



Ford Foundation records, Education and Research Division, Office Files of Fred E. Crossland

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English

Describing Archives: A Content Standard

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

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Summary Information

Repository:	Rockefeller Archive Center
Creator - aut:	Crossland, Fred E. (Fred Eugene), 1920-
Creator:	Ford Foundation
Title:	Ford Foundation records, Education and Research Division, Office Files of Fred E. Crossland
ID:	FA713
Date [inclusive]:	1970-1980
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Language of the Material:	English .
Abstract:	The Education and Research Papers of Fred E. Crossland were transferred to the Ford Foundation Archives in 1982. These papers consist primarily of correspondence, inter-office memoranda, Venture Fund Program materials, and American Undergraduate Education files. They are divided into two series: Education Files and Correspondence Files. Arrangement within each series corresponds as closely as possible to the original order established by Crossland's office.

Preferred Citation

Information regarding the Rockefeller Archive Center's preferred elements and forms of citation can be found at <https://rockarch.org/collections/access-and-request-materials/#citations>

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Biographical / Historical

Fred E. Crossland, Ford Foundation Program Officer in the Division of Education and Research (ER), was a member of the Foundation staff from 1964 until 1981. During this period, he held the following positions:

October 1977, Program Officer, ER

September 1971, Program Officer, Office of Higher Education and Research, ER

January 1967, Program Officer, Special Projects in Education, ER

March 1964, Program Associate, EP

Fred Crossland was born October 3, 1920. He received his A.B. degree in 1942 in History from Brooklyn College. In 1947 and 1953 respectively, he earned his A.M. and Ph.D. degrees in History from New York University.

Prior to Crossland's career with the Ford Foundation, he held the following positions:

1947-1964, New York University:

Dean of Admissions

Assistant Secretary and Director of Public Relations

Assistant Director of Advisement, School of

Commerce, Accounts and Finance

Instructor of History; Assistant Professor of Political Science, University College of Arts and Sciences and the School of Commerce, Accounts, and Finance

After his retirement from the Ford Foundation, Mr. Crossland held two positions: Vice President of the W. Alton Jones Foundation of Charlottesville, Virginia; and Research Professor and Special Assistant to the Provost, Duke University, at Durham, North Carolina.

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Scope and Contents

These papers, which consist of eleven boxes of correspondence, inter-office memoranda, reports, and a draft of the Crossland publication *The Changing American College*, are primarily concerned with the application process of the Venture Fund Program, the American Undergraduate Education survey, and, to a lesser extent, with the issues facing educators on the college level in the 1970's.

The papers reflect Crossland's involvement during the years 1973-74 with the Foundation-sponsored Venture Fund Program. Initiated in 1970, the Venture Fund Program sought to respond to the student unrest of the late 1960's, by helping to strengthen, and to encourage innovation in, undergraduate education in America.

The files consist of completed questionnaires, related correspondence, and accounts of site visits by FF staff to institutions applying for Venture Fund grants.

The October 1974 American Undergraduate Education survey, a follow-up to the Venture Fund Program, solicited responses from eighty-nine educators who were asked to identify what they thought were the major issues and problems facing America's colleges and universities at that time.

The American Undergraduate Education survey material consists of completed questionnaires, related correspondence, and mini-profiles of the responding institutions.

The papers contain a draft of Crossland's book, *The Changing American College*, in which he discussed the state of American higher education based upon conclusions drawn from the Venture Fund Program and the American Undergraduate Education survey.

One box of material relates to educational planning for the 1980's. This correspondence, which Crossland maintained with top college and university officials in thirteen states, deals mainly with the problem of decreasing student enrollment and its affect on state university systems.

Crossland maintained an array of subject files, all related to FF educational concerns: fellowship programs for minority students, Higher Education and Research planning and budget material, and material on the issues facing the financing of American higher education. There are also the transcripts of seven speeches which Crossland made to various professional organizations and meetings.

Finally, there is the correspondence he maintained with FF colleagues, grantees, and other educational organizations; and Crossland's notes to the "File."

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Arrangement

The Education and Research Papers of Fred E. Crossland are divided into two series:

I. Education Files II. Correspondence Files

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Administrative Information

Publication Statement

Rockefeller Archive Center

15 Dayton Avenue
Sleepy Hollow 10591

archive@rockarch.org

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

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.

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Related Materials

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 reports. A list of titles removed from the papers is appended to this register. Papers not related to Ford Foundation activities have been removed.

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Collection Inventory

Education Files, 1970-1980

Scope and Contents

Series I, Education Files (1970-1980), is the most substantive and extensive. It contains material on the activities of the Division of Education and Research. Of particular interest is the memoranda, site visit reports, and related documentation concerning the Venture Fund Program; and the correspondence and other related material dealing with the American Undergraduate Education survey.

Arrangement

This series is divided into the following five sub-series:

A. Venture Fund Program Information and Questionnaire Responses (2 boxes) B. Venture Fund Program Site Visits (1.5 boxes) C. American Undergraduate Education Survey Files (1.5 boxes) D. Planning for the 1980's (1 box) E. Subject Files (1.5 boxes)

Within each folder, the material is arranged in reverse chronological order.

Venture Fund Program Information and Questionnaire Responses

Arrangement

These files consist of Venture Fund Program application materials and correspondence. They are arranged alphabetically by name of institution. Within each folder, the files are arranged in reverse chronological order.

Title/Description	Instances	
Venture Fund Program Background Information	box 1	folder 1
Adelphi University, 1974 January	box 1	folder 2
Albright College, 1973 November	box 1	folder 3
Alfred University, 1973 November	box 1	folder 4
Allegheny College, 1974 January	box 1	folder 5
Alliance College, 1974 January	box 1	folder 6
Amherst College, 1974 January	box 1	folder 7
Anna Maria College, 1973 November	box 1	folder 8
Assumption College, 1974 August	box 1	folder 9
Bard College, 1974 January	box 1	folder 10
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University of Bridgeport, 1974 February	box 1	folder 22
Brown University, 1974 August	box 1	folder 23

Bryn Mawr College, 1973 December	box 1	folder 24
Bucknell University, 1973 November	box 1	folder 25
California State College, 1974 January	box 1	folder 26
Canisius College, 1974 February	box 1	folder 27
Carnegie Mellon University, 1973 December-1974 January	box 1	folder 28
Castelton State College, 1974 January	box 1	folder 29
Cedar Crest College, 1973 December	box 1	folder 30
Chatham College, 1974 March	box 1	folder 31
City College of New York, 1974 February	box 1	folder 32
Clarkson College of Technology, 1973 December	box 1	folder 33
Colby College (Maine), 1973 December	box 1	folder 34
Colby College (New Hampshire), 1973 December	box 1	folder 35
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Colgate University, 1974 May	box 1	folder 37
College of the Atlantic, 1973 November	box 1	folder 38
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Columbia University, 1974 January	box 1	folder 45
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D'Youville College, 1974 March	box 1	folder 53
E. Stroudsburg St. College, 1974 March	box 1	folder 54
E. Connecticut St. College, 1973 December-1974 January	box 1	folder 55

Eisenhower College, 1974 April	box 1	folder 56
Elmira College, 1974 January	box 1	folder 57
Empire State College, 1973 December	box 1	folder 58
Fordham University, 1974 January-February	box 1	folder 59
Franconia College, 1973 December-1974 January	box 1	folder 60
Franklin & Marshall College, 1973 November	box 1	folder 61
Friends World College, 1973 December-1974 January	box 1	folder 62
Goddard College, 1974 March	box 1	folder 63
Hampshire College, 1973 December	box 1	folder 64
University of Hartford, 1974 April	box 1	folder 65
Hartwick College, 1974 January	box 1	folder 66
Harvard University, 1973 December	box 1	folder 67
Hobart & Wm. Smith College, 1973 November	box 1	folder 68
Hofstra University, 1973 November	box 1	folder 69
Immaculata College, 1974 January-February	box 1	folder 70
Ithaca College, 1973 November-December	box 1	folder 71
Johnson State College, 1973 December	box 1	folder 72
Juniata College, 1973 December	box 1	folder 73
King's College, 1974 April	box 1	folder 74
Kirkland College, 1974 January	box 1	folder 75
Lafayette College, 1973 December-1974 January	box 1	folder 76
La Roche College, 1973 November-December	box 1	folder 77
La Salle College, 1973 December-1974 January	box 1	folder 78
Lehigh University, 1974 March	box 1	folder 79
Herbert H. Lehman College, 1974 February	box 1	folder 80
Le Moyne College, 1973 December-1974 January	box 1	folder 81
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Lock Haven State College, 1973 December-1974 January	box 1	folder 83
Long Island University, 1974 April 25-May 3	box 1	folder 84
Long Island University, 1974 January 23-28	box 1	folder 85
University of Maine (Farmington), 1974 March-April	box 2	folder 86
University of Maine (Orono), 1973 November-December	box 2	folder 87

University of Maine (Portland), 1973 February-March	box 2	folder 88
University of Maine (Presque Is.), 1973 November	box 2	folder 89
Manhattan College, 1973 November	box 2	folder 90
Manhattanville College, 1974 January	box 2	folder 91
Mansfield State College, 1973 November	box 2	folder 92
Marist College, 1974 May	box 2	folder 93
Marlboro College, 1973 December-1974 January	box 2	folder 94
Marymount Manhattan College, 1974 April	box 2	folder 95
Marywood College, 1973 December	box 2	folder 96
Medgar Evans College, 1973 December	box 2	folder 97
Mercy College, 1974 April-May	box 2	folder 98
Mercyhurst College, 1973 December	box 2	folder 99
Messiah College, 1974 January	box 2	folder 100
Middlebury College, 1973 December	box 2	folder 101
College Misericordia, 1973 December-1974 January	box 2	folder 102
Montclair State College, 1973 December	box 2	folder 103
Moravian College, 1973 December-1974 January	box 2	folder 104
Mount Holyoke College, 1973 December	box 2	folder 105
Muhlenberg College, 1973 December	box 2	folder 106
New England College, 1973 December-1974 January	box 2	folder 107
University of New Hampshire, 1973 December	box 2	folder 108
University of New Haven, 1973 December	box 2	folder 109
N.Y. Institute of Technology, 1973 November	box 2	folder 110
New York University, 1973 November	box 2	folder 111
Nichols College, 1973 December-1974 January	box 2	folder 112
Pace University, 1974 March-April	box 2	folder 113
University of Pennsylvania, 1973 December	box 2	folder 114
Pennsylvania State University, 1973 December	box 2	folder 115
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Pratt Institute, 1974 February	box 2	folder 117
Princeton University, 1974 March	box 2	folder 118
Providence College, 1973 December	box 2	folder 119

Queens College, 1974 January	box 2	folder 120
Quinnipiac College, 1973 December	box 2	folder 121
Ramapo College, 1974 March	box 2	folder 122
Rensselaer Polytechnic Inst., 1973 December	box 2	folder 123
Richmond College, 1974 January	box 2	folder 124
Rider College, 1973 December	box 2	folder 125
Robert Morris College, 1974 February-March	box 2	folder 126
Roger Williams College, 1974 January	box 2	folder 127
Rosary Hill College, 1973 December-1974 January	box 2	folder 128
Russell Sage College, 1974 March	box 2	folder 129
Sacred Heart College, 1974 February	box 2	folder 130
St. Bonaventure University, 1973 December	box 2	folder 131
St. John Fisher College, 1974 March	box 2	folder 132
St. Lawrence University, 1973 November	box 2	folder 133
St. Michael's College, 1974 May	box 2	folder 134
St. Peter's College, 1974 January	box 2	folder 135
St. Thomas Aquinas College, 1974 January-February	box 2	folder 136
Sarah Lawrence College, 1973 December-1974 January	box 2	folder 137
School for International Training, 1974 January-February	box 2	folder 138
University of Scranton, 1973 December	box 2	folder 139
Seton Hall College, 1974 January	box 2	folder 140
Seton Hall University, 1974 January-February	box 2	folder 141
Shippensburg State College, 1973 December	box 2	folder 142
Skidmore College, 1973 November	box 2	folder 143
Smith College, 1974 February	box 2	folder 144
Springfield College, 1974 January	box 2	folder 145
St. Univ. Coll. at Utica/Rome, 1974 January	box 2	folder 146
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SUNY (Binghamton), 1973 November	box 2	folder 148
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Swarthmore College, 1973 December	box 2	folder 157
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Trinity College, 1973 December	box 2	folder 160
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Upsala College, 1974 April	box 2	folder 163
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Villa Maria College, 1973 December-1974 February	box 2	folder 165
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Wagner College, 1973 November	box 2	folder 167
Washington and Jefferson College, 1973 November	box 2	folder 168
Waynesburg College, 1974 January	box 2	folder 169
Wellesley College, 1973 December	box 2	folder 170
Wells College, 1973 December	box 2	folder 171
Wesleyan University, 1974 January	box 2	folder 172
Wheaton College, 1973 December	box 2	folder 173
Widener College, 1973 December	box 2	folder 174
Wilkes College, 1974 January	box 2	folder 175
Wilson College, 1973 December	box 2	folder 176
Worcester Polytechnic Inst., 1973 November	box 2	folder 177
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Venture Fund Program Site Visits

Arrangement

This sub-series is further divided into four sections: Venture Fund Program Northeast, Venture Fund Program Midwest, Venture Fund Program South, and the August 1974 Venture Fund Program Conference at Nordic Hills.

Arrangement of the files is by geographic location, and within each folder, alphabetical by name of institution. Within each folder, the correspondence is arranged in reverse chronological order.

Title/Description	Instances	
Northeast		
Title/Description	Instances	
Venture Fund N.E. - Information, 1974 February	box 3	folder 180
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Bates College, 1974 February	box 3	folder 183
Bennington College, 1974 March	box 3	folder 184
Bentley College, 1974 May	box 3	folder 185
Boston College, 1974 April	box 3	folder 186
Boston University, 1974 May	box 3	folder 187
Bowdoin College, 1974 April	box 3	folder 188
Brown University, 1974 May	box 3	folder 189
Bryn Mawr College, 1974 February	box 3	folder 190
Carnegie Mellon University, 1974 March	box 3	folder 191
Castelton State College, 1974 April	box 3	folder 192
Chatham College, 1974 May	box 3	folder 193
Colby College, 1974 March	box 3	folder 194
College of the Atlantic, 1974 March	box 3	folder 195
Columbia University, 1974 May	box 3	folder 196
Cornell University, 1974 February	box 3	folder 197
E. Connecticut State College, 1974 April	box 3	folder 198
Elmira College, 1974 March	box 3	folder 199
Empire State College, 1974	box 3	folder 200
Goddard College, 1974 May	box 3	folder 201
University of Hartford, 1974 May	box 3	folder 202
Harvard University, 1974 May	box 3	folder 203
Hobart & William Smith College, 1974	box 3	folder 204
Immaculate Heart College, 1973 July	box 3	folder 205
La Roche College, 1974 February	box 3	folder 206

Lehigh University, 1974 April	box 3	folder 207
Manhattan College, 1974 March	box 3	folder 208
Manhattanville College, 1974 April	box 3	folder 209
Mansfield State College, 1974	box 3	folder 210
Mercyhurst College, 1974 February	box 3	folder 211
Messiah College, 1974 April	box 3	folder 212
Middlebury College, 1974 April	box 3	folder 213
College Misericordia, 1974	box 3	folder 214
Mount Holyoke College, 1974 February	box 3	folder 215
University of New Hampshire, 1974 March	box 3	folder 216
Pace University, 1974 May	box 3	folder 217
University of Pennsylvania, 1974 February	box 3	folder 218
University of Pittsburg, 1974 May	box 3	folder 219
Princeton University, 1974 May	box 3	folder 220
Providence College, 1974 May	box 3	folder 221
St. Lawrence University, 1974 May	box 3	folder 222
Sarah Lawrence College, 1974 May	box 3	folder 223
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SUNY (Albany), 1974 March	box 3	folder 226
SUNY (Binghamton), 1974 March	box 3	folder 227
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Worcester Polytechnic Inst, 1974 February	box 3	folder 238

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Venture Fund Program Midwest - Information	box 3	folder 239
Alverno College, 1972 December	box 3	folder 240
Carleton College, 1973 April	box 3	folder 241
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Edgewood College, 1972 November	box 3	folder 247
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Sangamon State University, 1973 March	box 3	folder 264
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Univ. of Wisconsin (Madison), 1972 December	box 3	folder 266
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Venture Fund Program South - Information	box 4	folder 268
University of Alabama, 1970 January-October	box 4	folder 269
Alderson Broaddus College, 1971 August-September	box 4	folder 270
American University, 1971 March-October	box 4	folder 271
Appalachian State University, 1971 April	box 4	folder 272
Bethany College, 1971 March-September	box 4	folder 273
Centre College of Kentucky, 1971 January-October	box 4	folder 274
Coker College, 1972 January	box 4	folder 275
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Florida Presbyterian College, 1971 January	box 4	folder 279
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Furman University, 1971 December	box 4	folder 281
Georgetown University, 1971 October	box 4	folder 282
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Louisiana St. Univ. (New Orleans), 1971 December	box 4	folder 285
Millsaps College, 1971 January	box 4	folder 286
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University of Richmond, 1971 October	box 4	folder 290
Rollins College, 1971 January	box 4	folder 291
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William & Mary College, 1971 October	box 4	folder 301
Wofford College, 1970 September	box 4	folder 302
Venture Fund Program Candidates Outside Mainland United States, 1972 August	box 4	folder 303
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American Undergraduate Education Survey Files

Arrangement

This sub-series is further divided into three sections: American Undergraduate Education Questionnaire and Responses, American Undergraduate Education Questionnaire - Final Comments, and American Undergraduate Education MiniProfiles of Universities. The files are arranged alphabetically by name of institution. Within each folder, the correspondence is arranged in reverse chronological order.

Title/Description	Instances	
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Title/Description	Instances	
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AUE Questionnaire and Selected Responses, Question No. I-B	box 4	folder 307
AUE Questionnaire and Selected Responses, Question No. I-C	box 4	folder 308
AUE Questionnaire and Selected Responses, Question No. I-D	box 4	folder 309
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AUE Questionnaire and Selected Responses, Question No. II-B	box 4	folder 311
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AUE Questionnaire and Selected Responses, Question No. III-B	box 4	folder 315

AUE Questionnaire and Selected Responses, Question No. III-C	box 4	folder 316
AUE Questionnaire and Selected Responses, Question No. III-D	box 4	folder 317
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AUE Questionnaire and Selected Responses, Question No. V-A	box 4	folder 322
AUE Questionnaire and Selected Responses, Question No. V-B	box 4	folder 323
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AUE Questionnaire and Selected Responses, Question No. V-D	box 4	folder 325
AUE Questionnaire and Selected Responses, Question No. VI-A	box 4	folder 326
AUE Questionnaire and Selected Responses, Question No. VI-B	box 4	folder 327
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AUE Questionnaire and Selected Responses, Question No. VI-D	box 4	folder 329
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AUE Questionnaire and Selected Responses, Question No. VIII-D	box 4	folder 337
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American Undergraduate Education Questionnaire - Final Comments

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Chatham College, 1975 July	box 4	folder 347
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Colby College, 1975 July	box 4	folder 350
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Earlham College, 1975 July	box 4	folder 353
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American Undergraduate Education MiniProfiles of Universities

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Univ. of California (Santa Cruz), 1974 May	box 5	folder 397
Centre College of Kentucky, 1974 April-November	box 5	folder 398
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Planning for the 1980's

Arrangement

These files consist of correspondence and related materials concerning state planning educational initiatives. They are arranged alphabetically by name of state. Within each folder, the correspondence is arranged by name of institution, and is in reverse chronological order.

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Memos to the 13 States, 1979 October-1981 January	box 6	folder 459

Subject Files

Arrangement

This sub-series consists of correspondence and materials as they relate to FF educational activities. Within each folder, the files are arranged in reverse chronological order.

Title/Description	Instances	
Minority Individual Awards Programs, 1976 December-1978 August	box 7	folder 460
Minority Individual Awards Programs, 1976 May-December	box 7	folder 461
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HERI - Evaluation of Fellowship Programs, 1977 September-1978 June	box 7	folder 464
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Doctoral and Advanced Study Programs, 1972	box 7	folder 466
Doctoral and Advanced Study Programs, 1972	box 7	folder 467
Ford Foundation Fellowships for Minority Students, 1972	box 7	folder 468
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E&R Discussion: Two-Year Colleges, Taxes, & Equity, 1977 March-August	box 7	folder 479
School Finance, 1978 March	box 7	folder 480
School Finance Conference - San Antonio, Texas, 1980 February-May	box 7	folder 481
School Finance Conference - Aspen, Colorado, 1976 November	box 7	folder 482
Retirement Legislation File, 1977 August-November	box 7	folder 483
Society for College and University Planning, 1975 October-1978 November	box 7	folder 484
Supply Conference, 1976 August-December	box 7	folder 485
U.S.O.E. Meeting (Oct 75), 1975 September-November	box 7	folder 486
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1972 Title III Material, 1972 August	box 7	folder 488
CEFP Washington Meeting (Apr 75), 1975	box 7	folder 489
Conference on Student Financial Assistance for Graduate Students, 1977 February	box 7	folder 490
CHEAR Conference - Brazil, 1975 July-1977 January	box 7	folder 491
Latin American Trip - Dec 1973, 1973 November-1974 January	box 8	folder 492
Visit to West Africa, 1969 December	box 8	folder 493
Arlie House Meeting (Dec 76), 1976 January-1978 March	box 8	folder 494
Brazil Paper, 1976 January-August	box 8	folder 495
ACE Annual Meeting (Oct 80) Speech, 1980 August-October	box 8	folder 496
AICUM (May 80) Speech, 1980 May-September	box 8	folder 497
CASE (Jan 80) Speech, 1979 December-1980 February	box 8	folder 498
SCUP (Jul 76) Speech, 1977 August - 1976 February	box 8	folder 499
National Center for the Study of Collective Bargaining in Higher Education Speech (Apr 77), 1977 April - March	box 8	folder 500
Graduate Student Organization of NYU Speech, 1975 July - April	box 8	folder 501

Danforth Foundations' Institute for College Development Workshop Speech (Nov 74), 1974 November	box 8	folder 502
Seventh Annual Conference of the Society for College and University Planning Speech (Aug 72), 1972 August	box 8	folder 503
Faculty Urbanization File, 1975 September-1976 April	box 8	folder 504
Association of Governing Boards, 1979 December-1980 September	box 8	folder 505
Regulatory Reform in Higher Education, 1976 August-1977 January	box 8	folder 506
Allen Jossey-Bass Inc., Pub., 1976 February-1977 June	box 8	folder 507
Private Liberal Colleges, n.d.	box 8	folder 508
Puerto Rican Problems of College Access, 1972 May-1973 April	box 8	folder 509
Seven Springs Papers, 1978 March	box 8	folder 510
Miscellaneous Papers, 1971-1981	box 8	folder 511
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Correspondence Files, 1972-1979

Scope and Contents

Series II, Correspondence Files (1972-1979), contains copies of correspondence generated by Mr. Crossland during his years at the Foundation. Correspondents include Ford Foundation colleagues, grantee organizations, and individuals in academia.

Arrangement

This series is divided into the following three sub-series:

A. Alphabetical Files (2 boxes) B. Chronological Files (1 box) C. Inter-Office Memoranda (1 box)

Within each folder, the correspondence is arranged in reverse chronological order.

Alphabetical Files

Arrangement

These files consist of Crossland's select incoming and outgoing correspondence with Ford Foundation colleagues, grantee and membership organizations, and others in academia. They are arranged alphabetically. Within each folder, the correspondence is arranged in reverse chronological order.

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OL - OS, 1978 August - December	box 9	folder 578
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WA - WI, 1978 August - December	box 9	folder 585
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Chronological Files

Arrangement

These files consist of Crossland's routine outgoing correspondence with Ford Foundation colleagues, grantee organizations, and individuals in academia. Within each year, the correspondence is arranged in reverse calendar order. Within each folder, they are arranged in reverse chronological order.

Title/Description	Instances	
1979 December	box 10	folder 588
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1977 October	box 10	folder 602
1977 September	box 10	folder 603

1977 August	box 10	folder 604
1977 July	box 10	folder 605
1977 June	box 10	folder 606
1977 May	box 10	folder 607
1977 April	box 10	folder 608
1977 March	box 10	folder 609
1977 February	box 10	folder 610
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Inter-Office Memoranda

Arrangement

These files consist of Crossland's selected outgoing correspondence with Ford Foundation colleagues and memos to the "File." Within each folder, the correspondence is arranged in reverse calendar order.

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