



Ford Foundation records, International Division, Middle East and Africa, Riyadh, Saudi Arabia Field Office Files

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Table of Contents

Summary Information	3
Biographical / Historical	3
Scope and Contents	10
Arrangement	10
Administrative Information	10
Related Materials	11
Collection Inventory	11
Correspondence	11
Legal and Budget Documents	13
Conference Papers	13
Administrative Reform Program Files	15
Alphabet-Coded Files	16
Number-Coded Files	22
Miscellaneous Files	23
Subject Files	25
Royal Decrees and Regulations	27
Film	27

Summary Information

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Creator:	Ford Foundation
Title:	Ford Foundation records, International Division, Middle East and Africa, Riyadh, Saudi Arabia Field Office Files
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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 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

Contents includes but is not limited to: correspondence, subject files, conference papers, budget files, films, program files and administrative records.

[^ Return to Table of Contents](#)

Arrangement

Arranged in 10 series by file type.

[^ Return to Table of Contents](#)

Administrative Information

Publication Statement

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Immediate Source of Acquisition note

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

Conditions Governing Access

Records more than 10 years old are open for research with select materials restricted as noted. Brittle or damaged items are available at the discretion of RAC. 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](#)

Related Materials

Separated Materials

Appendix A: Reports – Unpublished reports written by Ford Foundation staff and consultants were removed from their original folders, scanned and transferred to the Archives' collection of staff and consultant reports. See Appendix A for a list of these reports and their specific assigned number. The reports are listed in alphabetical order by author. The assigned number may be used to access reports in the online catalog.

[^ Return to Table of Contents](#)

Collection Inventory

Correspondence, 1964-1972

Title/Description	Instances
Chronological Correspondence -- Samuel Vickers, 1965	box 1
Chronological Correspondence -- Samuel Vickers, 1965-1966	box 1
Chronological Correspondence, 1964	box 1
Chronological Correspondence, Jan-May 1965	box 1
Chronological Correspondence, 1965-1966	box 1
Chronological Correspondence -- Conrad C. Stucky, Aug-Nov 1967	box 1
Chronological Correspondence -- Conrad C. Stucky, Sep-Dec 1968	box 1

Chronological Correspondence -- Conrad C. Stucky, Jan-Apr 1969	box 1
Chronological Correspondence (1/3), Mar 1966-Mar 1967	box 2
Chronological Correspondence (2/3), Mar 1966-Mar 1967	box 2
Chronological Correspondence (3/3), Mar 1966-Mar 1967	box 2
Chronological Correspondence (1/3), Mar-May 1967	box 2
Chronological Correspondence (2/3), Mar-May 1967	box 2
Chronological Correspondence (3/3), Mar-May 1967	box 2
Chronological Correspondence (1/3), May-Aug 1967	box 2
Chronological Correspondence (2/3), May-Aug 1967	box 2
Chronological Correspondence (3/3), May-Aug 1967	box 2
Chronological Correspondence (1/3), Aug-Dec 1967	box 2
Chronological Correspondence (2/3), Aug-Dec 1967	box 2
Chronological Correspondence (3/3), Aug-Dec 1967	box 2
Chronological Correspondence (1/3), May-Dec 1969	box 3
Chronological Correspondence (2/3), May-Dec 1969	box 3
Chronological Correspondence (3/3), May-Dec 1969	box 3
Chronological Correspondence (1/3), Jan-Sep 1970	box 3
Chronological Correspondence (2/3), Jan-Sep 1970	box 3
Chronological Correspondence (3/3), Jan-Sep 1970	box 3
Chronological Correspondence (1/3), Oct 1970-Dec 1971	box 3
Chronological Correspondence (2/3), Oct 1970-Dec 1971	box 3
Chronological Correspondence (3/3), Oct 1970-Dec 1971	box 3
Chronological Correspondence (1/3), 1971-1972	box 3
Chronological Correspondence (2/3), 1971-1972	box 3
Chronological Correspondence (3/3), 1971-1972	box 3
Chronological Correspondence, Jul 1966-Oct 1966	box 4
Chronological Correspondence, Jan-Aug 1968	box 4
Confidential, 1964-1968	box 4
<u>Conditions Governing Access:</u>	
Conditions Governing Access	
Closed - File is restricted from scholarly access.	
Conrad Stucky -- Confidential, Apr 1968-Nov 1971	box 4

Conditions Governing Access:**Conditions Governing Access**

Closed - File is restricted from scholarly access.

Confidential -- Reports, 1969

box 4

Conditions Governing Access:**Conditions Governing Access**

Closed - File is restricted from scholarly access.

Confidential -- General, 1970-1972

box 4

Conditions Governing Access:**Conditions Governing Access**

Closed - File is restricted from scholarly access.

[^ Return to Table of Contents](#)**Legal and Budget Documents, 1965-1972**

Title/Description	Instances
Letters of Agreement, Nov 1967-Oct 1972	box 4
Agreements and Amendments, 1965-1971	box 4
Contract Between IIE and Ford Foundation, 1968	box 4
Agreement Between Ford Foundation and Saudi Government and Project Documents, 1965-1968	box 4
Ford Foundation Saudi Budget FY 1969, 1968	box 4
Ford Foundation Saudi Support Budget FY 1970, 1969	box 4
Ford Foundation Saudi Budget FY 1972, 1972	box 4
Procedures, 1965-1968	box 4
Ford Foundation Budget, 1969-1971	box 4

[^ Return to Table of Contents](#)**Conference Papers, 1967-1972**

Title/Description	Instances
Conference 1 -- "The Administrative Reform Program, Kingdom of Saudi Arabia - An Evaluation and Recommendations for Effective Implementation", Apr 1, 1967	box 5

Conference 2 -- "Development Planning in Saudi Arabia" by Raghbir S. Basi, Oct 1968	box 5
Conference 3 -- "Development Planning in Saudi Arabia", [1968]	box 5
Conference 4 -- "Development Planning in Saudi Arabia" A Case Study by Raghbir S. Basi, n.d.	box 5
Conference 5 -- "Administrative Reform and O&M in the Kingdom of Saudi Arabia and the Ford Foundation's Participation" by Leo C. Pritchard, Nov 1968	box 5
Conference 6 -- "Administrative Reform - The Saudi Arabia Case", Nov 1968	box 5
Conference 7 -- Saudi Arabia - A Synopsis" [Ernest Spiekerman], n.d.	box 5
Conference 8 -- "Briefing for Mr. David Bell on the Administrative Reform Program in Saudi Arabia" by Conrad Stucky, [Feb 1969]	box 5
Conference 9 -- "An Economic Survey of the Kingdom of Saudi Arabia", [1968]	box 5
Conference 10 -- "Politics in Saudi Arabia", Feb 1969	box 5
Conference 11 -- "The Administrative Reform Program, Saudi Arabia", Mar 8, 1969	box 5
Conference 12 -- "Saudi Arabia Administrative Reform Program - Two Major Problems - Approaches and Prescriptions", [1969]	box 5
Conference 13 -- "The English Language Program of the Institute of Public Administration" by Robert Mullins, Oct 13, 1970	box 5
Conference 14 -- Conclusions Based on Discussions of January 11-13, 1971 Re: Administrative Program Review, 1971	box 5
Conference 15 -- Saudi Arabia Chronology (history) -- "Origins of Arab Forms of Government" and "The Land and Water of Saudi Arabia" Notes Prepared by David Keogh, 1969-1971	box 5
Conference 16 -- "Requirements of Efficient Government Operation", Feb 22, 1971	box 5
Conference 17 -- "The Administrative Reform Program, Saudi Arabia", Mar 1971	box 5
Conference 18 -- "The Administrative Reform Program, Saudi Arabia", Feb 1972	box 5
Conference 19 -- Memorandum - "Administrative Reform Program", [1972]	box 5
Conference 20 -- "The Saudi Arabian Experience: A Cooperative Effort for Achieving Development" by Conrad C. Stucky, May 1972	box 5
Conference 21 -- "Proceeding of a Workshop to Plan for a Progress Report - The Administrative Reform Program", Jun 1972	box 5

[^ Return to Table of Contents](#)

Administrative Reform Program Files, 1965-1974

Title/Description	Instances
"The Program Plan - The Government of Saudi Arabia and the Ford Foundation", [1965]	box 5
"The Administrative Reform Program" -- Summary Report, n.d.	box 5
"Administrative Policies and Procedures", Apr 1965	box 5
"A Report on the Development of Planning Organization in Saudi Arabia", Jun 1965	box 5
"Guide to Examination Planning and Development for the Government of Saudi Arabia" by the Ford Foundation Public Administration Project, Aug 1965	box 5
"Ford Foundation Public Administration Project for the Government of Saudi Arabia - O&M - Personnel - Public Works" -- Final Report, Apr 1966	box 5
"The Administrative Reform Program, Kingdom of Saudi Arabia - Purposes, Accomplishments and Future Plans", Dec 17, 1966	box 5
"Multi-Phase Program Plan for Administrative Reform in Saudi Arabia", Jun 1, 1969	box 5
Administrative Reform Project -- Briefing Report for David Bell and Background on Saudi Arabia, 1969, n.d.	box 5
"The Administrative Reform Program", Mar 1971	box 5
Administrative Reform Program -- Program Review Outline, Bibliography of Reports, etc., 1972	box 5
"Proceeding of a Workshop to Plan for a Progress Report", Jun 1, 1972	box 5
Administrative Reform Program -- Evaluation Report -- The Organization Sub-system Drafts, 1972	box 5
Administrative Reform Program -- Evaluation Report -- Notes, Drafts, 1972	box 5
Administrative Reform Program -- Program Review and Evaluation Paper -- Notes, Memoranda, 1972	box 5
"A Progress Report - The Administrative Reform Program, Kingdom of Saudi Arabia - Supporting Studies", Jan 1973	box 5
"Administrative Reform Program -- Bibliography of Reports", Jun 1974	box 5
Report, n.d.	box 5

[^ Return to Table of Contents](#)

Alphabet-Coded Files, 1960-1974

Title/Description	Instances
A -- Saudi Arabian Government Organization Charts, 1967-1970	box 6
A -- High Committee Decisions, 1970-1972	box 6
B -- Organization and Management -- General, 1963-1966	box 6
B -- Organization and Management -- General, 1967-1968	box 6
B -- Organization and Management -- General, 1969	box 6
B -- Organization and Management -- General, 1970-1971	box 6
B -- Organization and Management -- General, 1972-1973	box 6
B-1 -- Management Records System, 1968-1970	box 6
B-3 -- Ministry of Finance -- General, 1961-1968	box 6
B-3 -- Ministry of Finance -- General, 1969-1972	box 6
B-3-1 -- Ministry of Finance -- Research and Planning Unit, 1964-1967	box 6
B-3-2 -- Ministry of Finance -- SAMA, 1965-1970	box 6
B-3-3 -- Ministry of Finance -- Pensions Department, 1969-1971	box 6
B-4 -- Ministry of Agriculture -- General, 1960-1964	box 7
B-4 -- Ministry of Agriculture -- General, 1965-1969	box 7
B-4 -- Ministry of Agriculture, 1970	box 7
B-4 -- Ministry of Agriculture, 1971-1973	box 7
B-4 -- Ministry of Agriculture -- General, 1967-1970	box 7
B-4-2 -- Ministry of Agriculture -- Haradh Project, 1966-1970	box 7
B-5 -- Ministry of Commerce and Industry -- General, 1965-1970	box 7
B-5 -- Ministry of Commerce and Industry, 1971	box 7
B-6 -- Ministry of Communications -- General, 1961-1963	box 7
B-6 -- Ministry of Communications -- General, 1964-1968	box 8
B-6 -- Ministry of Communications -- General, 1968-1970	box 8
B-6-1 -- Ministry of Communications -- O&M Cable Office, 1967	box 8
B-6-2 -- Ministry of Communications -- Post Services, 1969	box 8
B-6-3 -- Ministry of Communications -- Riyadh Airport, 1969-1970	box 8

B-6-3 -- Ministry of Communications -- Report No. 1, Apr 25, 1964	box 8
B-7 -- Comptroller General of State Account, 1963-1967	box 8
B-8 -- Ministry of Defense and Civil Aviation -- General, 1965-1967	box 8
B-8-1 -- Ministry of Defense and Civil Aviation -- Armed Forces, 1964	box 8
B-8-2 -- Ministry of Defense and Civil Aviation -- Civil Aviation, 1963-1966	box 8
B-9 -- Ministry of Education, 1963-1969	box 8
B-9 -- Ministry of Education, 1969-1971	box 8
B-9 -- Ministry of Education, n.d.	box 8
B-9 -- Ministry of Education, n.d.	box 9
B-9 -- Ministry of Education, 1969	box 9
B-10 -- Ministry of Foreign Affairs, 1966	box 9
B-11 -- Ministry of Health -- General, 1966-1969	box 9
B-11 -- Ministry of Health -- General, 1970-1972	box 9
B-11 -- Ministry of Health, 1970	box 9
B-12 -- O&M -- Grievance Board, n.d.	box 9
B-12-1 -- Ministry of Justice, 1970-1971	box 9
B-13 -- Ministry of Information, 1971	box 9
B-14 -- O&M -- Ministry of Interior -- General, 1964-1967	box 9
B-14 -- O&M -- Ministry of Interior -- General, 1968-1969	box 9
B-14-1 -- O&M -- Ministry of Interior -- Passports and Nationality, 1964-1968	box 9
B-14-2 -- O&M -- Ministry of Interior -- Municipality and Interior, 1964-1967	box 9
B-15 -- Ministry of Labor and Social Affairs -- General, 1961-1964	box 9
B-15 -- O&M -- Ministry of Labor and Social Affairs -- General, 1965-1967	box 9
B-15 -- O&M -- Ministry of Labor and Social Affairs -- General, 1970-1971	box 9
B-15-1 -- Ministry of Labor and Social Affairs -- Youth Department, 1968-1969	box 10
B-15-2 -- Ministry of Labor and Social Affairs -- Social Security Legislation, 1969-1971	box 10

B-16 -- O&M -- National Guard, 1965-1969	box 10
B-17 -- O&M -- Ministry of Petroleum and Mineral Resources -- General -- Reports, 1963-1964	box 10
B-17 -- O&M -- Ministry of Petroleum and Mineral Resources -- General, 1965-1972	box 10
B-17-1 -- Ministry of Petroleum and Mineral Resources -- Petromin, 1964-1970	box 10
B-18 -- Ministry of Pilgrimage and Waqfs, 1964	box 10
B-19 -- Public Corporation, 1966-1967	box 10
B-20 -- O&M -- Public Works -- Public Utilities, 1963-1964	box 10
B-20 -- O&M -- Public Works -- Public Utilities, 1965-1966	box 10
B-20-1 -- Public Works -- General, n.d.	box 10
B-20-1 -- Public Works -- General, 1963-1964	box 10
B-20-1 -- Public Works -- General, 1965-1967	box 10
B-21 -- Riyadh Amirate, 1968-1970	box 10
B-22 -- Riyadh University, 1967-1969	box 10
B-22 -- Riyadh University, 1968-1970	box 10
B-22 -- Riyadh University -- Correspondence, 1969-1971	box 10
B-22 -- Riyadh University, 1970-1973	box 11
B-23 -- Jeddah University, 1969	box 11
B-25 -- Petroleum College, 1965-1969	box 11
C -- Purchasing, 1964-1971	box 11
C -- Purchasing, 1971	box 11
C -- Stores/Purchasing -- Ministry of Health, 1971	box 11
C -- Purchasing (1/2), 1972	box 11
C -- Purchasing (2/2), 1972	box 11
C-1 -- Central Purchasing Agency, 1960-1964	box 11
C-1 -- Central Purchasing Agency, 1965-1969	box 11
D -- Economic Development Planning -- General, 1960-1965	box 11
D -- Economic Development Planning -- General, 1966-1967	box 11
D -- Economic Planning Development -- General, 1968-1970	box 12
D-1 -- Central Planning Organization, 1963-1966	box 12
D-1 -- Central Planning Organization, 1967-1968	box 12

D-1 -- Central Planning Organization, 1969-1970	box 12
D-2 -- Planning for Growth -- Reports, 1964	box 12
D-2 -- Planning for Growth, 1965-1968	box 12
D-3 -- Economic Report, 1964-1967	box 12
D-3 -- Economic Report, 1968-1970	box 12
D-4 -- Economic Planning in Saudi Arabia, 1963-1970	box 12
D-4 -- Economic Planning in Saudi Arabia -- Drafts and Reports, n.d.	box 12
F -- Revenues, 1964-1969	box 12
F -- Revenues, 1970-1972	box 12
F -- Revenues, Jan-Jul 1970	box 13
G -- Budget -- General, 1964	box 13
G -- Budget -- General, 1965	box 13
G -- Budget -- General, 1967	box 13
G-2 -- Budget Process, 1968-1970	box 13
G-3 -- Budget and Related Matters, 1961-1964	box 13
G-4 -- Budgeting and Accounting, 1966	box 13
G-4 -- Budgeting and Accounting, 1970-1971	box 13
G-4 -- Budgeting and Accounting, 1970	box 14
G-4 -- Budgeting and Accounting, 1972	box 14
G-5 -- Budget Message, 1961-1969	box 14
H -- Planning Programming Budgeting -- Reports, 1965-1970	box 14
I -- Accounting Development Program, 1964-1969	box 14
I-1 -- National Accounts, 1967-1970	box 14
I-2 -- Statistics, n.d.	box 14
I-2 -- Statistics, 1961-1969	box 14
J -- O&M -- Data Processing, 1964-1967	box 14
J -- O&M -- Data Processing, 1968-1969	box 14
J -- O&M -- Data Processing, 1970	box 15
J -- O&M -- Data Processing, 1972	box 15
K -- Standard Time System, 1964-1967	box 15
L -- Implementation -- General, 1964-1968	box 15
M -- Manpower, 1971	

	box 15
M -- Implementation -- Manpower, 1960-1969	box 15
M -- Manpower -- Drafts/Reports, 1969	box 15
M -- Implementation -- Manpower, 1969	box 15
M -- Manpower, 1969	box 15
N -- Staff Committee Decisions, 1963-1972	box 15
O -- Executive Committee, 1964-1967	box 15
P-7 -- Position Classification and Pay, 1967-Jan 1968	box 15
P-7 -- Position Classification and Pay, Feb 1968-1970	box 15
P-7 -- Position Classification -- Personnel and Pay, 1964-1966	box 16
P-7 -- Position Classification, 1971-1972	box 16
P-8 -- Contract Employees, 1972	box 16
Q -- Seminar -- General, 1965-1972	box 16
Q-1 -- Seminar -- Governmental Planning, Budgeting and Control, 1964-1967	box 16
Q-6 -- Manpower Seminar, 1967-1972	box 16
R -- Training -- General, 1964-1968	box 16
R-1 -- Personnel, Oct 1968-Dec 1969	box 16
R-2 -- Training -- Personnel Training, 1963-1972	box 16
R-3 -- Training -- O&M Training -- Data/Reports/ Correspondence, 1964-1967	box 16
R-4 -- Training -- Organization and Methods, 1968	box 16
R-4 -- Training -- Organization and Methods, 1969	box 16
R-5 -- Training -- Executive, 1964-1968	box 16
R-6 -- Training -- Vocational Training, 1964-1966	box 16
R-6 -- Training -- Vocational, 1969	box 16
R-7 -- Training -- Graduate Training Abroad, 1965-1967	box 16
R-8 -- Training -- English Language Program, 1964-1968	box 17
R-8 -- Training -- English Language Program, 1969	box 17
R-8 -- Training -- English Language Program, 1970	box 17
R-8 -- Training -- English Language Program, 1971	box 17
R-9 -- Training -- Supervisory Training, 1964	box 17
R-10 -- Training -- Clerical Training, 1963-1966	box 17

R-11 -- Training -- Agricultural Training, 1964-1968	box 17
R-12 -- Training -- Civil Service -- Pre-Service Course, 1963-1968	box 17
R-13 -- Training -- Exchange Traineeship Program, 1968-1969	box 17
R-14 -- Training -- Middle Management, 1968-1973	box 17
R-15 -- Training -- Civil Service -- In-Service Training, 1963-1967	box 17
R-16 -- Training -- Civil Service, 1966	box 17
R-17 -- Training -- Development of a Nation, 1962-1970	box 17
R-17 -- Development of a Nation -- Reports, n.d.	box 17
R-18 -- Training Course for Sharia Graduates, 1967-1971	box 17
R-19 -- Training -- Budget Analysis Course, 1967-1971	box 17
R-20 -- Training -- Custodial Service [PHOTOS], 1968-1969	box 17
R-21 -- Training -- Wisconsin Program in Administration, 1968-1969	box 17
R-23 -- Training -- Statistics and Training, n.d.	box 17
R-25 -- Training Abroad -- Correspondence, 1967-1968	box 18
R-25 -- Training Abroad -- Correspondence, 1968	box 18
R-25 -- Training Abroad, 1969	box 18
R-25 -- Training Abroad -- Correspondence, 1969	box 18
R-25 -- Training Abroad, 1970-1973	box 18
S -- Institute of Public Administration, 1963-1968	box 18
S -- Institute of Public Administration, 1968-1969	box 18
S -- Institute of Public Administration, 1970	box 18
S -- Institute of Public Administration, 1971-1974	box 18
T -- Conferences -- General, 1965-1970	box 18
T-1 -- Regional Conference -- Economic Planning and Public Administration, 1966-1970	box 18
T-2 -- Conferences -- Library Conferences, 1966-1970	box 18
V -- Project Activities, 1967-1969	box 19
V -- Administrative Reform -- Project Activities, 1970	box 19
V -- Administrative Reform -- Project Activities, 1971-1972	box 19
V-1 -- Project Management, 1966-1973	box 19
V-2 -- Project Planning -- Administrative Reform, 1972-1974	box 19

V-2 -- Project Planning, 1963-1967	box 19
V-3 -- Multi-Year Program Plan, 1968-1969	box 19
W -- Annual Reports, 1969-1970	box 19
W-1 -- Quarterly Progress Report, 1967-1970	box 19
W-1 -- Quarterly Progress Reports, 1971-1972	box 20
W-2 -- Monthly Reports, 1968-1969	box 20
W-2 -- Monthly Reports, 1970	box 20
W-2 -- Monthly Reports, 1971	box 20
X -- Iraq -- General, 1968-1970	box 20
X-1 -- Iraq -- Al-Hikma University, 1968	box 20
X-2 -- Iraq -- Baghdad -- Library Science Program, 1968-1970	box 20
Z -- Miscellaneous -- General, 1967-1968	box 20
Z -- Miscellaneous -- General, 1969	box 20
Z -- Miscellaneous -- General, 1970-1973	box 20
Z-1 -- Miscellaneous -- Ford Foundation -- Beirut, 1963-1967	box 20
Z-1 -- Miscellaneous -- Ford Foundation -- Beirut, 1967-1969	box 20
Z-1 -- Miscellaneous -- Ford Foundation -- Beirut, 1969-1973	box 20
Z-2 -- Miscellaneous -- Government, 1964-1970	box 20

[^ Return to Table of Contents](#)

Number-Coded Files, 1963-1970

Title/Description	Instances
0-3 -- Travel Study Awards -- Obeid, Rida, 1969-1970	box 21
0-4 -- Travel Study Awards -- Sudairy, Turki, 1967-1970	box 21
0-7 -- Travel Study Awards -- Fada, Abdul-Aziz, 1968-1970	box 21
0-9 -- Travel Study Awards -- Sadik, Mohammed, 1967	box 21
0-10 -- Travel Study Awards -- Al-Issa, Sulliman, 1967-1970	box 21
5 -- ARAMCO -- Organizational Structure, Memos Re: Ford Foundation Work with Saudi Arabian Government, 1964-1966	box 21
7 -- American Friends of the Middle East -- Correspondence Re: International Assistance to Saudi Arabia, 1963-1965	box 21
9 -- Riyadh Office -- Administrative Files (including files re: organization of Saudi Arabian government), 1964-1968	box 21

[^ Return to Table of Contents](#)

Miscellaneous Files, 1953-1976

Title/Description	Instances
Administrative Reform Program, 1971	box 21
Administrative Reform Program -- J.L. Jacob's Monthly Progress Reports, 1964-1965	box 21
Administrative Reform Program -- Kingdom of Saudi Arabia -- Project Management (1/2), 1963-1969	box 21
Administrative Reform Program -- Kingdom of Saudi Arabia -- Project Management (2/2), 1963-1969	box 21
Administrative Reform Program -- Multi-Year Program Plan, 1969	box 21
Administrative Reform Program -- Reports, Functions and Objectives Outlines, 1973	box 21
Advisory Committee on Social Problems -- For Ford Foundation Consultants and Employees in Riyadh, 1964	box 21
Agriculture -- Public Administration and Development -- Middle East (including Pakistan) -- Reports, 1968	box 21
Agriculture -- "Selected Agricultural Statistics in Ranked Order for Countries of the Near East Region" Compiled by Oddvar Aresvik and Majed Kreidy of the Arid Lands Agricultural Development Program, Sep 1972	box 21
Agriculture, Education, Planning and Administration, Law and Development -- Reports, Memos, 1964-1976	box 21
Committee on Computer Use -- Computer Installation and Use, 1964	box 21
Cunningham, Louis J., 1963	box 21
Education -- Report (Arabic), n.d.	box 21
Education, Rural Development, Administrative Training -- Reports, Memos, Questionnaire, 1972-1973	box 21
Edwards, Wesley, 1974	box 21
Electric Tariffs, 1971	box 21
(Review of) Electricity Tariffs -- Reports -- Ministry of Commerce and Industry, 1971	box 21
Electricity -- Report -- Ministry of Commerce and Industry -- "Sale of Electrical Energy by Saline Water Conversion Office to Saudi National Co. Ltd.", Jul 1970	box 21

English Language Program -- Agreements (Institute of International Education and Saudi Arabian agencies), Memos, etc., 1965-1968	box 22
English Language Program -- Monthly Reports, 1965-1972	box 22
English Language Program -- Personnel Recruitment, Program Guidelines, Course Schedules, etc., 1967-1971	box 22
Evaluation -- English Language, [1970]	box 22
Evaluation -- Health, 1972	box 22
Evaluation -- Personnel, 1972	box 22
Ford Foundation and Government of Saudi Arabia -- Letter of Agreement, 1969	box 22
Jordan Cooperative Organization, 1968-1969	box 22
Memoranda Re: Law Decrees and Government Regulations, 1969-1972	box 22
Ministry of Interior -- Manpower Training Needs Study -- Reports, 1967	box 22
Monthly Progress Report -- To Ford Foundation Beirut -- Re: Ford Foundation Activities in Saudi Arabia, 1964-1967	box 22
Monthly Progress Report -- To the Saudi Arabia Government Re: Ford Foundation Activities (incl. Administrative Reform Project), 1964-1970	box 22
Monthly Progress Report (consultants) -- Re: English Language Program, 1965-1969	box 22
Oman Project -- Paper Re: Health, Nutrition and Child Rearing in Oman, n.d.	box 22
Personnel -- Position Classification Plan, Lists of Training Materials Guides, Forms Requesting New Positions, etc., n.d.	box 22
Principal Training, Government Personnel Training, Rural Development in Jordan and Lebanon, 1965-1973	box 22
Program Background Notes -- Re: Programming in the Middle East, 1968-1972	box 22
Regional -- Rural Development and Agriculture, 1953-1956	box 22
Regional Data Related to Agricultural Development, n.d.	box 22
Report -- "Administrative Reform in the Kingdom of Saudi Arabia Since 1962", Oct 1968	box 22
Report (Arabic)	box 22
Report -- Budget Statistics [Arabic Language]	box 22
Report (Arabic)	box 22
Reports -- Position Classification Training Guides (1/2), n.d.	

	box 22
Reports -- Position Classification Training Guides (2/2), n.d.	box 22
Riyadh Office Files -- Logistics -- Memoranda between Conrad Stucky and Rizkallah Sabbagh, 1970-1971	box 22
Riyadh Visitations -- Materials Prepared for Visits to Riyadh -- Maps, Ford Foundation Personnel Lists, General Information, 1969-1970	box 22
Saudi Arabia Quarterly Reports -- Ford Foundation Cooperation with Government, Apr-Dec 1970	box 23
Social Science -- Bellagio Conference (February 13-15, 1974), Mar 1974	box 23
Stucky, Conrad -- Memos Re: Riyadh Office -- Personnel and Programs, 1964-1969	box 23
Stucky, Conrad -- Memoranda -- Riyadh Files, Feb-Sep 1971	box 23
Supervisors Training Program -- Instructor's Guide (1/2), n.d.	box 23
Supervisors Training Program -- Instructor's Guide (2/2), n.d.	box 23
Supervisors Training Program -- Management Trainers Guide, 1965	box 23
Supervisors Training Program -- Supervisor's Guide, n.d.	box 23
University of Riyadh -- Ford Foundation Study Re: Management and Organization of University, 1971-1972	box 23

[^ Return to Table of Contents](#)

Subject Files, 1950-1975 (Bulk: 1963-1975) (bulk)

Title/Description	Instances
Awards -- Travel and Study -- General Files, 1969-1972	box 24
Budget, Accounting, Auditing -- Memos, Reports, 1964-1969	box 24
Butler, John A. -- Report on Industrial Education and Training for Saudi Arabia, [1964]	box 24
Clerical Training Program, 1964-1966	box 24
Control and Investigation Agency, 1970	box 24
Data Processing, 1969-1972	box 24
Development Assistance Corporation, 1973-1974	box 24
Development Plan Re: Economic Growth, 1967-1971	box 24
Economic Planning, 1963-1969	box 24
Economic Report -- Background Papers, 1964-1965	box 24

Education -- General Files, 1963-1972	box 24
English Language Program, 1963-1970	box 24
English Language Program, 1970-1973	box 24
Gross Domestic Product Reports (retirement plan), 1970	box 24
Haradh Project -- Bedouin Settlement, 1969-1972	box 24
Illiteracy Eradication and Adult Education, 1972-1973	box 24
Institute of Public Administration, 1964-1969	box 25
Institute of Public Administration, 1971-1972	box 25
Law and Development, 1967-1973	box 25
Manpower Program, 1963-1974	box 25
Material Management, 1970-1972	box 25
Ministry of Education, 1971-1974	box 25
Ministry of Education -- Administrative Training, 1973-1975	box 25
Ministry of Finance and National Economy, 1964-1967	box 25
Organization and Management, 1964-1972	box 25
Organizational Charts -- Saudi Arabia -- Government, 1964-1971	box 25
Pay and Classification, 1965-1973	box 25
Pension Fund, 1963	box 25
Personnel Organization, 1963-1966	box 25
Public Management Review, 1971-1972	box 25
Public Works, 1963-1966	box 25
Revenue Administration, 1969	box 25
Revenue Correspondence and Reports, 1969-1973	box 25
Riyadh Schools and Ford Foundation Assistance, 1973-1974	box 25
Riyadh University, 1970-1974	box 25
Saudi Arabia General Correspondence Files, 1950-1958	box 25
Saudi Arabia -- General Files, 1960-1969	box 26
Saudi Arabian Economic Plan -- Draft (report scanned and separated - located in reports collection), 1965	box 26
School Administrators Program, 1971-1973	box 26
Supply Management, 1972	box 26
Training -- General Files, 1962-1971	box 26
Vocational Training and Education, 1964-1965	

box 26

[^ Return to Table of Contents](#)**Royal Decrees and Regulations, 1952-1972**

Title/Description	Instances
Directory of Saudi Royal Family and Government Officials, 1964	box 27
Agricultural Bank, 1962-1965	box 27
Agriculture, 1961-1966	box 27
Central Planning Organization, 1964	box 27
Communications (1/2), 1953-1966	box 27
Communications (2/2), 1953-1966	box 27
Council of Ministers, 1954-1965	box 27
Education, 1965-1967	box 27
Education, 1970-1972	box 27
Finance (1/2), 1956-1971	box 27
Finance (2/2), 1956-1971	box 27
Institute of Public Administration (IPA), 1962-1967	box 27
Petroleum, 1963-1966	box 27
Sharia'h Court System, 1952-1957	box 27
Social Affairs, 1965-1969	box 27

[^ Return to Table of Contents](#)**Film**

Title/Description	Instances
One the Move: Careers in Transportation, undated	box 28 reel AV 1992

Separated Materials:**Separated Materials**

Separated to Ford Foundation Film collection.

Other Finding Aids

See Ford Foundation film AV 1992 here:

[FA466 Film collection - AV 1992](#)

Welcome to the Working Worlds, undated	box 28	reel AV 2008
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Separated Materials:

Separated Materials

Separated to Ford Foundation Film collection.

Other Finding Aids

See Ford Foundation film AV 2008 here:

[FA466 Film collection - AV 2008](#)

Career Education, undated	box 28	reel AV 2007
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Separated Materials:

Separated Materials

Separated to Ford Foundation Film collection.

Other Finding Aids

See Ford Foundation film AV 2007 here:

[FA466 Film collection - AV 2007](#)

[^ Return to Table of Contents](#)