



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

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English

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Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

archive@rockarch.org

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

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Summary Information

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Biographical / Historical

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

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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.

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Biographical / Historical

Segment 4. Period Sketch - The Post-1989 Shift Away from Cold War Dichotomies

Between 1989 and 1991, dramatic changes in the external international conditions created a significantly different context for Ford Foundation's international activities both in the United States and overseas. In November, 1989, the Berlin Wall fell. In February 1990, in South Africa, Nelson Mandela was released from prison. In December 1991, the Soviet Union dissolved. As a consequence, the Cold War was over, Western Europe no longer had a special strategic role in the Foundation, and program-related activities in Eastern Europe and the former Soviet Union multiplied. The Foundation not only continued the earlier efforts to fund leadership in the region; from 1990-1994, Ford also spent \$1 million on the training of newly-elected parliamentarians in Eastern Europe and the former USSR. By 1993, half of the funds for grantmaking related to the former Soviet bloc were going to in-country individuals and institutions.

In 1989, Thomas also instituted a major restructuring of the Foundation to fulfill his vision of "One Foundation." All programs were put into one division led by Vice President Susan Berresford. Carmichael joined the Institute of International Education to run a program on Soviet and Eastern European Affairs and then higher education in South Africa. All the Foundation grant programs - domestic and international - reported to Berresford: Africa and the Middle East (AME, formerly MEA), Asia (ASIA), Latin American and the Caribbean (LAC/OLAC), Human Rights and Governance (HRG), Education and Culture (EC), Program-Related Investments (PRI), and International Affairs (IA).

The change in South Africa opened up many new opportunities to work in partnership with a range of South Africa partners to promote and sustain the transition to democracy. The Foundation supported

women's groups working on law, development and reproductive rights. It contributed, for example, to the groups working on the Women's Chatter in South Africa, resulting in the adoption in 1994 of the first constitution anywhere that specifically included sections on women's rights.

During the 1990s, the promising political changes in African countries and elsewhere provided a positive perspective to counteract the continuing economic constraints facing the Foundation and the rising debt in developing countries. Both to reinforce local democratic initiatives and to address its economic challenges, the Foundation's field offices across Africa and the developing world shifted their support toward the promotion of smaller scale community-based initiatives.

Thomas supported work on arts and culture, not as a goal in itself, but, instead, as a means for promoting social justice, education, and human rights, both in the United States and in developing countries. At the same time, while reducing support for cultural institutions in the United States, such institutions received support overseas to preserve and celebrate national and local cultural heritages. While in South Africa, for example, the Foundation provided support for Johannesburg anti-apartheid theatre groups, in West Africa it funded for nearly two decades a program to preserve and make accessible cultural heritage by expand the training of museum leaders and strengthening museum exhibit and outreach capabilities.

In the early 1990s, the Foundation through its India office helped establish an independent foundation to enhance sustainability in the arts community. Ford envisioned new opportunities for cultural institution to rely on local resources focus on new forms of creativity and encourage young artists, in particular. Similar to the Indian effort, the Ford office in Egypt in 1993 provided support for an arts-focused foundation.

When Susan Berresford became president in 1996, with a strong commitment to globalization as well as concern for the uncertainty it created, she reorganized the Foundation in to three large program themes that would inform grantmaking in the United States and developing countries: Assets with a focus on poverty, Peace and Social Justice on rights issues, and Education, Media, Arts and Culture to pull together related endeavors. She also created a separate communications program. Each program was led by a vice president. Berresford strongly reinforced the institutional and grantmaking goal of affirmative action, an organizational goal that had been initiated in the Bundy era.

She maintained significant support, domestically and internationally for women's issues. She endorsed and encouraged the worldwide meetings staff members and grantees to continue to hold joint meetings in order to create a greater sense of partnership and shared purpose. The more promising international situation enabled the Ford Foundation in 1996 to open an office in Russia (Moscow) and in Vietnam (Hanoi). Berresford encouraged the development of local and regional peace and security programs in developing countries. A regional security, peace, and cooperation program in India, for instance, focused on the work of civil society groups as an increasingly prominent regional interest in South Asia.

In this period, the Foundation gave renewed the prominence of arts and culture in the US and maintained the commitment in developing countries. By 2000, funding levels for the Education, Media, Arts and Culture division were approaching parity with the other two, Assets and Peace and Justice.

Berresford also encouraged each of the programs to hold worldwide meeting to promote cross-program and cross-national collaboration in fields such as human rights, income generation, cultural preservation, and building capacity in the arts and arts management. One persistent question of such initiatives. Toward that end, and building on the earlier experiences in India and Egypt, Berresford worked closely

with her senior vice president, Barry Gaberman and other staff to establish new foundations at the local and national levels, particularly in developing countries. Gaberman had been at the foundation since 1973, starting as assistant to the representative in Indonesia. After serving in a number of different positions, by 1984, under Thomas, he served as deputy vice president in the U.S. and International Affairs program. After the 1989, Thomas and Berresford appointed him deputy vice president. 1996, Berresford appointed him senior vice president.

As the twentieth century came to a close, the economic conditions of the 1970s and 1980s that had resulted in so much global debt, with special impact on the developing world, were slowly turning around. Many countries were experiencing economic growth and burgeoning democratic initiatives. Not only was the global economic situation improving but the Foundation's assets were also growing. Consequently, the Foundation was in a strong position to bring attention to long-standing issues holding back developing countries. The grants programs addressed the pressing need both for advanced training of young- to mid-career adults living in marginalized and disadvantaged conditions along the equally, and for strengthening and building sustainability of universities across sub-Saharan Africa, along with enhancing broadband access for improved internet communications, promoting women in higher education, and strengthening postgraduate education.

Reacting to the tragedy of September 11, 2001, the Foundation provided immediate relief to affected local institutions in the United States. The Foundation also helped launch support a fund at the Institute of International Education to support scholars at risk in countries in conflict and under terrorist threats, especially in, but not limited to, the Middle East.

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Biographical / Historical

Segment 4. Period Summary - The Post-1989 Shift Away from Cold War Dichotomies

Franklin Thomas's presidency, lasting until his retirement in 1995, was defined by a commitment to connect the Foundation's US and international activities around a few key themes. These themes were addressed through grants that created private sector partnerships, enhanced support for local community groups, and enlarged initiatives to promote human rights, with special attention to women's rights. Throughout Thomas's tenure, Ford staff reinforced his special commitment to bolstering marginalized communities and broadening access to the law and educational opportunity. The Ford Foundation led the way in building the fields of international security studies, arms control, human rights, and governance. Moreover, in this period, Ford was innovative in drawing together the fields of international cooperation and human rights into one program.

Susan Berresford in her tenure as president from 1996-1997 continued and expanded the activities she helped initiate under Thomas. She and her colleagues increased support for the arts and established a variety of major international collaborative efforts implementing the concept of one foundation. Ford staff in this period drew on the Foundation's time-tested grantmaking strategies (supporting individuals and new institutions as needed), while concentrating on under-addressed issues and underserved

populations. With Berresford's encouragement, Foundation staff explicitly took into account the new global context, increasing opportunities for inclusion of disadvantaged populations in all of their activities.

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Scope and Contents

This collection is comprised of materials that document the daily activities of the Office of Program Director of the International Affairs Program. The records of the Program Director are significant because they document the development of programs from the point of view of Foundation officials and program staff. The President and Trustees of the Foundation offered input in program objectives and activities while Program staff developed new initiatives and implemented grant activity in the areas of human rights, health, and social welfare in Latin America, Asia, Africa and Eastern Europe. Activities documented in the files include creation of new program initiatives, preparation of financial materials, reports, and strategy papers that were presented to the Board of Trustees and documentation of task forces and study group activities. Trip files offer insight about the process of program development in overseas offices.

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Arrangement

This collection is comprised of six series:

- I. Background Files
- II. Board of Trustees Meeting Materials
- III. Chronological Files
- IV. Interoffice Memoranda
- V. Trip Files
- VI. Recruitment Files

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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>

Conditions Governing Use

Completion of a use agreement is required prior to providing scholarly access. See RAC Head of Reference (or applicable designee) for details.

Ford Foundation holds title, copyright and literary rights in the collection, in so far as it holds them.

The Rockefeller Archive Center has authority to grant permission to cite and publish material from the collection for scholarly purposes. Permission to publish extensive excerpts, or material in its entirety, will be referred to the Ford Foundation.

Immediate Source of Acquisition

Ford Foundation archive was deposited at RAC in 2011. Ford Foundation records, correspondence, reports, program files and officers papers were transferred to, and accessioned by, RAC beginning in 2011. Accessions continue as necessary.

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

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

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Collection Inventory

Background Files, 1989-1996

Scope and Contents

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

Title/Description	Instances	
Japan, Foundation Work – In	box 1 (SK #38695)	folder 1
Joint Center for Political and Economic Studies Williams – Hold for meeting	box 1 (SK #38695)	folder 2
Latin American Human Rights	box 1 (SK #38695)	folder 3
Lawyers Committee for Human Rights	box 1 (SK #38695)	folder 4
Kaiser, Paul	box 1 (SK #38695)	folder 5
Meyer, Jack – Economic & Social Research	box 1 (SK #38695)	folder 6
Mid-Decade Review (Background)	box 1 (SK #38695)	folder 7
Harold Richmau	box 1 (SK #38695)	folder 8
Mid-Decade Review / International Affairs (IA)		

	box 1 (SK #38695)	folder 9
Mid-Decade Review / International Affairs (IA)	box 1 (SK #38695)	folder 10
Mozambique	box 1 (SK #38695)	folder 11
National Institute for Dispute Resolution (NIDR)	box 1 (SK #38695)	folder 12
NCAP	box 1 (SK #38695)	folder 13
National Museum of the American Indian	box 1 (SK #38695)	folder 14
Peace and Security Program, 1992 December	box 1 (SK #38695)	folder 15
Public Radio International (PRI)	box 1 (SK #38695)	folder 16
Sharpe, Ken – Consulting on Central America	box 1 (SK #38695)	folder 17
SIPI	box 1 (SK #38695)	folder 18
Social Science Research Council (hold for proposal)	box 1 (SK #38695)	folder 19
Social Welfare/Eastern Europe	box 1 (SK #38695)	folder 20
Syria	box 1 (SK #38695)	folder 21
Somalia	box 1 (SK #38695)	folder 22
Sovereignty and Humanitarian Intervention	box 1 (SK #38695)	folder 23
Spencer – Visit to Eastern Europe	box 1 (SK #38695)	folder 24
Syria	box 1 (SK #38695)	folder 25
Terrorism	box 1 (SK #38695)	folder 26
Danilo Turk	box 1 (SK #38695)	folder 27
U.N.A. Evaluation	box 1 (SK #38695)	folder 28
U.N. Meeting – SF Notes, 1992 April 7		

	box 1 (SK #38695)	folder 29
U.S. Foreign Policy	box 1 (SK #38695)	folder 30
Urban Opportunities Project Meeting, 1991 October 30	box 1 (SK #38695)	folder 31
Wilson Center Report Nacht/Goodman/Trebat	box 1 (SK #38695)	folder 32
Social Summit Journey Papers	box 1 (SK #38695)	folder 33
ASIL Evaluation	box 2 (SK #38699)	folder 1
ASIL	box 2 (SK #38699)	folder 2
Jorg Baldauf Chron	box 2 (SK #38699)	folder 3
Salih Booker	box 2 (SK #38699)	folder 4
Bosnian Refugee File	box 2 (SK #38699)	folder 5
Brookings Affirmative Action Background	box 2 (SK #38699)	folder 6
Buffalo, U. of/Andras Sajo	box 2 (SK #38699)	folder 7
Cambridge, U. of – Global Security Program – 1991	box 2 (SK #38699)	folder 8
Carnegie Endowment Moscow Center/Misc.	box 2 (SK #38699)	folder 9
Carnegie Endowment for Intl./Balkan Commission/M. Abramowitz	box 2 (SK #38699)	folder 10
Changing relations	box 2 (SK #38699)	folder 11
The Common Good – SF notes	box 2 (SK #38699)	folder 12
Council on Foreign Relations – General	box 2 (SK #38699)	folder 13
Cultural Survival, October 22, 1996	box 2 (SK #38699)	folder 14
Cuba Task Force/CFR Cuba	box 2 (SK #38699)	folder 15
Eastern and Central Europe – Work of Private Foundation – Quiqtey Paper	box 2 (SK #38699)	folder 16

Goodman, Dr. Allen E., Georgetown U. Paper – "Diversity in Governance"	box 2 (SK #38699)	folder 17
Gorbackev Foundation	box 2 (SK #38699)	folder 18
G&PP – Program Papers for Trustees – 1985	box 2 (SK #38699)	folder 19
Haiti (misc)	box 2 (SK #38699)	folder 20
Human Rights & Governance Rapporteur Notes – November 1991 meeting	box 2 (SK #38699)	folder 21
Human Rights Programming – Mexico City	box 2 (SK #38699)	folder 22
Institute for Human Services/TERC January 28, 1994 meeting	box 2 (SK #38699)	folder 23
Interviews	box 2 (SK #38699)	folder 24
Consultants' Reports – Miscellaneous, 1983 - 1993	box 3 (SK #39574)	folder 1
Board of Trustees Meeting, September, 1993 – Background Materials and Correspondence, 1993 September	box 3 (SK #39574)	folder 2
Board of Trustees Meeting , September, 1993 – Draft Agendas and Logistics Schedules, 1993 September	box 3 (SK #39574)	folder 3
Biennium Background, 1995 - 1996	box 3 (SK #39574)	folder 4
Biennium Background, 1994 - 1995	box 3 (SK #39574)	folder 5
Biennial Program Review Background, 1995	box 3 (SK #39574)	folder 6
USIAP Program Review, 1994 February	box 3 (SK #39574)	folder 7
E&C Program Review, 1993 December	box 3 (SK #39574)	folder 8
Joint Program Review, 1993 April	box 3 (SK #39574)	folder 9
USIAP Program Review, 1993 February	box 3 (SK #39574)	folder 10
Joint Program Review, 1992 May	box 3 (SK #39574)	folder 11
USIAP Program Review, 1992 February	box 3 (SK #39574)	folder 12
G&PP Program Review, 1992 January		

	box 3 (SK #39574)	folder 13
Joint Program Review, 1992 May	box 3 (SK #39574)	folder 14
Annual Report Materials, 1995	box 4 (SK #39576)	folder 1
Annual Report Materials, 1994	box 4 (SK #39576)	folder 2
Center for International Policy, 1996	box 4 (SK #39576)	folder 3
Central American Initiative, 1994 - 1996	box 4 (SK #39576)	folder 4
Communications, Office of, 1992 - 1995	box 4 (SK #39576)	folder 5
Communications, Office of/Clinton Administration, 1993	box 4 (SK #39576)	folder 6
Communications, Office of/Russia/EE Story, 1993	box 4 (SK #39576)	folder 7
Council on Foreign Relations – Study Group “The Role of Regional Organizations in Peacekeeping and Conflict Resolution”, 1994	box 4 (SK #39576)	folder 8
Directors’ Lunches – Misc. Material, 1989 - 1996	box 4 (SK #39576)	folder 9
Directors’ Retreat, 1995 July	box 4 (SK #39576)	folder 10
Education and Culture – Shared Programs/Int’l Studies/Area Studies—Background, 1993 - 1996	box 4 (SK #39576)	folder 11
Ethnic conflict and the Protection of Minorities, 1992 - 1993	box 4 (SK #39576)	folder 12
Executive Council on Foreign Diplomats, 1991	box 4 (SK #39576)	folder 13
Fletcher School of Law and Diplomacy – background, 1991	box 4 (SK #39576)	folder 14
Foreign Affairs – Fareed Zakaria, 1995	box 4 (SK #39576)	folder 15
Shepard Forman – Misc., C.V., 1991 - 1996	box 4 (SK #39576)	folder 16
Shepard Forman – 1993, 1994, 1995 Expense Reports (three folders), 1993 - 1995	box 4 (SK #39576)	folder 17
Shepard Forman – Remittance Advice, 1991 - 1996	box 4 (SK #39576)	folder 18
International Research and Exchanges Board, 1991		

	box 4 (SK #39576)	folder 19
IAP Retreat & Meeting with Latin American Colleagues – Rapporteur Notes, 1992 February 22 - 25	box 4 (SK #39576)	folder 20
IAP Retreat – Ashfield, MA – October 1992 – Rapporteur Notes, 1992 October	box 4 (SK #39576)	folder 21
IAP Worldwide Mtg/Lisbon, Portugal – November 1992/ Background & Rapporteur Notes, 1992 November	box 4 (SK #39576)	folder 22
Ishtook Amendment Background, 1995	box 4 (SK #39576)	folder 23
Letters from Law Schools re Public International Law Training, 1992	box 4 (SK #39576)	folder 24
Flora Lewis – Correspondence, 1992 - 1993	box 5 (SK #39578)	folder 1
Media Initiative background papers, 1988 - 1993	box 5 (SK #39578)	folder 2
Miscellaneous articles and papers, 1990 - 1996	box 5 (SK #39578)	folder 3
Mission Statement (Ford Foundation) Background, 1992 - 1994	box 5 (SK #39578)	folder 4
Moscow Office background, 1994 - 1996	box 5 (SK #39578)	folder 5
Moscow Office background, 1992 - 1994	box 5 (SK #39578)	folder 6
Moscow Office Recruitment background, 1995 - 1996	box 5 (SK #39578)	folder 7
Ivanka Needva Correspondence, 1993	box 5 (SK #39578)	folder 8
Nigeria Consultation – M. McLean, 1995	box 5 (SK #39578)	folder 9
Seamus O’Cleireacain – Program Paper, 1994	box 5 (SK #39578)	folder 10
Anastasia Posadskaya – Correspondence re FF visit, 1993	box 5 (SK #39578)	folder 11
Walter Raymond Correspondence, 1992	box 5 (SK #39578)	folder 12
Rebeautification Committee (IAP) background, 1994 - 1995	box 5 (SK #39578)	folder 13
Regional Security Background, 1991	box 5 (SK #39578)	folder 14
Secretary’s Good Offices Fund Background, 1991 - 1992		

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

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Board of Trustees Meeting Materials, 1987-1994

Scope and Contents

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

Title/Description	Instances	
October 1987, 1987 October	box 6 (SK #38318)	folder 1
December 1987, 1987 December	box 6 (SK #38318)	folder 2
March 1989, 1989 March	box 6 (SK #38318)	folder 3
June 1989, 1989 June		

	box 6 (SK #38318)	folder 4
September 1989, 1989 September	box 6 (SK #38318)	folder 5
December 1989, 1989 December	box 6 (SK #38318)	folder 6
March 1990, 1990 March	box 6 (SK #38318)	folder 7
June 1990, 1990 June	box 6 (SK #38318)	folder 8
December 1990, 1990 December	box 6 (SK #38318)	folder 9
March 1991, 1991 March	box 6 (SK #38318)	folder 10
June 1991, 1991 June	box 6 (SK #38318)	folder 11
September 1991, 1991 September	box 6 (SK #38318)	folder 12
December 1991, 1991 December	box 6 (SK #38318)	folder 13
March 1992, 1992 March	box 6 (SK #38318)	folder 14
June 1992, 1992 June	box 7 (SK #38676)	folder 1
September 1992, 1992 September	box 7 (SK #38676)	folder 2
December 1992, 1992 December	box 7 (SK #38676)	folder 3
March 1993, 1993 March	box 7 (SK #38676)	folder 4
June 1993, 1993 June	box 7 (SK #38676)	folder 5
September 1993, 1993 September	box 7 (SK #38676)	folder 6
December 1993, 1993 December	box 7 (SK #38676)	folder 7
March 1994, 1994 March	box 7 (SK #38676)	folder 8
June 1994, 1994 June	box 7 (SK #38676)	folder 9
September 1994, 1994 September		

box 7 (SK
#38676) folder 10

December 1994, 1994 December

box 7 (SK
#38676) folder 11

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Chronological Files, 1991-1993

Scope and Contents

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

Title/Description	Instances	
June 1992, 1992 June	box 8 (SK# 40166)	folder 1
July 1992, 1992 July	box 8 (SK# 40166)	folder 2
August 1992, 1992 August	box 8 (SK# 40166)	folder 3
September 1992, 1992 September	box 8 (SK# 40166)	folder 4
January 1992, 1992 January	box 9 (SK# 40167)	folder 1
February 1992, 1992 February	box 9 (SK# 40167)	folder 2
March 1992, 1992 March	box 9 (SK# 40167)	folder 3
April 1992, 1992 April	box 9 (SK# 40167)	folder 4
May 1992, 1992 May	box 9 (SK# 40167)	folder 5
A-L 1991, 1991	box 10 (SK #38320)	folder 1
M-Z 1991, 1991	box 10 (SK #38320)	folder 2
A-L 1992, 1992	box 10 (SK #38320)	folder 3
M-Z 1992, 1992		

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

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Interoffice Memoranda, 1991-1992

Scope and Contents

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

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

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

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Trip Files, 1990-1995

Scope and Contents

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

Title/Description	Instances	
Vienna/Slovakia, 1995 December	box 15 (SK #38677)	folder 1
McArthur Foundation Meeting, 1995 October 19	box 15 (SK #38677)	folder 2
Copenhagen, 1995 March 6 - 11	box 15 (SK #38677)	folder 3
Russia Trip	box 15 (SK #38677)	folder 4
San Francisco, 1995 June 20 - 25	box 15 (SK #38677)	folder 5
San Francisco, 1995 May 2 - 4	box 15 (SK #38677)	folder 6
Copenhagen (World Summit on Social Development), 1995 March 8 - 11		

	box 15 (SK #38677)	folder 7
Washington, D.C., 1995 March 3 - 4	box 15 (SK #38677)	folder 8
Potantica (IEW Retreat), 1995 November 18 - 20	box 15 (SK #38677)	folder 9
Kiev/Moscow, 1994 October 12 - 26	box 15 (SK #38677)	folder 10
Quebec City (Aspen Institute), 1994 August 14 - 19	box 15 (SK #38677)	folder 11
Washington, D.C. (Bretton Woods), 1994 July 20 - 21	box 15 (SK #38677)	folder 12
Istanbul (Muslim Meeting), 1994 June 11 - 16	box 15 (SK #38677)	folder 13
Poland, Geneva, Switzerland, 1994 April 19 - 29	box 15 (SK #38677)	folder 14
Aspen Institute, 1994 April 4 - 9	box 15 (SK #38677)	folder 15
McArthur Foundation, 1994 January 24	box 15 (SK #38677)	folder 16
Costa Rica (Retreat), 1994 February 21 - 25	box 15 (SK #38677)	folder 17
Washington, D.C., 1994 October 21 - 22	box 15 (SK #38677)	folder 18
Moscow/Prague, 1993 July	box 15 (SK #38677)	folder 19
Moscow, 1993 June 9 - 18	box 15 (SK #38677)	folder 20
Warsaw/Slovenia, 1993 May 16 - 23	box 15 (SK #38677)	folder 21
Washington, D.C., 1993 May 3	box 15 (SK #38677)	folder 22
Prague/Moscow, 1993 April 12 - 23	box 15 (SK #38677)	folder 23
Moscow, 1993 January 28	box 15 (SK #38677)	folder 24
Washington, D.C., 1993 March 18 - 19	box 15 (SK #38677)	folder 25
Little Rock, 1993 January 7 - 8	box 15 (SK #38677)	folder 26
Washington, D.C., 1992 December 13 - 14		

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Washington, D.C., 1990 October 4	box 16 (SK #38678)	folder 1
Lagos, Nigeria: Africa Governance, 1990 October 27 - 28	box 16 (SK #38678)	folder 2
Vienna/Prague/Warsaw, 1991 April	box 16 (SK #38678)	folder 3
Providence, RI, 1991 May 24	box 16 (SK #38678)	folder 4
Strasbaurg, 1991 May 22 - 25	box 16 (SK #38678)	folder 5
London, 1991 June 1 - 7	box 16 (SK #38678)	folder 6
Boston Trip, 1991 September 24	box 16 (SK #38678)	folder 7
Washington, D.C., 1991 October 3 - 4	box 16 (SK #38678)	folder 8
Washington, D.C., 1991 October 24	box 16 (SK #38678)	folder 9
Vilnis/Moscow/Vienna, 1991 November 2 - 18	box 16 (SK #38678)	folder 10
Africa: Program Meeting, 1992 January 20 - 24	box 16 (SK #38678)	folder 11
Washington, D.C., 1992 February 27 - 28	box 16 (SK #38678)	folder 12
New Dehli/Beijing, 1992 March 1 - 31	box 16 (SK #38678)	folder 13
Washington, D.C. – Eagleburger, 1992 March 31	box 16 (SK #38678)	folder 14
Brown University, 1992 April 8	box 16 (SK #38678)	folder 15
Washington, D.C., 1992 April 10	box 16 (SK #38678)	folder 16
Cambridge, MA, 1992 April 15	box 16 (SK #38678)	folder 17
New York: Arden House, 1992 June 26 - 28	box 16 (SK #38678)	folder 18
Moscow, Warsaw, 1992 July 13 - 24	box 16 (SK #38678)	folder 19
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