



Ford Foundation records, International Affairs Division, Program Staff Files

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Summary Information

Repository:	Rockefeller Archive Center
Creator:	Ford Foundation
Title:	Ford Foundation records, International Affairs Division, Program Staff Files
ID:	FA548
Date [inclusive]:	Bulk, 1964-1983 1956-1990
Date [bulk]:	1964-1983
Physical Description:	3.04 Cubic Feet
General Physical Description note:	(8 Hollinger document boxes)
Language of the Material:	English
Abstract:	<p>The International Affairs Program Staff Files collection was created by combining inactive records from the International Affairs Program (USIAP), the International Division, the Developing Countries Program Office for Latin America and the Caribbean (OLAC), and International Training and Research (ITR). The collection documents various periods in the history of these programs from 1956 to 1990 and is organized into five series: International Affairs Chronological Files (1990), Middle East and Africa (MEA) Field Office Files (1964-1969), International Training and Research Files (1956-1971), International Training Evaluation (1969-1983), and Program Planning Budgets (1962-1983). MEA Field Office Files include staff directories, post reports, and memoranda concerning financial reporting and evaluation procedures, family maintenance on travel and study awards, and the development of a new accounting system. International Training and Research files document the Foundation's involvement with the development of international academic exchange and study abroad programs during the 1960s. The files contain correspondence, memoranda, reports, papers, and background information about a wide variety of topics, including the problems universities face with the acquisition and bibliographic control of foreign research materials, the Foundation's policy for language development, and Foundation support for ESL, Russian and East European Studies, and international legal studies. The International Training Evaluation files consists of Robert G. Myer's research files for his 1982-1983 study of Ford Foundation support between 1960 and 1980 for post-graduate education abroad for Third World nationals. The files include the raw data and background</p>

research that Dr. Myers compiled over the course of his evaluation as well as drafts and comments on his report.

Preferred Citation note

Information regarding the Rockefeller Archive Center's preferred elements and forms of citation can be found at <http://www.rockarch.org/research/citations.php>

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Biographical/Historical note

Robert G. Myers was born September 2, 1934. He received a B.A. in Economics from Oberlin College in 1955, a M.A. in Education from Stanford University in 1962, and was awarded a PhD in Comparative Education by the University of Chicago in 1967. He joined the Ford Foundation in August 1972 as a Program Officer in the Office for Latin America and the Caribbean (OLAC/LAC). In November of 1976, he became a Project Specialist to the Office of the Vice President and was seconded to the International Development Research Centre in Ottawa, Canada. He returned in July of 1979, and he was made Program Adviser for the Andean Region and the Southern Cone. Throughout his time at the Foundation, his work primarily focused on education and development projects in Latin America. In 1982, he embarked on a 15-month evaluation of the Foundation's support for international training programs for Third World nationals between 1960 and 1980. The evaluative study was intended to create a framework for acting on renewed interest in foreign training among granting institutions on individual, institutional and national levels, despite an environment of reduced budgets.

His work entailed conducting interviews and country case studies, primarily of Indonesia and Peru, and collecting data about support for education from the Foundation's various offices. The study was intended to address such questions as the variation and effect of different strategies adopted by the Foundation, approaches to selection and placement, administration and cost, rates of successful completion and return home, and impact of training on individuals and institutions. Dr. Myers left the Foundation on August 15, 1983.

Melvin J. Fox was born on November 26, 1913 and graduated from American University in 1940 with a B.A. in International Economics. He joined the Ford Foundation in July 1951 as a consultant on international affairs as part of its charter staff. In November of the same year he became a staff associate and, in 1953, he advanced to Executive Associate for International Training and Research (ITR). Mr. Fox was promoted to Program Associate in October of 1957 and he served as Associate Director of the International Training and Research Program from 1961 through 1966. In early 1967, he became Program Officer for Planning and Evaluation in the International Division, and later that year was promoted to Deputy Representative for West Africa within the Middle East and Africa (MEA) Program. Mr. Fox subsequently held the positions of Program Officer for the Middle East and Africa (1970) and Program Advisor for MEA (1972) before rising to Representative for West Africa in May 1975. From September 5 to November 2, 1983, he was Acting Representative for the Developing Countries Program

in Lagos, Nigeria. During his time at Ford, his work focused on foreign academic exchange, the teaching of English abroad, development projects in Africa, and African studies at U.S. Universities. Mr. Fox died in 1998.

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Biographical/Historical note

The Ford Foundation has been engaged in overseas work since the early 1950s. This work was driven by the Foundation's aspiration to become a national and international philanthropy for the advancement of human welfare, first formally expressed in the seminal 1949 Gaither Study Committee report commissioned by the Board of Trustees to chart the institution's future. In 1951, the Foundation established two of its first grant programs, Overseas Development (OD) and Overseas Training and Research (OTR). The granting goals were to increase agricultural production, improve health and living conditions, and advance education. South and Southeast Asia was the initial focus, with India and Pakistan receiving the majority of grants. A more limited number of grants were issued in Indonesia and Burma. A program for smaller regional and national grants also was initiated for the Near East. In 1957, Overseas Development further expanded to include programs in Latin America.

In 1957, the Foundation established a program in International Training and Research (ITR) aimed at strengthening American competence in foreign affairs and international relations. ITR supported scholarship and teaching in areas in which American knowledge and trained personnel were limited. The Foundation offered area studies in Asia, Africa, the Near East, the Soviet Union, and East Europe. In its international training and exchange programs, the Foundation and its grantees coordinated closely with the U.S. State Department. This cooperation was required by the United States Information and Educational Exchange Act of 1948 (Public Law 80-402 or Smith-Mundt Act), which sponsored exchanges between the United States and other countries as a matter of government policy.

As part of a Foundation reorganization in 1966, the Overseas Development Program, along with other international programs such as ITR and Population, became part of a single International Division (ID). A subsequent restructuring of the International Division occurred in 1980-1981 and led to the creation of the Developing Countries Program (DCP). DCP was again restructured in 1989, resulting in the breaking out of programs in Africa and the Middle East (AME), 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) as independent program areas.

The International Affairs program focused on combating problems of a global scale, including environmental degradation, massive refugee movements, population pressures, inter-ethnic and communal violence, narcotics trafficking, and terrorism. Believing that important issues of worldwide concern should be addressed collectively by analysts and policy makers from multiple nations, the Foundation developed independent multilateral institutions and employed International Affairs specialists in the U.S. and abroad to promote the rule of public international law. This led to Foundation support for research, public education, and advanced training in seven broad areas, including international peace, security and arms control; international economics and development; contemporary international studies,

primarily of the Soviet Union and Eastern Europe; and the processes and substance of U.S. foreign policy.

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Scope and Contents note

The International Affairs Program Staff Files consist of an artificially created collection of records from International Affairs (IA), the International Division (ID), the Developing Countries Program (DCP), and International Training and Research (ITR) documenting various periods in the history of these programs from 1956 to 1990.

The most recent files, dating from April to December 1990, consist of correspondence and memoranda collected weekly from IA staff. The files contain memoranda written about various topics, including the Foundation's International Research Competition on Global and Regional Approaches to Conventional Arms Control and International Peacekeeping, and support for training in public international law through exchange of students and scholars between the U.S. and selected institutions in developing countries. Other topics include the Soviet and Eastern Europe Study Group (SEESG) and the Women's International Forum at the United Nations. Memoranda also report and comment on the Delegated-Authority Project (DAP) and Foundation-Administered Project (FAP) grant actions, grant proposals, grantee/project evaluations, monitoring visits, telephone conversations, and meetings and conferences attended by IA program officers.

Files from the International Division include files for field offices in the Middle East and Africa (MEA) dating from the 1960s, and program planning budgets (also called proposed budget books) for fiscal years spanning from 1963 to 1985. The MEA files contain staff directories and post reports with information about living conditions and Ford Foundation policy for overseas personnel. Memoranda in the files concern a range of topics, including financial reporting and evaluation procedures, family maintenance on travel and study awards and the development of a new accounting system.

Files pertaining to the International Training and Research (ITR) Program appear to be subject files maintained by Melvin J. Fox during his tenure as ITR Associate Director (1961-1966). Several files describe the Foundation's involvement in the development of international academic exchange and study abroad programs during the 1960s. The records concern the problems universities face with the acquisition and bibliographic control of foreign research materials, a meeting with President Lyndon B. Johnson's educational advisors regarding the International Education Act of 1966. The files also contain studies by foreign students and U.S. academic professionals abroad. Also discussed are the Foundation's policy for language development and its support for ESL, Russian and East European Studies, and international legal studies programs.

The Developing Countries Program files consist of the research files kept by Robert G. Myers, a Program Officer and Program Advisor for the Office for Latin America and the Caribbean. From 1982 to 1983, Dr. Myers undertook an International Training Evaluation which studied the Foundation's support for post-graduate education of Third World Nationals from 1960 to 1980. The files include raw data and

background research that Dr. Myers compiled over the course of his evaluation, as well as drafts and comments on his report.

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Arrangement

Collection is arranged into 5 series.

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Administrative Information

Publication Statement

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Processing Information note

From the original volume of 20 cubic feet accessioned by the Ford Foundation Archives in 2004, 11 cubic feet of files relating to program management costs and travel and study awards were removed from the collection and set aside for microfilming. The remaining 9 cubic feet of International Affairs records were reduced during processing to 3.2 cubic feet.

The collection was created by combining inactive records from the International Affairs Program (USIAP), the International Division, the Developing Countries Program Office for Latin America and the Caribbean (OLAC), and International Training and Research (ITR). The records had been in offsite storage. The records span various decades from 1956 to 1990.

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 note

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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Collection Inventory

International Affairs (IA) Chronological Files, 1990

Scope and Contents

This series consists of chronologically arranged memoranda originating and collected weekly from International Affairs (IA) staff from April to December 1990. Subjects covered in the memoranda include comments about of IA and Foundation policy such as external affirmative action and IA priorities for the use of worldwide funds, and special grant making procedures for Japan. Also reviewed are IA programs such as the International Research Competition on Global and Regional Approaches to Conventional Arms Control and International Peacekeeping, and Foundation support for training in public international law through exchange of students between the U.S. and developing countries. International Affairs Division and other Foundation staff members who authored memoranda include Enid C. B. Schoettle, Stanley J. Heginbotham, Paul Balaran, Mary McClymont, Karel Vosskuhler, Susan Berresford, Craufurd Goodwin, Laurice Sarraf, Brian Urquhart, and Seamus O'Cleireacain.

Title/Description	Instances	
Chronological Files, Apr 2-13, 1990	box 1	folder 1
Chronological Files, Apr 16-27, 1990	box 1	folder 2
Chronological Files, Apr 30-May 4, 1990	box 1	folder 3
Chronological Files, May 7-11, 1990	box 1	folder 4
Chronological Files, May 14-23, 1990	box 1	folder 5
Chronological Files, May 22-31, 1990	box 1	folder 6
Chronological Files, Jun 1-6, 1990	box 1	folder 7
Chronological Files, Jun 12-20, 1990	box 1	folder 8
Chronological Files, Jun 18-26, 1990	box 2	folder 1
Chronological Files, Jun 24-Jul 5, 1990	box 2	folder 2
Chronological Files, Jul 2-13, 1990	box 2	folder 3
Chronological Files, Jul 9-27, 1990	box 2	folder 4
Chronological Files, Jul 25-Aug 3, 1990	box 2	folder 5
Chronological Files, Aug 2-31, 1990	box 2	folder 6

Chronological Files, Sep 1990	box 2	folder 7
Chronological Files, Oct 1990	box 2	folder 8
Chronological Files, Nov 1990	box 2	folder 9
Chronological Files, Dec 1990	box 3	folder 1

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International Division / Middle East and Africa (ID/MEA) Field Office Files, 1964-1969

Scope and Contents

This series consists of field office files kept by the International Division's Office for the Middle East and Africa (MEA). The files are arranged alphabetically by originating field offices within MEA, including Ankara (Turkey), Beirut (Lebanon), Cairo (Egypt, formally United Arab Republic), Lagos (Nigeria), New York, and Tunis (Tunisia). The files contain staff directories and post reports. There are also memoranda on financial reporting and evaluation procedures, family maintenance on travel and study awards, and the development of a new accounting system.

Title/Description	Instances	
FF Ankara Office -- Information on FF Policy on Housing, Automobiles, Banking, etc. in Turkey, Memoranda Re: Special Paragraphs for Grant Letters to Turkish Grantees, 1967	box 3	folder 2
FF Ankara Office -- Memoranda Re: Routing of New York Memos to the Field, Change of Address for Ankara Office, etc., 1966	box 3	folder 3
FF Ankara Office -- News of the Week Concerning Ankara Office Sent to Eugene P. Northrop, Dec 3, 1965	box 3	folder 4
FF Beirut Office -- Memoranda Re: Beirut Office Program Status and Personnel, 1964	box 3	folder 5
FF Beirut Office -- Memoranda Re: Quarterly Grant Payment Procedures, Administration of Fellowship Funds, Press Announcement of Overseas Development Grants, 1966	box 3	folder 6
FF Beirut Office -- Summary Notes of International Division Meeting in Beirut, List of Staff in Beirut, Memoranda Re: Stopover Visit from George F. Gant, etc., 1967	box 3	folder 7
FF Cairo, U.A.R. Office -- Cairo Staff Directory, Memoranda Re: Report on Inter-African Public Administration Seminar, etc., 1966-1969	box 3	folder 8
FF Lagos Office -- Memoranda Re: Grant Recommendation Procedures, West Africa Grant Actions, etc., 1965-1968	box 3	folder 9
FF New York Office -- Memoranda Re: MEA Dependent Organizations, Financial Reporting and Evaluation Procedures for MEA Office, 1968-1969	box 3	folder 10

FF Tunis Office -- Memorandum Re: Quarterly Forecast,
Algerian English Language Training Project, Tunisian Library
Development Project, etc., Jan 23, 1967

box 3

folder 11

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International Training and Research (ITR) Files, 1956-1967

Scope and Contents

This series consists of subject files documenting the work of the Foundation's International Training and Research (ITR) program. Melvin J. Fox, who was serving as ITR Associate Director (1961-1966) appears to have collected the files. They contain correspondence, memoranda, reports, papers, and background information about a wide variety of topics, including the Foundation's policy for language development, problems associated with the acquisition and bibliographic control of foreign research materials by university libraries, and studies of the transitional challenges faced by foreign students as well as U.S. academic professionals abroad.

Title/Description	Instances	
"Education for the Public Service: A Survey" (report), 1961	box 3	folder 12
English Language Development -- Memoranda and Reports on FF and U.S. Government Programs in ESL in Middle East, Africa, Southeast Asia, etc. (1 of 2), 1963-1964	box 3	folder 13
English Language Development -- Memoranda and Reports on FF Activities in Teaching ESL, Meetings of Inter-Program Committee on English as a Second Language (2 of 2), 1965-1967	box 3	folder 14
Ford Foundation Policy -- International Training and Research (ITR), Comments on Memorandum Re: Staff Communications with Prospective Grantees, Jun 25, 1965	box 3	folder 15
Foreign Students -- Background Paper on Organizations Concerned with Foreign Students for Meeting on Institute of International Education Renewal Request, Jun 1965	box 3	folder 16
International Academic Exchange -- Correspondence Re: Transition Seminar for Foreign Students, Conference on "The European-American Scholarly Community," etc., Oct 1966	box 3	folder 17
International Education Act of 1966 -- Background, Correspondence Re: Meeting with President Johnson's Educational Advisors, etc., Feb 1966-Jan 1967	box 3	folder 18
International Legal Studies Programs -- List of FF Grantees/Grants, Dec 1, 1964	box 3	folder 19
International Library Resources -- Correspondence and Background on Problems Universities Face with Acquisition and Bibliographic Control of Foreign Research Materials (1 of 2), 1964-1966	box 4	folder 1
International Library Resources -- Correspondence and Background on Problems Universities Face with Acquisition and Bibliographic Control of Foreign Research Materials (2 of 2), 1966	box 4	folder 2

Latin American Language Problems -- Memoranda and Correspondence Re: Teaching Language and Linguistics, Background, 1956-1966	box 4	folder 3
OIR Self-Study on European/Atlantic Studies -- Correspondence Re: Conversations with Harvard Professors Stanley Hoffman, Henry Kissinger, et al on FF Role in Europe and European Studies, etc., Oct-Nov 1967	box 4	folder 4
Research on Professional Practices Overseas -- Correspondence, Papers and Speech on U.S. Academic Professionals Overseas, 1965-1966	box 4	folder 5
Russian and East European Studies -- List of FF Grants to Universities, Dec 1966	box 4	folder 6

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International Training Evaluation, 1969-1983

Scope and Contents

This series consists of Robert G. Myer's research files for his 1982-1983 study of Ford Foundation support between 1960 and 1980 for post-graduate education abroad for Third World nationals. Included in the series are grant and working files containing Myer's pre-proposal, project description, progress report, final report outline, summary conclusions with comments, guiding questions, references, and interview notes. Background information, reports, and questionnaires from evaluative studies conducted by other institutions of their study abroad programs such as the Institute for International Education (IIE), the Rockefeller Foundation, the Inter-American Foundation, and the African-American Institute also are included. In addition, the files contain raw data, including human resources inventories for Argentina, Brazil, Chile, Colombia, Mexico, Peru, and the broader region of Latin America. The inventories contain information about the recipients of graduate fellowships, field of study and current career placement. The inventories were used as a resource to identify possible consultants.

Title/Description	Instances	
African-American Institute -- Study of Former AFGRAD Fellows Questionnaire, Notes, Background, [1983]	box 4	folder 7
Agency for International Development (USAID) -- Background on AID Support for Training and Exchange Programs in Latin America, Participant Training Costs, 1975-1981	box 4	folder 8
Agricultural Economics -- Notes on FF Support for Rural Social Sciences in Latin America, Background on Training Agricultural Economists for International Development Work, etc., 1980-1983	box 4	folder 9
Economics -- Background Evaluation and Research Proposal to Study Performance of Foreign Students by the Economics Institute, 1974-1976	box 4	folder 10
Grant File -- Background Reports on Africa Training Project, Eastern Africa Universities Research Project Policy Conference, USAID/Indonesia Training Project Evaluation, 1979-1982	box 5	folder 1

Grant File -- "Evaluating the Effects of Ford Foundation Support for Education Abroad of Third World Nationals, 1960-1980: A Pre-Proposal," Outline, Notes, 1982-1983	box 5	folder 2
Grant File -- "Evaluating the Effects of Ford Foundation Support for Education Abroad of Third World Nationals, 1960-1980: A Project Description," Progress Report, Jul-Dec 1982	box 5	folder 3
Grant File -- Memoranda Re: Proposal to Evaluate International Division Support for Training, Preliminary Outline for Final Report, Notes, 1976-1977	box 5	folder 4
Grant File -- References -- Bibliography of Mimeos, Books, etc., [1983]	box 5	folder 5
Grant File -- Training Study Interview Notes, 1982	box 5	folder 6
India -- Background on FF Support for Graduate Fellowships for Indian Government Officers at Harvard and Williams College, [1960s-1970s]	box 5	folder 7
Institute of International Education (IIE) -- Memoranda, Correspondence, Outline for Evaluation Study of Foreign Educational Experiences by Elinor Barber, 1978-1982	box 5	folder 8
Inter-American Foundation -- Background and Evaluation Report on Doctoral Fellowship Program, 1982	box 5	folder 9
International Development Research Centre (IDRC) -- Correspondence, Evaluation Report on IDRC Fellowship Program, 1981-1982	box 5	folder 10
Latin American Scholarship Program of American Universities (LASPAU) -- Alumni Survey, List of 1977 Active Scholars, 1977	box 5	folder 11
OLAC (Office for Latin America & the Caribbean) Education Program -- Memoranda Re: Report on Training of Nationals in Educational Planning, Budget Projections for Education, 1974-1975	box 5	folder 12
OLAC Graduate Fellowship Program -- Memoranda, Annual Reports (1 of 2), 1969-1978	box 5	folder 13
OLAC Graduate Fellowship Program -- Memoranda, Annual Reports (2 of 2), 1980-1982	box 5	folder 14
OLAC Human Resources Training Inventory -- Data for Brazil, Argentina, 1973	box 5	folder 15
OLAC Human Resources Training Inventory -- Data for Chile, Mexico, Peru, 1973-1976	box 5	folder 16
OLAC Human Resources Training Inventory -- Data for Colombia, 1972-1973	box 6	folder 1
OLAC Human Resources Training Inventory for Education, 1976	box 6	folder 2
Questionnaire -- Evaluation Questionnaires Used by AID, African-American Institute, Rockefeller Foundation, and IIE, 1982	box 6	folder 3

Questionnaire -- FF Questionnaire to Peruvian Study Abroad Alumni, Notes, Draft Questionnaires, 1982	box 6	folder 4
Reproductive Biology -- "Directory of Ford Foundation Fellows in Reproductive Biology, 1960-1972", 1973	box 6	folder 5
Third Country Training -- Memoranda Re: Requests for Information on Training Institutions Abroad, Papers, Notes on FF Cases by Country, etc., 1975-1983	box 6	folder 6
Turkey -- Evaluation of FF Science Education Program in Turkey, 1960-1980, Sep 1980	box 6	folder 7
Working File -- Conclusions -- Summary Conclusion Drafts, Comments, 1983	box 6	folder 8
Working File -- Methodology -- Notes on Strategies, Evaluation Outline, Field Office Contacts, Grants by Country, etc., 1978-1981	box 6	folder 9
World Bank -- Background and Notes on Economic Development Institute (EDI) Courses and Evaluation, 1975-1982	box 6	folder 10

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Program Planning Budgets, 1962-1983

Scope and Contents

This series consists of program planning budgets (also called proposed budget books) for the fiscal years 1963-1985 kept by the International Division. The budgets from 1962 through 1970 contain overviews of program work and goals, as well as projected budget allocations for the International Division and International Affairs. Beginning in 1970, the Foundation combined the annual planning budgets for the various program divisions into one report.

Title/Description	Instances	
International Affairs Program: Planning Budget Request for Fiscal 1963-1964-1965, Sep 1962	box 7	folder 1
International Affairs Program: Planning Budget Request for Fiscal 1964-1965-1966, Jun 1963	box 7	folder 2
International Affairs Program: Planning Budget Request for Fiscal 1965-1966-1967, Jun 1964	box 7	folder 3
International Affairs Program: Planning Budget Request for Fiscal 1966-1967-1968, Jun 1965	box 7	folder 4
International Affairs Program: Planning Budget Request for Fiscal 1967-1968-1969, Jun 1966	box 7	folder 5
International Division: Program Budget Request Fiscal Year 1968, Jun 1967	box 7	folder 6
International Division: Program Budget Fiscal Year 1969, Jun 1968	box 7	folder 7

International Division: Proposed Budget Fiscal Year 1970 (1of 2), Jun 1969	box 7	folder 8
International Division: Proposed Budget Fiscal Year 1970 (2 of 2), Jun 1969	box 7	folder 9
Proposed Budget Fiscal Year 1970: Summary, Jun 1969	box 7	folder 10
Proposed Budget Fiscal Year 1971 (1 of 2), Jun 1970	box 7	folder 11
Proposed Budget Fiscal Year 1971 (2 of 2), Jun 1970	box 7	folder 12
Proposed Budget Fiscal Year 1972, Jun 1971	box 8	folder 1
Proposed Budget Fiscal Year 1973, Jun 1972	box 8	folder 2
Proposed Budget Fiscal Years 1974 and 1975, Jun 1973	box 8	folder 3
Proposed Revisions in 1975 Program Budget and Preliminary Presentations of 2-Year Program Budgets for FY 1976 and 1977, Mar 1975	box 8	folder 4
Proposed Budget Fiscal Years 1976 and 1977, Jun 1975	box 8	folder 5
FY 1978-FY 1979 Budget Planning: Program Alternatives and Options, Mar 1977	box 8	folder 6
Proposed Budget Fiscal Years 1978 and 1979, Jun 1977	box 8	folder 7
A Program Budget Planning Paper for FY 1980 & FY 1981 (by McGeorge Bundy), Mar 1979	box 8	folder 8
Proposed Program Budget Fiscal Years 1980 and 1981, Jun 1979	box 8	folder 9
Proposed Program Budget Fiscal Years 1982 and 1983, Jun 1981	box 8	folder 10
Proposed Budget for Fiscal Years 1984-85, Jun 1983	box 8	folder 11

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