and Research -- Reports, 1955	box 4
Training and Research -- Status Reports, 1955-1961	box 4
International Training and Research -- Reports, 1956	box 4
Division of Overseas Activities -- Budget Material, 1953	box 4
Merillat -- International Training and Research (ITR) Budget, 1956-1958	box 4
Trustees Meeting -- Executive Committee Only, Oct 26, 1961	box 5
Trustees Meeting -- Executive Committee and Full Board, Dec 7-8, 1961	box 5
Trustees and Executive Committee Meetings (without ITR Docket Items), 1962	box 5

Trustees Meeting -- Executive Committee and Full Board, Mar 22-23, 1962	box 5
Trustees Meeting -- Executive Committee, May 4, 1962	box 5
Trustees Meeting -- Executive Committee and Full Board, Jun 21-22, 1962	box 5
Trustees Meeting, Sep 27-28, 1962	box 5
Trustees Meeting -- Executive Committee (cancelled), Oct 26, 1962	box 5
Trustees Meeting, Dec 13-14, 1962	box 5
Executive Committee Meeting, Feb 8, 1963	box 5
Trustees Meeting, Mar 28-29, 1963	box 5
Trustees Meeting -- Attachments, Mar 28-29, 1963	box 5
Trustees Meeting, Jun 20-21, 1963	box 5
Trustees Meeting, Sep 26-27, 1963	box 5
Trustees Meeting, Dec 12-13, 1963	box 5
Executive Committee, Feb 3, 1964	box 5
Trustees Meeting, Apr 2-3, 1964	box 5
Trustees Meeting, Jun 18-19, 1964	box 5
Trustees Meeting, Sep 24-25, 1964	box 5
Trustees Meeting, Dec 10-11, 1964	box 5
Program Planning Budget Reports 1962, 1961-1962	box 5
International Training and Research (ITR) Program Planning Budget, 1962	box 5
International Training and Research (ITR) Program Planning Budgets for Fiscal 1963-1965, Jul 20, 1962	box 5
International Training and Research (ITR) Planning Budget Request for Fiscal 1963-1965, Sep 1962	box 5
Program Planning Budget Reports, 1962-1963	box 5
Program Planning Budget Reports, 1963-1964	box 5
Trustees Meeting, Mar 25-26, 1965	box 6
Trustees Meeting, Jun 1965	box 6
Trustees Meeting, Sep 30-Oct 1, 1965	box 6
Trustees Meeting, Dec 9-10, 1965	box 6
Trustees Meeting, Mar 14-15, 1966	box 6
Trustees Meeting, Jun 23-24, 1966	

	box 6
Trustees Meeting, Sep 28-29, 1966	box 6
Program Planning Budget Reports, Dec 1964-Sep 1965	box 6
International Training and Research (ITR) Program Planning Budget FY 1964-1966, Apr 22, 1963	box 6
Program Planning FY 1965-1967	box 6
Board of Overseas Training and Research (BOTR) / Advisory Committee on International Training and Research (ACITR), 1952-1957	box 7
Establishment of Board on Overseas Training and Research (BOTR), 1952	box 7
Board of Overseas Training and Research (BOTR) Meeting, Mar 18, 1952	box 7
Board of Overseas Training and Research (BOTR) Minutes of Meetings and other reports, 1952	box 7
Board of Overseas Training and Research (BOTR) Meeting, May 22, 1952	box 7
Board of Overseas Training and Research (BOTR) Meeting, Jun 18, 1952	box 7
Board of Overseas Training and Research (BOTR) Meeting, Sep 17, 1952	box 7
Board of Overseas Training and Research (BOTR) Meeting, Nov 13, 1952	box 7
Board of Overseas Training and Research (BOTR) Meeting, May 5, 1953	box 7
Board of Overseas Training and Research (BOTR) Meeting, Sep 15, 1953	box 7
Board of Overseas Training and Research (BOTR) Meeting, Nov 18, 1953	box 7
Board of Overseas Training and Research (BOTR) Meeting, Mar 31, 1954	box 7
Board of Overseas Training and Research (BOTR), Minutes of Meetings and Other Reports, 1953-1954	box 7
Advisory Committee on International Training and Research (ACITR) Meeting, Oct 21, 1954	box 7
Advisory Committee on International Training and Research (ACITR) - General Correspondence, 1954-1955	box 7
Advisory Committee on International Training and Research (ACITR) Meeting, Apr 29, 1955	box 7

Advisory Committee on International Training and Research (ACITR) Meeting, Dec 20, 1955	box 7
Advisory Committee on International Training and Research (ACITR) - General Correspondence, 1956	box 7
Interim Report to Advisory Committee on International Training and Research (ACITR), Jun 1956	box 7
Advisory Committee on International Training and Research (ACITR) Letter, Jul 1956	box 7
Advisory Committee on International Training and Research (ACITR) - General Correspondence, 1957	box 7
Program Planning, Consultants, 1959-1967	box 8
Secretary's Reports on Ford Foundation Grants, 1959-1964	box 8
Grants Index, [1959]	box 8
International Training and Research (ITR), Program Evaluation 1951-1961 and Statement of Current Objectives and Policies, 1961-1962	box 8
International Training and Research (ITR), Administrative Budget FY 1963-1967, 1967	box 8
Manpower Planning and Development, 1965-1966	box 8
International Training and Research (ITR), Consultant -- Professor Donald Adams, Jun 25, 1965	box 8
International Training and Research (ITR), Consultants -- General File, 1953-1963	box 8
International Training and Research (ITR), Consultant -- Robert F. Byrnes, 1958	box 8
International Training and Research (ITR), Consultant -- Neal Gross, 1959-1960	box 8
International Training and Research (ITR), Consultant -- Melville Ruggles	box 8