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Contents

The President's Review 8
Program Reviews 15

National Affairs 15
Police Development 15
Administration of Justice 16
Economic Development 18
Community Development 21
Leadership Training 23
State and Local Government 24
Resolution of Conflict 26
Housing 27
Resources and Environment 28

Education and Research 31
Public Education 31
Higher Education and Research 36
Minorities in Higher Education 41

Humanities and the Arts 45
Music 45
Theater 46
Dance 48
The Visual Arts 49
Arts and Minority Communities 50
The Humanities 50

Public Broadcasting 53
International Division 57
Asia and the Pacific 57
Middle East and Africa 64
Latin America and the Caribbean 70
International Institutes of Agriculture 75
Population 76
International Studies 79

Bibliography 84

Financial Review 86

Index 93
Law and Orderly Justice

The Ford Foundation is better known for its work in such fields as education, population, and international assistance than for its active concern with law and the administration of justice. Yet with the persistent and constantly renewed concerns of trustees and professional staff alike, the Foundation has for twenty years worked deeply in this field.

Since 1951, in some 150 grants and appropriations for law schools, legal institutions, bar associations, lawyers' committees, and public authorities, we have committed more than $70 million to this general field. We have worked on many aspects of the administration of justice, both criminal and civil. This work has included numerous projects in corrections, the courts, delinquency, the availability of legal representation, and the police. We have been at this counter for a long time, and in a time when there is so much sound and fury on the subject, it may be helpful to others as well as to ourselves to reflect and comment on what we have learned and on what we are doing now.

The first thing we have learned is that justice is hard, not easy, so that you do not get improvements in law, order, or justice merely by wishing for them. The problem is enormous—protean in its shape, and demanding a level of attention, study, and effort that, as a whole society, we have not begun to achieve. In this Foundation we live in constant contact with concerned and dedicated professionals who are working to reform the courts, strengthen the police, open the legal system to the poor, and undo the evil work of prejudice and hate. We know how much help they still need.

So we are instinctively suspicious—not because we do not care, but precisely because we do—of those who suggest simple answers. In the late 1960s such assertions have come antiphonally from those who seem to assert that the central trouble is the permissiveness of a few justices or law enforcement officials (or parents), and from others who suggest that the path to justice lies through an all-out attack on courts, police, or indeed the whole "system" as it stands. Long experience has confirmed for this Foundation what common sense suggests to most Americans: that sweeping judgments of this sort are destructive nonsense. I use this harsh language because there is something deeply offensive in the use of a great social issue like this one as a means of turning fear or anger to political advantage.
I. A More Effective Arm

Yet it is not enough merely to denounce such answers. So let me present one current effort of this Foundation, in the hope that an explanation of what we are trying to do may be an effective way of telling what we believe we and others must do in this hard field.

The largest action of the Ford Foundation in 1970, and the largest any private organization has ever taken in the field of law and orderly justice, was an allocation of $30 million to establish and support a Police Foundation. (For details see page 15.) This new institution is led by distinguished Americans who know and care about excellence in police work. They will chart their own course. What is pertinent here is the thinking that led us to make this large commitment. Let me offer a few quotations from a document we published when the Police Foundation was announced.*

First, the need for improvement is plain.

Prominent police officials and criminal justice experts with whom we have consulted in the last two years verify our own staff analysis that initiatives for change in the police function are critically needed to improve both police effectiveness and the quality of American justice. They confirmed the premises from which we started—that every group has a deep-seated interest in better police service, and that like every other group the police themselves have men of leadership and energy to help show the way. The police perform a wide variety of activities, many of which have little to do with crime prevention and law enforcement. They are called upon to act in situations of great complexity, delicacy, and often personal danger, yet often with little guidance or training on how these duties should be performed. Recruitment policies and budgetary restrictions have tended to discourage the infusion of skilled civilian specialists or college-educated personnel into police ranks.

Second, the moment is timely.

In the 1970s substantial Federal funds will be available for the first time. . . .

So there is reason to hope for improvement. There will be more police manpower and better training, more judges, courthouses, and prisons, and more corrections personnel.

The unanswered question is whether there will be change as well as expansion. Will we end up with more, and perhaps a slightly better version, of the same system, or with something new and significantly different? This is a field where creative uses of private funds can make the difference. The old systems and old institutions will not respond readily to change, but new thinking and more generous Federal funding will create the opportunity for change. Needed now are some specific demonstrations of constructive new directions.

In many respects the police function is the most important target for change. As the President's Crime Commission observed:

"The entire system—courts and corrections as well as the police—is charged with enforcing the law and maintaining order. What is distinctive about the responsibility of the police is that they are charged with performing these functions where all eyes are upon them and where the going is roughest, on the street. Since this is a time of increasing crime, increasing social unrest, and increasing public sensitivity to both, it is a time when police work is peculiarly important, complicated, conspicuous, and delicate."

Third, there is a special importance in directing attention and support to the self-renewal of the police profession in America.

Police and other authorities with whom the Foundation conferred cited a positive value in a funding agency of distinct visibility that has police development as its principal objective. The police of America have never had an independent focal point to which they could look for both leadership and financial resources to help them strike out in new directions.

Let me linger on this last point. The weaknesses in American police forces are apparent to any observer. There is no reason to exempt the police from the general and powerful concern of our age about all forms of custom-laden bureaucracy (including foundation bureaucracy). But an institution so central to our society as the police should neither be ignored nor treated with contempt.

**"A More Effective Arm," available from the Foundation on request.**
The establishment of the Police Foundation has been welcomed by all sorts of Americans of all sorts of political persuasions. Except at the furthest extremes, our effort has been taken at face value as a reasonable and promising action, on an important front, by people who have some claim to know what they are doing.

Yet this is only a beginning. The real record of the Police Foundation will be made by its own leaders, and by the towns and cities that receive its grants. If the time for explanation is now, the time for claiming success is well in the future. And costly as it is for us, as a private foundation, this effort must be understood as modest indeed when compared to what our police services need—both in resources and in new departures.

Indeed if our action can help to draw attention to these much larger needs, it will already have been worth it.

II. New Process of Law

In 1970 we faced new decisions about our relation to justice in another area—that of the role of lawyers at the leading edges of some of the other fields in which we are deeply committed. In one sense this was an old problem for us—we were among the first to support public defender programs and neighborhood legal services for the poor. We also have an extended record of concern for civil rights law. But in the last few years a number of lawyers, more often under forty than not, have perceived, and indeed created by example, a wider field of legal action which has received the title of public interest law. Some smaller foundations have led in helping lawyers develop this field, and in 1970 we joined them. The Federal Government had yet to reach a firm decision that public interest was a proper field of tax-exempt “charitable” activity under the terms of the Internal Revenue Code. After some hesitation it so decided. Both our decision and the Treasury’s deserve some comment.

Our own consideration began with our existing commitments in many areas. We are deeply engaged, for example, with the environmental crisis, so when groups of concerned lawyers contended that legal effort could alleviate that problem, we had to ask ourselves whether we should help them. But because more than one of the proposals we were receiving came from organizations whose interest in this new kind of law stretched well beyond any single program of ours, we found it necessary to decide whether public interest law, in itself, was a field we should support.

There were many reasons for our affirmative decision. First, as we knew from isolated cases in our own past, there are indeed a number of ways in which legal process can effectively secure important social objectives—the protection of consumers, the limitation of pollution, the requirement of public service by commercial broadcasters, and the prevention of discrimination. Second, it became evident that men and women of unusual ability and spirit were eager to work in this field. Third, our own studies and the opinions of distinguished members of the bar whom we consulted were in agreement on both the legality and the propriety of philanthropic action in this field, perceiving it as a natural extension of the kind of action we and others had for so long supported in the fields of legal aid and civil rights.

We did find it sensible, in deciding to enter this field of action, to adopt certain ground rules. We made it a rule to look not only for talent and energy among the working lawyers of public interest legal organizations, but also for some experience and standing at the bar among the organizations’ trustees or other suitably appointed advisors. Also, we determined that the Foundation should not be engaged in selecting—or rejecting—particular cases a public interest organization might litigate.

In October the Internal Revenue Service announced that it was suspending the issuance of charitable tax exemptions to public interest law firms, and in a further statement said
that it would not “make any judgment about the deductibility of contributions” to currently exempt firms of this type until it could complete a review of the subject. (Without charitable exemptions—particularly from private foundations, which are by far their largest single source of support at present—public interest firms could not long survive.) There followed a period of intense activity and comment which ended on November 12 with an announcement from the Internal Revenue Service that it would at once resume issuing rulings to public interest law firms. What began as a threat to end a whole new field of charitable action ended as a clear-cut affirmation of its charitable validity. This episode is instructive in a number of ways.

The defenders of public interest law turned out to be numerous and articulate. The chorus came from the press, from members of both parties in Congress, and from those closest to the subject within the Executive Branch itself. The public interest lawyers themselves were also active, and so in their somewhat more sedate way were interested foundations. After a little more than a month, and safely before the opening of hearings in the Senate, the IRS reached its conclusion. It gave public interest law a general endorsement as legitimately charitable, which it had never had before.

This decision has two healthy effects, one particular and one general. First, it recognizes the growing role of legal process as an instrument of social change and leaves the definition of the range of this instrument to the law and the courts. Second, it clearly reinforces, in an important area, the proposition that in general the best way to define what is charitable, under tax law, is by exclusion, not inclusion. The IRS began with the notion that there might be some distinction between service to the poor and environmental defense—that one might be charitable, because of its subject-matter, and the other not. Some of its officers also wondered whether it was “fair” for lawyers supported by charitable money to appear against lawyers paid by business interests. But the Service found that it could not, and should not, pick and choose on this basis. It emerged with a most important conclusion: that public interest legal action would be accepted as charitable as long as it was not a cloak for lobbying or for service to private interests. The conclusion is important for all charitable organizations. Under the Internal Revenue Code, the tax preference of organized philanthropy rests on its dedication to work that is “religious, charitable, scientific... or educational.” The framers of the Tax Reform Act of 1969 wisely avoided any new effort to define the exact range of these historic adjectives. Instead they directed their attention to what they perceived as particular kinds of abuse or possible abuse. Whatever one may think of particular provisions in that law, this guiding principle is right. The American tradition is that the field of legitimate charitable action is very broad. The Internal Revenue Service in its statement of November 12 made a major contribution to the reinforcement of this tradition.

The essence of this whole issue was stated with force and precision by the Honorable David W. Peck of the firm of Sullivan and Cromwell, in an opinion delivered to this Foundation in June, 1970. The decisive paragraphs of this opinion are the best reinforcement I know to the subsequent judgment of the Federal Government:

The adjudicatory process in this country is an adversary process and the first essential of its working justly is the adequate legal representation of all interests affected by a proceeding. Thus it has long been recognized that it is the obligation of society to provide representation of persons accused of crime who cannot themselves afford that expense. Legal Aid and Public Defender organizations as private charities have widely provided lawyers for the indigent accused and otherwise such legal representation is provided at the public expense. Legal Aid societies also provide legal representation of the indigent in civil cases. A more recent development has been the needed representation of individuals and classes in the protection of their civil rights, provided by committees and organizations of a charitable nature.

The establishment of public interest law firms is a logical development from the principles and precedents mentioned. There is a growing consciousness that there are public interests involved in many proceedings before courts and administrative agencies that are not represented by the named parties in such proceedings and that there are times when the public interest would be served by the institution of some proceeding but action is not taken because the public interest is
too amorphous. Thousands or millions of persons may be affected, but the very number is a deterrent for any one to come forward and assume the responsibility of class representation and the burden of seeking competent counsel and arranging for his compensation. Thus, in proceedings affecting large and vital public interest areas such as the poor, the consumer, the environment and natural resources, the public interest may be unrepresented or inadequately represented. Even where the state or an administrative agency, charged with the responsibility of protecting the public interest, is party to a proceeding, it would be helpful to hear the independent voice of a public interest law firm that has concluded that the public interest may not otherwise be fully represented.

Of course, the question at issue in a proceeding may be what is in the public interest, as to which there will be differences of views, and the determination of the issue will not be made until the highest authority to which the question is submitted, perhaps after lower tribunals have differed, will have spoken. Therefore, one cannot be categorical or confident in asserting his view of the public interest, and the determination made might be at variance with the position taken by the public interest law firm. It would none the less be in the public interest to have that position competently presented.

There is, therefore, great public value in the existence and availability of groups of lawyers who are ready, able and willing, without personal financial considerations, to entertain pleas for assistance in the public interest, give competent consideration to the merits and take such action as in their independent judgment would be in the public interest. Such activity is beneficial to the community and meets the test of the concept of charitable.

III. Limits of Legal Process

Returning now to the general theme of law and orderly justice, I find an important lesson in one other area in which we have begun to work this year, so far only in an exploratory way. This is the field of drug abuse. We have been asking ourselves and others, for more than a year, what an organization like ours can do about this increasingly serious social question. We are hopeful that in 1971 we may be able to take useful action. But already we have been impressed by the complex and intimate relation of this drug problem with that of law and order. It seems obvious that those who push the most destructive drugs—heroin for example—should be the targets of law enforcement of the most strenuous kind. But it does not seem obvious at all that heavy legal penalties are the best or most effective instrument for dealing with the drug scene as a whole. Nor is it self-evident that respect for law is increased by turning the full force of criminal justice against the individual user of marijuana. We have no judgment, as a foundation, on where the boundaries of law should be drawn, but we are increasingly persuaded that the whole subject deserves closer analysis.

The case of drug abuse is a reminder that legal action cannot solve all social problems. This rule probably applies also to the field of public interest law. In fields like environmental defense, consumer protection, and even civil liberty, the public interest lawyer may find it easier to help prevent something bad than to insure the achievement of something good. Moreover, while it is often right to discount the irritation of the large corporation whose plans are upset by an unwanted lawsuit, there is no reason to suppose that any class of lawyers is wholly free of the vice of litigious excess. Courts and legislatures can be expected to react against such litigiousness if it becomes generally believed that public interest law is trying to do too much.

But for the present that is not the danger. Today the general belief is that only too often there is one law for the rich and another for the poor, one for the well-organized institution (corporation, union, government, school system, or foundation) and another for the ordinary citizen, one for those with economic power and another for the individual believer in fresh air or clean water. While this belief holds, the public interest lawyer will be understood as responding to a real public need. If he does his work with the skill that has so far been shown by the best of the breed, he will be wanted, as well as needed, for a long time to come.
IV. On the Side of Hope

Stepping back from particular actions of 1970, let me offer four broad conclusions drawn from our work in the field of law and justice as a whole.*

First, there is no substitute for understanding the problem in all its parts. Repeatedly we have found that careful analysis shows the problem to be different from what has been thought before, and in every field of justice the need for fresh and deeper understanding continues. We cannot solve the problem of effective justice on the basis of today's understanding—and still less on the basis of what we believed twenty years ago. We need to use the very best of what we know now, and we need to learn much more.

Second, we have found that one key to lasting results is persistence. Hard social problems do not yield to one-shot efforts. Like Justice Holmes, the experienced philanthropist can have "no faith in panaceas, and almost none in sudden ruin." The immediate crisis is seldom quite as bad as it seems, and never as easy to resolve as we would like. The resolution of any truly major problem takes men and institutions that persist.

Third, we have found that when they are properly understood many questions that initially seem to divide and polarize can be attacked in ways that lead to reconciliation. Bail reform, properly understood, can help both the accused and law enforcement, and so does a modern legal defender system. Chief Justice Burger is surely right when he urges prison reform both for its effect on the prisoner and its value to society. And to help modernize and upgrade the American police is not to oppose, but to reenforce, the interests of those who have any legitimate complaint of police abuse.

Fourth, and most important of all, our experience in this field reinforces our faith that in the end the resolution of hard questions lies in the informed good sense of the average American. Our philanthropic research and experiments are aimed at finding answers that will so commend themselves to society that they win long-term support from others. Our work is premised on an acceptance of the American people as our final jury. This is the necessary consequence of our basic refusal to tie our resources to any one effort forever. We have continuing faith in that final jury. Even in the exacting field of criminal justice we have repeatedly found that when there is patient and persuasive leadership people can tell good ideas from bad ones, the promising from the misdirected experiment, and a serious concern for justice from mere sentimentality in the face of crime.

Understanding, persistence, reconciliation, and faith. These are not easy or passive virtues—every one of them demands committed action and none guarantees easy success. But they are what can make the Seventies a better time for Americans, and without them we will have a dismal decade. The Ford Foundation stands on the side of hope.

Last year, I devoted the major portion of my review to the Tax Reform Act of 1969 and its implications for private foundations and philanthropy generally. At that time I wrote,

Our main task is to help make the new law work, and especially to cooperate in the complex process by which a new statute is brought to life in detailed regulations...Within the past few weeks we have begun what is likely to be an extended period of transition, seeking to determine...the precise kinds of adjustments in programs and procedures which may be necessary to ensure full compliance with the Congressional purpose.

I am pleased to report that considerable progress has been made on these fronts. In the year following passage of the new legislation, we reviewed with care the purposes and terms of each one of our ongoing grants—some 1500—and, with the assistance of legal counsel, determined that they were in compliance with the letter and spirit of the law. In appropriate cases we held discussions with grantees to emphasize the new legislative guidelines. Moreover, in appropriate instances, we have incorporated relevant provisions of the Act in our new grant letters. With other foundations, and with the encouragement of the

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*I draw on words used in a talk to the American Bar Association last summer.
Treasury, we have also participated in defining the areas where clarifying regulations could help in interpreting various provisions of the Tax Reform Act. On the basis of the past year’s experience, we are able to reaffirm our belief that the new law permits the effective continuation of the Foundation’s basic aims and purposes.

At the same time we must also reaffirm our continuing belief that the new law’s 4 per cent tax on the income of private foundations is an unwarranted threat to the whole American tradition of private giving. The pressures of need and the inroads of inflation have already put the budgets of nearly all nonprofit organizations under unprecedented strain. As the Tax Reform Act of 1969 takes effect, all those who look to foundations for help will feel the further pinch of this tax on charity.

This year again we have had important changes in our Board of Trustees and among our senior officers. Two trustees retired in December. Bethuel Webster has been a champion of the environment, a master of what the highest standards of the law demand of philanthropy, and a generous counselor to all his colleagues here, in and out of Board meetings. Stephen Bechtel, with equal human generosity, has brought us the perspective of his worldwide business experience and his constant hospitality to large-scale conceptions.

This year we have added three new trustees. All three come with a deep commitment to our charitable purposes. In addition, William Donaldson gives us clear-cut excellence in the world of finance; James Reed Ellis comes with a proven ability to make his concern for environmental quality effective, and Walter Haas brings the experience of a progressive businessman who has worked hard in California for many of the same causes that engage us throughout the nation.

At the turn of the year Champion Ward resigned as Vice President for Education and Research. He continues as advisor in the field of international education, to which he will bring the same combination of experienced receptivity and elegantly precise insight that have made him a force for excellence in all our educational activities. He is succeeded by Harold Howe II, who returns after two energetic and creative years in India to carry on, in this new assignment, what is already one of the country’s most remarkable educational careers.

This year too we acquired a Vice President for Finance. Roger Kennedy comes to us from a lively and successful career in Minneapolis, as a banker and then as chief financial officer for the University of Minnesota. Thomas Lenagh continues his distinguished service as our Treasurer.

We do not ordinarily signal in this review the changes that occur from time to time among our representatives abroad, but this year there was a change which had never happened before. From 1951 to 1970 the Ford Foundation’s first and only Representative in India was Douglas Emsminger. In that long span he and his wife established themselves not only as outstanding emissaries of this Foundation, but still more as friends and servants of all that is best and most hopeful in modern India. Their return marks the end of a great chapter, and it is to be expected that now there will be moving and shaking in the University of Missouri, on which they have advanced.

February 19, 1971

McGeorge Bundy
National Affairs

This division of the Foundation works toward improving the economic and social opportunities of disadvantaged Americans of all racial and ethnic groups, the quality of the environment, and the capacity of government and law to deal with problems of American society in a framework of reconciliation and progress.

The United States has far more poor—and near poor—families than a wealthy society should. Problems of material want are deeply compounded by racial tension, and the nation is beset by much more crime, dependency, unemployability, family breakdown, injustice, and civil disorder than are found in other parts of the developed world. Economic growth alone will not solve these problems. Specific strategies of action are needed by government and by private agencies formally dedicated to serving the public interest. For its part, the Foundation supports economic and job training, community development, and other projects, usually complementing the efforts of government agencies and other private institutions. It also assists civil rights and citizens' organizations that seek to build minority leadership and initiatives.

A second set of activities aims at checking the environmental breakdown that often accompanies technological progress and at focusing attention on the need to consider the impact of man and his environment on each other in nearly all human undertakings. The Foundation has supported research, demonstration, and educational projects in this field.

Finally, central to poverty and the degradation of the environment is the inadequacy of government, the single most powerful agency for remedying these ills. Particularly at state and local levels, government too often lacks effective administrative machinery, its institutional structure does not usually adapt quickly to changing circumstances, and it does not easily risk failure with experimental projects. In all these areas the Foundation tries to encourage constructive changes.

The Foundation's work this year included such altogether new initiatives as the establishment of an independent private foundation to assist efforts by police departments to modernize and strengthen law enforcement. Support continued for ongoing efforts to accelerate the construction of low- and middle-income housing, foster economic and community development, and strengthen pollution-control movements.

Police Development

In 1967 the President's Commission on Law Enforcement and the Administration of Justice issued the most comprehensive survey of crime and criminal justice in the nation's history. Its basic conclusion was that the criminal justice system was being overwhelmed by a cancerous growth of crime. Among the improvements recommended for the police were higher standards of selection and training, better management, more effective community relations, and greater coordination of services.

To encourage this modernization, the Foundation this year established, with a $30 million, five-year appropriation, an independent Police Foundation that will make grants to police departments for experimental projects seeking improved approaches to law enforcement. These might include shifting to other municipal departments such functions as traffic control, licensing, and serving court papers; the hiring of highly skilled civilians for planning, training, and management; creating such new types of police staff as the short-term college recruit or a community service officer, and collaborating with universities in training and research.

The Police Foundation is governed by a board of trustees headed by Ivan Allen, Jr., former mayor of Atlanta. President is Charles H. Rogovin, former head of the Law Enforcement Assistance Administration in the Department of Justice.

In the past the Ford Foundation has been a major source of support of the Southern Police Institute, which provides college training for police officers; of a Northwestern University Law School program to train legal advisors for police departments; and of the International Association of Chiefs of
Police, which advises police departments on training, administration, and other matters. The association this year received an additional $500,000 to establish a professional police registry and a testing service to make possible the transfer of experienced officers from one police department to another, a practice discouraged by present rules and practices.

Administration of Justice

The conflicting claims of order and dissent in an increasingly complex society have placed enormous strains not only on the police but on all branches of criminal justice. To help meet these needs, the Foundation this year made grants for studies related to public confidence in the law, for a training program for court executives, for reforms of criminal justice, and for two of a growing number of public interest law centers.

For research on the integrity of the law, grants totaling $875,000 went to the American Bar Association Fund for Public Education, the Association of the Bar of the City of New York, the Lawyers' Committee for Civil Rights Under Law, the National Association for the Advancement of Colored People, and the NAACP Legal Defense and Educational Fund. Studies are being conducted on questions of confidence in the law, particularly among minority groups; court overcrowding and delays; the use of disruptive courtroom tactics; jail and prison conditions; and police-community frictions.

In a speech to the annual meeting of the American Bar Association (ABA), Chief Justice Warren E. Burger said that one of the main causes for the delay in the administration of justice is the "lack of up-to-date procedures and standards and the lack of trained managers" in the courts. The ABA is seeking to meet these needs in a joint effort with the American Judicature Society and the Institute of Judicial Administration. Supported by a Foundation grant of $750,000, the program is training some sixty men and women who will serve as executive officers for multi-judge state and Federal trial courts. The trainees will spend eleven weeks in metropolitan courts studying management problems.
As the nation's system of criminal justice came under increasing strain, the Foundation made several grants this year to strengthen various elements of the system, including the courts, the police, legal services for the poor, criminal justice research, legal education, and corrections.

New York's Vera Institute of Justice for the past ten years has pioneered in ways to improve court efficiency and reduce the time that defendants and police have to wait before trials are held. Among its successful innovations are the Manhattan Bail Project, whereby defendants charged with minor crimes are released without bail following investigation, and a rehabilitation program for alcoholics that has removed 80 per cent of the drunkenness cases from the criminal courts. The Foundation granted an additional $1.5 million to enable Vera over the next five years to experiment with such new programs as an employment center for derelicts, involvement of ghetto communities in the process of criminal justice, and a neighborhood-based system to help juveniles who get in trouble with the law.

New criminal justice research centers at a number of universities also have been assisted. Three centers (at the Universities of Chicago and Toronto and Georgetown University) received additional grants this year. Work in criminology and corrections has included support for the National Council on Crime and Delinquency, which received an additional $260,000.

Building on its previous efforts to expand legal services for the indigent and ensure the civil rights of all, the Foundation made new grants in public interest law, a movement within the legal profession to provide representation for groups or individuals who might otherwise be left out of judicial and administrative proceedings affecting the public interest. The Washington-based Center for Law and Social Policy, which represents such clients in cases involving environmental and consumer protection and health problems of the poor, received $375,000. The funds support both its litigation work and a clinical law training program for students from the law schools of Yale, Pennsylvania, Michigan, Stanford, and the University of California (Los Angeles). In New York, the Natural Resources
Defense Council, organized by conservationists to take cases in defense of the environment, received preliminary funding. The Foundation also made a grant to California Indian Legal Services to establish a Native American Rights Fund that will conduct a national program of test litigation in defense of Indian land, water, and other rights.

### Economic Development

Conspicuously missing from low-income urban neighborhoods and from pockets of rural poverty is a thick layer of local business leadership. To help meet this need, the Foundation continued to support an array of minority business enterprises, from Southern farmers’ cooperatives to ghetto supermarkets. Assistance was also given to basic skills training programs for the disadvantaged, although, with the strong entrance of the Federal government into the manpower field, Foundation support of these activities is leveling off.

One of the most successful experiments in black business, a series of enterprises organized by the Reverend Leon Sullivan of Philadelphia, received additional support. In 1962 Reverend Sullivan asked the members of his church to invest $10 a month for thirty-six months in a self-help capital fund. Some 6,000 community investors responded, and the funds were used as seed money for a $1 million garden-apartment complex, a shopping center, and ghetto industry. He also organized an Opportunities Industrialization Center to provide job training for the unskilled, an idea that has since expanded to more than ninety cities with Foundation and Federal help.

A new Foundation grant will be used by Reverend Sullivan’s Zion Non-Profit Charitable Trust to train forty economic development specialists and provide technical assistance for shopping center and franchise development. In addition, the Foundation made loans to develop a chain of small, black-owned neighborhood supermarkets in Philadelphia and to capitalize an investment firm that is seeking to generate some $4.5 million in urban economic development projects.
In the South, rural economic development is being led by the Federation of Southern Cooperatives, which supplies technical and other assistance to some 28,000 poor farm families organized into ninety-seven cooperatives in thirteen states. The cooperatives help poor Southern blacks mechanize their farms, market their products, and obtain the benefits of bulk purchasing of fertilizers, seeds, and other farm supplies. The Foundation granted $760,000 this year to enable the Federation to expand services to its members in accounting, bookkeeping, crop cultivation, marketing, harvesting, and farm development; to provide cooperatives with additional capital; and to develop fall and winter vegetable crops.

Since many of the Southern cooperatives do not have access to commercial sources of credit, a separate Southern Cooperative Development Fund was established with the support of a $400,000 Foundation loan and equity investment. Together with support from Federal agencies and other foundations, the Fund expects to establish a $1 million pool of loan funds for land acquisition, building, and farm development.

In 1968, in a departure from past policy, the Foundation decided to invest a portion of its funds in socially useful commercial and nonprofit enterprises, at higher risk or for less return than is the case with its other investments. These investments are listed on pages 28 and 30 and reference is made to several of them in this report. A number of other private foundations have organized a Cooperative Assistance Fund to expand this concept. In addition to providing financing for minority business, such "charitable investments" are a potentially important source of financing for day-care centers, low-income housing projects, and environmental-protection ventures. Pledges to the Fund have been made by the New World, Taconic, and other foundations. The Fund's grant from the Ford Foundation will support administrative expenses.

Since 1968, the Foundation has helped expand the employment of minorities in the construction industry by supporting skills training programs and assisting minority-owned construction firms. One of the recipients of this aid, an association of sixty
small black contracting firms in Oakland, California, pooled resources in order to bid on larger construction jobs. The association has quadrupled its income, created 200 new jobs, and nearly doubled the hours worked and the wages of its craftsmen. The success of this pattern has now led to a national Minority Contractors Assistance Project, sponsored by the National Urban Coalition, which will help establish similar firms in fifteen other cities. Financing totaling nearly $3 million will come principally from the United States Departments of Labor and Commerce and the insurance industry. The Foundation contributed $500,000 and provided a $1.5 million loan guarantee.

Another action this year seeks to improve the status and income of household workers, many of whom are minority women working part time or intermittently. These workers suffer from poor pay, inadequate benefits, irregularity of employment, and absence of training opportunities. The National Committee on Household Employment received a $250,000 supplement to continue work on these problems and to assist the establishment of minority-owned household cleaning firms and cooperatives which would provide more regular employment and benefits for workers.

In North Carolina, where it is estimated that half of the state's 288,000 rural farm workers will be displaced by 1975 by mechanization of tobacco harvesting, the Foundation granted $750,000 to further the development of a comprehensive statewide manpower system. The project is run by the North Carolina Manpower Development Corporation, an outgrowth of the North Carolina Fund, a Foundation-supported antipoverty effort conducted during the 1960s. The corporation has pioneered a number of vocational training projects and a computerized job-matching system for the unemployed. It will also prepare a pre-vocational curriculum for the state's community college system and draft a model manpower plan for the state government.

Support was also continued for programs to increase employment for minorities in three urban professions where they are seriously underrepresented and where there is an increasing demand for them—city
| National Negro Organizations                                      | 47,181 | 24,600 |
| National Association for the Advancement of Colored People      | 725,000 | 276,000 |
| National Urban League                                           | 3,550,000 | 3,854,905 |
| **Southern Regional Council**                                    |        |        |
| Social, civic, and economic advancement of minorities            | (120,000) | 605,000 | 836,000 |
| **Voter Education Project**                                     | 120,000 | 50,000 | 70,000 |
| Program to increase voter registration in the South             |        |        |
| **Youth development and delinquency prevention**                |        |        |
| Aspasia of America                                              | 341,929 | 218,011 |
| Children and Youth Conference, Inc.                             | 100,000 | 100,000 |
| New York Institute for Human Development                        | 37,500 | 8,750 |
| Scholarship, Education, and Defense Fund for Racial Equality   |        |        |
| Southern California, University of                               | 37,500 | 68,755 |
| Syracuse University                                              | 17,500 | 23,014 |
| United Progress (Trenton)                                        |        | 20,500 |
| Urban League of Greater New York                                 | 86,625 |        |
| Youth Research                                                   |        | 19,497 |
| **WELFARE REFORM AND RESEARCH**                                 |        |        |
| Advisory services on day care and social policy development     |        |        |
| Day Care and Child Development Council of America                | 350,000 | 231,250 |
| National Assembly of Social Policy and Development              | 165,000 | 52,000 |
| **Chicago, University of**                                      |        |        |
| Training and research in social welfare policy                   | 4,000 | 8,000 |
| **Income-maintenance studies**                                  |        |        |
| Brandeis University                                              | 36,000 | 36,000 |
| Bryn Mawr College                                                | 32,475 |        |
| California, University of (Berkeley)                            | 3,000 | 15,700 |
| Danish National Institute of Social Research                    | 15,000 |        |
| Institute for Social Research (Netherlands)                     | 56,600 | 16,060 |
| New York, State University of (Buffalo)                         | 42,515 | 15,257 |
| **Research, training, and conferences on poverty and public assistance** |        |        |
| American Academy of Arts and Sciences                           |        | 23,000 |
| American Public Welfare Association                             | 10,000 |        |
| Human Resources Research Institute                               | 50,500 | 12,900 |
| Illinois, University of                                         | 41,552 |        |
| Rutgers University                                               | 72,675 |        |
| **STATE AND LOCAL GOVERNMENT**                                  |        |        |
| **Alaska, University of**                                       |        |        |
| Research on Alaska’s development problems                       | 225,505 | 55,000 |
| **American Political Science Association**                      |        |        |
| Graduate internships in state and local government               | 122,902 | 301,889 |
| Orientation and training for state legislators                  | 130,000 | 241,500 |
| **Conferences on governmental problems**                        |        |        |
| Detroit, University of League of Cities/Conference of Mayors    | 178,700 | 70,300 |
| **Cornell University**                                           |        |        |
| Development of the Ithaca (N.Y.) region                         | 30,000 | 22,368 |
| Urban affairs program for unions                                | 87,500 |        |
| **Graduate student and faculty internships in state legislatures** |        |        |
| Kansas, University of                                            |        | 19,000 |
| Oklahoma State Legislative Council                               |        | 44,052 |
| **New York City governmental studies and projects**             | 1,100,000 | 550,000 | 250,000 |
| Fund for the City of New York                                   | 21,910 |
| Institute of Public Administration                              |        |        |
| **Public service training and recruitment**                     |        |        |
| Administration and Management Research Association of New York City | 185,150 | 41,550 |
| American Society for Public Administration                      | 160,000 |        |
| Council of State Governments                                    | 38,000 | 12,500 |
| National Civil Service League                                   | 32,250 | 6,750 |
| Wisconsin, University of                                         |        | 22,500 |
| **Regional and metropolitan planning and research**             |        |        |
| Greater Philadelphia Movement                                    | 60,000 |        |
| Metropolitan Regional Council (New York)                        | 90,000 |        |

Planning, architecture, and public administration. Five grants totaling more than $1.5 million will provide fellowships for more than 200 minority students.

**Community Development**

The Foundation assists the development of organizations through which the poor and disadvantaged may conduct economic and other self-help programs and have a greater voice in decisions affecting their lives. Illustrating the range of efforts are some of the organizations that received grants this year—the National Urban League, the Southwest Council of La Raza, and Mississippi Action for Community Education.

After more than fifty years of helping blacks from rural communities prepare for and find jobs in the city, the Urban League has been changing its mode of operations to conform more to the broad needs—social as well as economic—of low-income, inner-city populations. With support from the Foundation, the league inaugurated a “New Thrust” program of aid to its local affiliates in such areas as economic development, police-community relations, leadership development, and social services. A $3.6 million grant this year continued support for the New Thrust program and also enabled the league to mount technical assistance programs in housing, day-care centers, and consumer protection.

The Southwest Council of La Raza was organized in 1968 with Foundation support to help Mexican-Americans attack their social and economic problems and develop leadership at the regional and local levels. Despite the fragmentation of the Mexican-American community, the council in its first year helped establish representative local councils in San Antonio, Los Angeles, and San Francisco-Oakland; held regional seminars and conferences to train local leaders for service on boards of education and other agencies, and identified three areas—housing, economic development, and education—for further activities. Supplementary grants of $1,353,700 were made this year to enable the council to expand its assistance to local groups through such new
Physicians at a Boston community health center examine a patient’s X-ray. Staffed by physicians from four teaching hospitals and operated by the Harvard Community Health Plan, the center offers complete prepaid medical services for up to 30,000 people living in the greater Boston area (see map inset).

services as a planning and research unit for community economic ventures and technical assistance for low-income housing development.

Mississippi Action for Community Education (MACE) concentrates on training leaders from twelve affiliated county organizations that represent from 300 to 5,000 people. After a year of intensive field and classroom instruction, trainees return to their counties to lead adult literacy programs, consumer and cooperative buying leagues, credit unions, farmer cooperatives, health services, and food stamp programs. MACE received funds to increase the number of county affiliates, expand training for community organizers, and develop a counseling program for children in segregated schools.

The Foundation this year supported efforts to improve two essential community services—day care for children of working mothers and health care. Loans of $600,000 and $1 million were made to community health plans in Boston and New Haven. They seek to improve the delivery of health care by offering complete prepaid medical services to groups of 30,000 people each. The clientele will be drawn from all groups, middle class as well as disadvantaged. A flat annual fee of about $175 will entitle a member to the services of a “family” internist and to all the specialist, laboratory, and hospital services he needs. The fee may be paid in whole or in part by employers, or by the state if a plan member is receiving public assistance. Physicians from Harvard University-associated teaching hospitals and from the Yale School of Medicine will provide the medical services. The programs are also being supported by Federal and local funds.

The Day Care and Child Development Council of America received a supplementary grant to continue providing technical assistance in some twenty metropolitan areas for coordinated services for the children of working mothers. The council
helps local agencies interested in day-care and preschool programs take advantage of Federal funds available for these services.

**Leadership Training**

The growing participation of minority group members in public life and urban affairs has underscored the need for programs that will help prepare them for these new roles. More than 1,200 blacks in the last few years have been elected to public offices ranging from county clerks to city council members and mayors of large cities. Some of these officials are handicapped by limited education and experience and by stereotyped attitudes in the majority community. The demand for trained minority group urban executives and community leaders has been further accentuated by the growth of private and Federally supported antipoverty and inner-city rehabilitation programs.

Several Foundation-supported programs address these needs. Howard University, for example, was granted $820,000 to establish a Joint Center for Political Studies to increase the interest and participation of the black community in public affairs. Governed by a board that includes representatives of the major political parties, members of Congress, and other public officials, the institute will offer training in legislative procedures, public speaking, public policy analysis, and fiscal affairs for elected officials and others in government. For students, the center will offer opportunities to gain experience in public affairs through internships with Federal and other agencies.

Young community leaders or potential leaders are also offered internships for six months or a year of study and training in social research at the Metropolitan Applied Research Center, an agency that specializes in urban and minority group problems. It is headed by Dr. Kenneth Clark, noted psychologist. A $647,790 supplement will support these internships and provide fellowships at the center for civil rights leaders, social scientists, and government officials. Fellows since the program began in 1967 have included the late Martin Luther King; Lisle Carter, former assistant secretary of the Department of Health, Education
and Welfare; and Vernon Jordan of the United Negro College Fund.

Support was also given to the Urban Fellows Program of the United States Conference of Mayors, which trains young minority group urban executives, principally through on-the-job experience with mayors and other urban administrators. The interns also participate in seminars at Yale University and in a ten-week master’s degree program at Occidental College. A group of twenty-six fellows, drawn from publicly supported agencies, was assigned to twenty-three mentors, including the mayors of six large cities, for whom they performed such tasks as assessing school population trends and drafting proposals for Federal funding.

Of all the American minorities, American Indians perhaps have the greatest need for trained leaders. Indian adults on the average have attended school for less than two years. The high-school dropout rate is 70 per cent and, of the few youths who go to college, five out of six fail to finish. The Foundation granted funds for a national Indian Leadership Training and Development Program designed to help overcome these deficiencies. Sponsored by the Indian-run Navajo Community College, the program enables professionals and young Indian interns to work directly with reservation groups on public health, education, and other needs. Academic credit will be given to the interns for these activities.

State and Local Government

The Foundation this year assisted development of multi-county and regional districts for specialized governmental functions, the application of advanced technology and systems techniques to the needs of cities, and research on fiscal and other problems of state and local government.

The multi-county district is a relatively new governmental unit in the Federal system. Its growth, particularly in the South and Southwest, has been stimulated by Federal economic development programs and by other requirements for problem-solving across local political borders. The structure and operations of these agencies vary widely from state to state. To assist
A hogan serves as a temporary classroom of the Navajo Community College, an Indian-run institution that stresses vocational-technical education for the impoverished Navajos. The Foundation is assisting a leadership program in which Indian college students work on health, education, and other reservation problems.

Their more orderly development, the Foundation granted $400,000 to Spindletop Research, a nonprofit research organization in Kentucky, for creation of an Area Development Institute to conduct research, train area development staffs, and collect and distribute research findings and information on multi-jurisdictional activities.

The application of advanced technology and aerospace systems techniques to improve municipal services and operations has previously been supported by the Foundation through grants to the Rand Corporation and the Los Angeles Technical Services Corporation, which have specialists working with municipal departments in New York and Los Angeles, respectively. This year the Foundation granted $350,000 to the International City Management Association, which represents the nation's 2,000 city managers, to form a municipal research and development corporation, hire technical and other staff, survey municipal research, and identify applications of advanced technology to city problems.

Foundation-supported analysis of public policy issues this year centered on such subjects as the growing gap between state and local fiscal resources and the cost of supplying public services, Federal revenue-sharing, and the impact of government spending on income distribution. For example, the Urban Institute in Washington received funds to examine the potential of fees for certain municipal services as a tool for augmenting tax revenue, to prepare a handbook on long-term budgeting for municipal and state fiscal officers, and to evaluate alternative income maintenance programs for the poor and possible changes in the personal income tax.

Research on the problems of small cities has been neglected because of the urgency of the problems of large urban areas. Yet, as saturation is reached in large cities, small metropolitan centers are expected to absorb an increasing share of future population.
For the past two years the Center for the Study of Small Cities at Saint John’s College, Minnesota has been studying the population changes, expenditure patterns, and community attitudes and leadership of twelve “micro-cities” (population 10,000 to 50,000). Established under a Foundation grant, it received supplementary funds for research through 1972.

Resolution of Conflict

Some new approaches to the mediation of city conflicts and strikes of public employees adapt techniques of collective bargaining developed in the private sector by labor and management. The American Foundation on Automation and Employment, which is headed by the noted labor mediator Theodore W. Khel, received $1.1 million to establish two agencies—a Board of Mediation for Community Disputes, which will provide mediation services in New York City in disputes involving tenants and landlords, consumers and merchants, and students and universities, and a Center for Mediation and Conflict Resolution, which will train mediators. The New York center closely parallels the Center for Dispute Settlement founded with Foundation support in 1968 by the American Arbitration Association to resolve community and public sector disputes throughout the country. It has mediated conflicts between tenants and public housing authorities, and has helped to desegregate local chapters of the National Education Association.

With unionism growing faster in public employment than in any other sector, many governmental services have been disrupted by work stoppages of sanitation, police, and other municipal workers. Mayors and other urban executives are usually ill-prepared to negotiate the complex issues involved. The League of Cities/Conference of Mayors received a grant to establish a labor-management relations service to train these executives in collective bargaining and to perform research on the most effective negotiating methods.

Two other actions focus on a phenomenon increasingly noted by many social analysts—the alienation of white, lower-middle class,
mostly blue-collar Americans. One supported a survey by the W. E. Upjohn Institute for Employment Research of the extent to which the dissatisfaction among white union members in Pennsylvania may arise from work conditions and experiences. Limited opportunities for promotion, the failure of income to grow with needs, and the repetitive nature of many blue-collar tasks are believed to contribute to workers’ frustrations. The Foundation also set aside funds for a series of conferences of representatives of white ethnic and nonwhite minority groups in Chicago, Los Angeles, and New Haven to discuss common problems.

### Housing

The national record in meeting needs for low- and moderate-rental housing has been disappointing, but among the more active builders in these areas in the 1960s have been neighborhood or church-sponsored nonprofit housing groups. Encouraged by Federal programs and the community development movement, thousands of groups have organized to build new projects or rehabilitate deteriorated housing. Few of the groups, however, are professionally or financially capable of carrying out the complex steps necessary to qualify for a Federal mortgage or subsidy. To aid in this task two national technical assistance organizations—the Nonprofit Housing Center and the Rural Housing Alliance—were created with Foundation support.

This year the Foundation made grants to assist development of additional layers of technical assistance organizations on the state and local levels. In Illinois and West Virginia, for example, funds were given to support initial operating costs of recently formed state agencies that will advise local nonprofit groups and also engage directly in housing production. State-backed revenue bonds will provide the financing for some of the new housing.

Some of the worst housing in the United States is in the Mexican-American barrios of San Antonio, Phoenix, Los Angeles, San Francisco, and Oakland. The East Los Angeles barrio alone contains over 36,000 deteriorated dwellings. Under a grant of

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<tr>
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<td><strong>School and college environmental education</strong></td>
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<td><strong>Studies of state and local environmental agencies</strong></td>
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<td>Rutgers University</td>
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<td>Washington State Department of Ecology</td>
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<td>Teachers College (Columbia University)</td>
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<td>Study of the effect of television on attitudes toward the environment</td>
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<td><strong>Training and research in environmental law</strong></td>
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<td>10,000</td>
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<td>California, University of (Los Angeles)</td>
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<td>George Washington University</td>
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<td>Michigan, University of</td>
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<td>Wisconsin, University of</td>
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<td>Total grants, National Affairs</td>
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<td><strong>$65,755,018</strong></td>
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$600,000, the Southwest Council of La Raza will establish a housing corporation to provide funds and technical assistance to barrio councils in the five cities for housing development and training of housing specialists and managers. The council will also explore the possibilities of industrialized housing systems. A related grant to the East Los Angeles Community Union will help establish a community-based maintenance and repair service.

In New York City, where housing is being abandoned faster than it is being built, a new Foundation-assisted Urban Home Ownership Corporation will use city and Federal subsidy programs to rehabilitate 10,000 units of deteriorated housing in Harlem, South Bronx, and Brooklyn for cooperative ownership. Minority contractors and craftsmen will do some of the work, and the corporation will train neighborhood and tenant groups in cooperative management.

Continuing its support of housing opportunities programs, the Foundation made a supplementary grant to the Connecticut Housing Investment Fund, which has provided second-mortgage financing and other assistance to enable more than 400 minority families to move to the white suburbs of Hartford, New Haven, and Fairfield County. The second mortgage financing has come mostly from three insurance company loans backed by a Foundation guarantee. The Fund is also sponsoring a low- and moderate-income housing project, and has plans for suburban housing development and aid to housing opportunities programs in other Northeastern states.

### Resources and Environment

1970 was the year when government began to catch up with private groups and the public in deep concern for the despoliation of the environment. Local, state, and Federal legislatures pushed through stronger laws to control air and water pollution and to reorganize agencies responsible for environmental management.

This changing national scene was reflected in many of the grants this year by the Foundation, one of the private agencies long

<table>
<thead>
<tr>
<th>PROGRAM-RELATED INVESTMENTS</th>
<th>Total Committed</th>
<th>Invested or Guaranteed</th>
<th>Commitments in Process</th>
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<tr>
<td>COMMUNITY HEALTH CENTERS</td>
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<tr>
<td>Community Health Care Center Plan, Inc. (New Haven)—1970 Demand note, 4%</td>
<td>$1,000,000</td>
<td>$160,000</td>
<td>$850,000</td>
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<tr>
<td>Harvard Community Health Plan—1970</td>
<td>600,000</td>
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<td>MINORITY BUILDING CONTRACTORS PROGRAMS</td>
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<tr>
<td>Minority Contractors Assistance Program, Inc.—1970</td>
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<td>1,500,000</td>
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<tr>
<td>MINORITY ENTREPRENEURSHIP</td>
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<tr>
<td>All-Pro Chicken, Inc.—1969 National food franchise business</td>
<td>250,000</td>
<td>250,000</td>
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<tr>
<td>Chestah Charter Bus Service Co., Inc. (New York)—1970</td>
<td>160,000</td>
<td>160,000</td>
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<tr>
<td>Ebony Development Corporation (Baltimore)—1969 Purchase of food stores Guarantee, July 1974 Certificate of deposit: $500,000, 5%, August 1971</td>
<td>100,000</td>
<td>50,000</td>
<td>50,000</td>
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<td>Feedingo, Inc.—1970 Food service for Negro colleges</td>
<td>270,000</td>
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</tr>
<tr>
<td>Funds for Self-Enterprise (Cincinnati)—1969 Loan pool for minority business</td>
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<td>Inner-City Business Improvement Forum (Detroit)—1969 Note, 4½%, July 1974</td>
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<td>500,000</td>
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<td>Mecco Enterprises, Inc. (California)—1969 National magazine for Negro women Notes, 8%—10%, March 1970, September 1971</td>
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<tr>
<td>Our Markets, Inc. (Philadelphia)—1970 Note, 8%, March 1971</td>
<td>200,000</td>
<td>50,000</td>
<td>150,000</td>
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<tr>
<td>Progress Enterprises, Inc. (Philadelphia)—1968 Commercial and manufacturing operations Demand note, 8%</td>
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<td>Vie-Way Broadcasting Corporation—1960 Minority ownership of St. Louis radio station Note, 8%, December 1974</td>
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<tr>
<td>RURAL COOPERATIVES AND BUSINESSES</td>
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<td></td>
<td></td>
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<tr>
<td>Acadian Delight Bakery (Louisiana)—1969 Letter agreement, 8½%, 1971</td>
<td>125,000</td>
<td>96,000</td>
<td>29,000</td>
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<tr>
<td>East Central Catfish Operations, Inc.—1970 Fish farming in rural Georgia</td>
<td>850,000</td>
<td>850,000</td>
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<td>Jefferson County Improvement Corp. (Mississippi)—1970 Industrial and commercial development Note, 8%, September 1971</td>
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<tr>
<td>La Jara Feedlot, Inc. (Colorado)—1969 Notes, 7%, 1970-79 Common Stock</td>
<td>1,926,287</td>
<td>1,528,287</td>
<td>400,000</td>
</tr>
</tbody>
</table>
Public and private efforts addressing problems of water and air pollution and other environmental deterioration received continued Foundation assistance. Grants were made for training, research, demonstration, and action projects in such areas as land use planning, environmental education, natural resource management, and pollution control.

... active in working to direct attention to environmental problems. Funds were given to help develop a new department created by the Washington State Legislature to assume responsibility for air and water pollution control and water resource and solid waste management. Washington is one of five states that have acted to consolidate authority for environmental programs formerly scattered among several agencies.

To provide officials with information on the steps taken from state to state, the Foundation also assisted a comparative analysis, by researchers of the Woodrow Wilson International Center for Scholars, of new state organizational patterns and legislation.

Other grants were made to support work by university scientists, students, and public officials on specific environmental problems. For example, the University of Maine received funds to form an interdisciplinary talent pool of economists, political scientists, biologists, and engineers to assist state and local efforts to clean up the polluted lower Penobscot River Basin. Studies will be made of the costs of pollution and of alternative approaches to restoring the commercial, fishing, and recreational qualities of the river.

Faculty and graduate students at the University of Illinois and staff of the Northeast Illinois Natural Resource Service Center are developing a computerized natural resources data system with the support of Foundation grants. Data on the strength of soils, water tables, land use, and forest cover in eight northeast Illinois counties will be converted into computer language and exchanged via teletype among county planning commissions. The system will help guide zoning, highway, and real estate development along ecologically sound lines.

In a similar attempt to encourage scientists and administrators to work together, the Foundation is supporting a new doctoral
program at the University of Arizona in planning and decision-making concerning water resources. The program combines training in resource economics, hydrology, and systems analysis with research on specific water problems. One-third of the students will be recruited from government agencies.

Further support was given to educational and other programs that seek to encourage, especially among the young, more positive environmental values, behavior, and informed citizen action in defense of the environment. Grants totaling $539,000 were made for three elementary-school teacher training programs that stress the use of the immediate school and community environment in teaching and in student work on environmental problems. Recipients were the Althouse College of Education at the University of Western Ontario; the International Center for Educational Development, a teacher advisory service; and the University of Colorado.

The Conservation Foundation received a $500,000 grant that permits it to continue its advisory services to local conservation societies and its support of eight regional environmental demonstration projects. The regional projects, supported by a previous Foundation grant, have sought to preserve from further environmental destruction such areas as Bolinas Lagoon in California, Rookery Bay in Florida, and Tinicum Marsh in Philadelphia.

The International Union for the Conservation of Nature and Natural Resources is transforming itself from an agency solely concerned with wildlife and habitat preservation into a major center for international action to preserve resources. To assist this process and to help the organization expand its staff, the Foundation granted $650,000. The international conservation union will undertake cooperative projects with such agencies as the Food and Agriculture Organization and the International Council of Scientific Unions, and provide teachers and scientific consultants to national governments on the ecology of agriculture, forest practices, and flood and irrigation works as well as the preservation of wildlife.
Education and Research

The current acceleration of social change is making increasing and often conflicting demands upon America's traditional institutions. Educational institutions are no exception. From the primary to the graduate level, their present performance and future shape are the subjects of intense debate and widening experimentation. In this situation, the Foundation has sought to assist in the incubation and testing of ideas for the modernization of the governing structures of education, more sophisticated training of teachers and administrators, increased learning opportunities for blacks and other minorities, and advanced preparation of future scholars.

Public Education

The Foundation supports efforts to help schools respond better to the needs of children of diverse backgrounds and experience, and to train public school administrators who will be sensitive to the need for greater flexibility and openness in the schools. It has assisted a variety of alternatives to traditional schools, particularly within public school systems. For example, Philadelphia's Parkway "school without walls" operates within the public system but represents a fundamental restructuring. In a few cases, the variants are privately run. Common features are a large measure of community involvement in school affairs and a greater sensitivity to the needs of the individual student.

Alternative Approaches. The Foundation this year contracted with the System Development Corporation, a private research and development organization, to continue to help convert the Pacoima Elementary School, a public school located in a multi-racial area of Los Angeles, from a traditional institution to a community-oriented school making wide use of tutoring. Fifth- and sixth-grade pupils have been trained to tutor kindergarten children in story-telling, writing, art, numbers, and reading. The older children, even those with behavior problems, have proved to be able teachers, and the tutorial system is being extended to all grades. Guidelines are being designed for other schools interested in trying the experiment.

The Morgan Community School, situated in a poor, predominantly black neighborhood in Washington, D.C., is organized along fairly traditional lines within the public school system. It differs in that it has an elected governing board, composed of parents and other community residents, which has worked since 1967 to coalesce black and white, middle-class and poor people to raise the quality of education. It has also begun community health and legal services and a center to discuss neighborhood problems. The Foundation this year granted funds to support the training of teachers and para-professionals at Morgan.

Three of the country's most successful privately supported community school experiments were assisted through a grant to the Massachusetts Council of Churches. The Highland Park Free School, the New School for Children, and the Roxbury Community School, all located in Boston ghettos and now linked as the Federation of Boston Community Schools, were founded by parents dissatisfied with public schools. They are staffed by parent instructors as well as certified teachers. With flexible curricula, non-graded classes, a generally relaxed environment, and considerable parental and community influence, they are credited with heightening student motivation, self-confidence, and learning performance.

The Rough Rock Demonstration School, governed by an elected board composed exclusively of Navajo Indians on a reservation near Chinle, Arizona, combines public sponsorship, community control, and a distinctive curriculum that includes study of the Navajo language, history, religion, and crafts. To help introduce the Rough Rock model of bilingual, bicultural education to schools on other Indian reservations, the Foundation gave a grant to Demonstration in Navajo Education, Inc. for an intern program.

Among alternatives to conventional schools on the secondary level, the Street Academy idea is one of the most successful in helping young dropouts continue their
education. Pioneered in Harlem with Foundation support and New York Urban League sponsorship, it has been extended to Washington, Atlanta, Newark, Detroit, San Francisco, and Chicago. The Foundation this year supported further extension with a grant to a new organization, the Hollow Corporation, for a training institute for street workers, one of the keys to the academy approach.

Growing attention to the affective, or emotional, dimension of learning is reflected in grants to the Laboratory for Confluent Education at the University of California (Santa Barbara) and the Center for Humanistic Education at the University of Massachusetts (Amherst). Failure to take the affective dimension into account, some researchers believe, may block the learning process. Seeking approaches to teaching that will fuse the emotional and the intellectual, the centers are combining graduate teacher training with research on students’ feelings and attitudes.

Along with its direct support of in-school experiments, the Foundation continued assistance to the national television program "Sesame Street," which has provided a significant new way to introduce preschool children to learning. The new funds will be used mainly to expand promotion of "Sesame Street" in ghetto neighborhoods.

One proposal to give parents at all income levels broader choices among schools their children may attend is the "voucher plan." The state or local governments’ financing vouchers that would enable parents to send their children to any accredited school they chose. Knowledge of how the system might work is limited. The Federal government may finance a trial of the system, and the Foundation this year made a grant for a full-scale study by Professor Henry Levin of Stanford University. The study includes such questions as the range of available alternative schools, the possible social effects of a voucher system, and the educational benefits to students of various classes and races.

**Teaching Alternatives.** Teachers, who are crucial agents for improving education, often feel left out of the planning stages of change.

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**APPROPRIATIONS:** The Education and Research appropriation approved in 1970 was $43,395,710; these are funds earmarked for grants and projects in the present year or subsequently. At the end of the fiscal year, the uncommitted balance of this and earlier years’ Education and Research appropriations was $5,818,338.

**GRANTS:**

The first column shows grants approved in 1970. The second column shows payments on old and new grants during the 1970 fiscal year. The third column shows the unpaid balance at the end of the 1970 fiscal year.

<table>
<thead>
<tr>
<th>Grants (Reductions)</th>
<th>Payments (Refunds)</th>
<th>Unpaid Sept. 30, 1970</th>
</tr>
</thead>
<tbody>
<tr>
<td>$110,152</td>
<td>$34,423</td>
<td>$75,730</td>
</tr>
<tr>
<td>Harlem Preparatory School</td>
<td>284,496</td>
<td>50,000</td>
</tr>
<tr>
<td>Holow Corporation</td>
<td>91,000</td>
<td>41,000</td>
</tr>
<tr>
<td>Massachusetts Council of Churches for the</td>
<td>227,712</td>
<td>18,000</td>
</tr>
<tr>
<td>Federation of Boston Community Schools</td>
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<tr>
<td>Morgan Community School</td>
<td>42,000</td>
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</tr>
<tr>
<td>Multi-Culture Institute (San Francisco)</td>
<td>110,000</td>
<td></td>
</tr>
<tr>
<td>Philadelphia Board of Public Education (Parkway program)</td>
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**PUBLIC EDUCATION**

**ALTERNATIVE APPROACHES TO LEARNING**

<table>
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<tr>
<th>Community participation in schools</th>
<th>Grants (Reductions)</th>
<th>Payments (Refunds)</th>
<th>Unpaid Sept. 30, 1970</th>
</tr>
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<tbody>
<tr>
<td>Demonstration in Newage Education</td>
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<td>$34,423</td>
<td>$75,730</td>
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<tr>
<td>Harlem Preparatory School</td>
<td>284,496</td>
<td>50,000</td>
<td>41,000</td>
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<tr>
<td>Holow Corporation</td>
<td>91,000</td>
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<tr>
<td>Massachusetts Council of Churches</td>
<td>227,712</td>
<td>18,000</td>
<td></td>
</tr>
<tr>
<td>Federation of Boston Community</td>
<td>60,000</td>
<td>18,000</td>
<td></td>
</tr>
<tr>
<td>Multi-Culture Institute (San Francisco)</td>
<td>110,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philadelphia Board of Public Education (Parkway program)</td>
<td>10,000</td>
<td></td>
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</tbody>
</table>
In “informal” or “open” classrooms, like this experiment in a New York City public school, children pursue projects singly or in groups, and teachers offer help where needed. The Foundation supports the training of experienced teachers who work as advisors in such classrooms, and also conduct workshops for teachers in an effort to help public schools become more responsive to children’s needs.

In Boston and New York, the Foundation assisted new institutes that train practicing teachers who are interested in joining actively in attempts to improve urban public school education. The institutes were formed by the University of Massachusetts (Boston) and the City University of New York. They aim to bring teachers, administrators, and parents into the process of initiating and planning changes in curricula, in teaching methods, and in the relations of schools to their surrounding communities, especially in deteriorating urban neighborhoods.

The Foundation gave further support to efforts to adapt to the United States the “open classroom” developed in recent years in British primary schools. Under this approach, children are encouraged to explore and learn by themselves and from one another. The teacher’s role is to offer a variety of choices that engage the children’s curiosity and interest and give them a chance to develop and practice new skills. This type of classroom makes new and different demands on the teacher. To help teachers who want to test the approach in their classrooms, funds were granted to the Philadelphia public schools and to the City College Research Foundation in New York. The concept is being introduced in New York by a faculty member, Mrs. Lillian Weber, who has studied the British schools closely.

Teachers, Inc., an unusual private group that identifies and trains teachers dedicated to working in urban schools, received additional support. Departing from the general practice in schools of education, Teachers, Inc. assigns groups of prospective teachers to a single school where they work with experienced teachers, community groups, and parents, and live in the neighborhood. They also take courses at selected universities that have agreed to let them bypass some of the conventional teacher-training requirements.
Teachers, Inc. has to date trained and placed some 300 teachers in urban school systems in New York City, North Carolina, and Washington, D.C.

**Research on the Learner.** Among several grants for research on children’s learning difficulties was one to Harvard University’s “Pathways Project,” a long-range study of sixty-one adolescents from a black ghetto. The study will follow the same youths over several years, focusing on their attitudes toward themselves and on the effects of family and community influences and school and work experiences on their sense of what is possible and desirable in social, educational, and occupational pursuits.

Research on the relation between children’s language ability and their school performance was supported with a grant to the University of California (Santa Barbara). Dealing especially with children from low-income minority groups, the work also attempts to find better methods than standardized tests to gauge and to capitalize on the native language ability of children. This is in contrast to remedial programs that attempt to bend children to an abstract norm. Such norms are increasingly being criticized and challenged by scholars and educators.

A related grant supported a team of young teachers at Brooklyn College in designing a fresh English course centered on the problems of users of nonstandard English. The team will also develop teaching materials and techniques, based on research on “social dialects,” for training teachers for inner-city schools. The Foundation also continued its support of the Center for Applied Linguistics, where a study has been under way to examine the teaching problems and misunderstandings that linguistic varieties often create in the schools.

A program that combines research with attempts to improve the learning performance of children in predominantly black, inner-city schools was aided with a supplementary grant to the New Haven Board of Education. Since 1967 a Yale University team of specialists in psychology, reading, curriculum, social work, and pediatrics has worked with parents and classroom teachers
to analyze the children’s learning disabilities and behavior problems and adapt classroom strategies to them.

**Educational Leadership.** The Foundation supported several efforts to develop school leaders sensitive to the relation of education to social and political problems and skilled in meeting the learning requirements of a highly complex society. Grants were made to eight universities this year to help them launch graduate programs that will better prepare school principals, superintendents, and other educational administrators (see left). The programs aim to recruit men and women from nontraditional sources—the Peace Corps, for example, or community action agencies, VISTA, and various other professions—as well as from education. They are also trying to attract women and members of minorities, groups that now constitute a miniscule proportion of school administrators. Moving away from narrow courses in pedagogy, the programs emphasize the study of cultural, social, and political forces that affect school systems and teaching approaches. Courses draw upon faculty from throughout the university, and internships give the prospective school official firsthand experience with agencies that shape educational policies.

A related program was supported under a grant to the Research Council of the Great Cities Program for School Improvement. The council represents twenty of the country’s largest city school systems, most of which have large numbers of minority students but a marked shortage of nonwhite administrators. Under the program, minority group educators receive university training preparing them for jobs as school administrators in the central offices of school systems.

The Foundation allocated $2.5 million to continue for another two years a Leadership Development Program for rural educators. The dearth of opportunities for young teachers in small, isolated school districts to develop into capable leaders is a serious block to educational and social improvement. Since 1967, the Leadership Development Program has awarded 177 fellowships that provide a varied program of internship, travel, and study. This year’s allocation will

<table>
<thead>
<tr>
<th>Language studies and experiments</th>
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<td>20,137</td>
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<tr>
<td>Center for Applied Linguistics</td>
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<tr>
<td>City University of New York, Research Foundation of</td>
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<tr>
<td>Harvard University Graduate School of Education</td>
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<td>Language Research Foundation Trust (Cambridge, Mass.)</td>
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<td>Research on student attitudes and response to learning</td>
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<td>Harvard University</td>
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**EDUCATIONAL LEADERSHIP, FINANCING, AND MANAGEMENT**

**Academy for Educational Development**

Research on the political influences underlying educational legislation

- **Advanced training for educational administrators**
  - Atlanta University
  - Chicago, University of
  - Claremont Graduate School and University Center
  - George Washington University
  - Massachusetts, University of
  - New York, State University of
  - Ohio State University College of Education
  - Pennsylvania, University of
  - Philadelphia Board of Public Education
  - Research Council of the Great Cities Program for School Improvement
  - Stanford University
  - Teachers College (Columbia University)
  - Wisconsin, University of

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<th>Arkansas, State of</th>
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<td>Educational resource planning</td>
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<th>Assessment of educational achievement</th>
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<td>London, University of</td>
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<th>George Washington University</th>
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<td>Traveling seminars for Congressional and Federal office staffs to observe educational programs</td>
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<td>National Urban Coalition</td>
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<td>Syracuse University Research Corporation</td>
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<td>International conference on cross-cultural education in North America</td>
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<td>International symposium on the school as community center</td>
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<td>Publishing activities, including a review for secondary school teachers</td>
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<th>HIGHER EDUCATION AND RESEARCH</th>
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<td>Matching grants for academic development of selected private universities and liberal arts colleges</td>
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<td>Barnard College</td>
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<td>Birmingham-Southern College</td>
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| 341,268 |
| 960,267 |

**International Projects**

- **Alaska, University of**
  - International conference on cross-cultural education in North America

**Association for Cultural Development (Paris)**

- International symposium on the school as community center

**Atlantic Information Centre for Teachers (London)**

- Publishing activities, including a review for secondary school teachers

**Institute of International Education**

- Assistance to Spanish leaders on the full-scale reform of Spain’s educational system

**International Curriculum Studies**

- International Baccalaurate Office (Geneva)
  - 100,000
- Schools Council for Curriculum and Examinations (London)
  - 15,000

| 13,014,031 |
| 12,408,126 |

The Foundation allocated $2.5 million to continue for another two years a Leadership Development Program for rural educators.
cover fellowships to approximately 140 men and women from rural schools and youth-serving agencies throughout the United States. Two-thirds of the fellows to date have been black, Mexican-Americans, or American Indians.

**Educational Modernization in Europe.**
Pressures for reform of educational institutions have been gaining momentum in Europe in the past few years as well as in the United States. A grant to the Institute of International Education this year will assist the leaders of Spain’s recently initiated effort to modernize its entire educational system—the first full-scale reform since 1857. The grant will provide training opportunities for Spanish educators in modern American methods of teacher preparation, curriculum organization, and educational management. In addition, the grant will enable American consultants to give advice and assistance in Spain.

**Higher Education and Research**
Issues of the reform of undergraduate and graduate education, more effective financing, and changes in the way colleges and universities are governed grew more acute in 1970. The Foundation therefore has continued to support studies to shed light on these problems and experiments to test possible solutions.

**Undergraduate Studies.** The Foundation established a Venture Fund program that will provide grants of from $100,000 to $250,000 to some ten to twelve colleges and universities annually over a period of four years. Beginning this year in the West, the program will cover the major regions of the United States. The recipients may use the funds at their discretion to test new approaches to undergraduate education. The purpose is to give them the flexibility to act quickly in support of new ideas, experiments, or reforms that might otherwise languish under budgetary restraints. Initial grants were made to Colorado College, St. John’s College in New Mexico, and Prescott College in Arizona.

The Foundation continued selective sup-
Colorado College freshmen and Professor Dirk Baay discuss “subjectivity and alienation” in an informal class that is part of a restructured curriculum. The college participates in the Foundation’s “Venture Fund” program, inaugurated this year. The fund helps colleges test new ideas and conduct experiments in undergraduate education.

port for efforts to combine academic studies with student concerns for social and community problems. For example, the Associated Students of Stanford University received funds for the Stanford Workshops on Political and Social Issues, student-initiated, faculty-led workshop-seminars, for credit, on such subjects as privacy in the computer age, the social implications of university research, and natural resource policy in California.

At the University of Vermont an experimental community of selected students and faculty, living and studying together as a self-governing residential college within the larger university community, was assisted with a grant matched by funds from the National Endowment for the Humanities and other sources. And an additional $1 million was granted to the experimental New College in Sarasota, Florida, first aided by the Foundation in 1968.

Graduate Studies. A third round of grants, totaling some $6 million, continued support of a doctoral reform program in the social sciences and humanities at ten leading universities (see page 36). The primary aim is to cut to four years the time it takes to earn a Ph.D. degree. The Foundation also made a $1 million supplementary grant to the Woodrow Wilson National Fellowship Foundation to continue for two more years a doctoral dissertation fellowship program at universities other than the ten participating in the doctoral reform program.

The Foundation gave $2 million to the University of Michigan to establish a Society of Fellows, as a means of extending the range of options for exceptionally able graduate students. Plans call for a community of scholars from several intellectual disciplines to advise and assist a group of outstanding younger associates. The society will comprise about a dozen senior fellows drawn from the Michigan faculty and from
eighteen to thirty junior fellows, predoctoral graduate students recruited nationally. As at Harvard, where a similar program began in 1933, the junior fellows at Michigan will have complete freedom to select patterns of study. Some may attend classes, follow conventional Ph.D. course requirements, and write a dissertation, while others may choose independent study.

Urban Studies. The Foundation rounded out a three-year series of grants in support of urban studies in universities with assistance to the Massachusetts Institute of Technology and the University of Chicago. These raise to $23 million the total received by nine university centers for programs of research, training, internship, and social service.

Management, Financing, and Governance. Managing “multiversities” and other institutions of higher learning is an increasingly complicated art for which there is little systematic knowledge and less training. Since 1967 the Foundation has assisted various efforts to analyze and improve such operations as endowment management, program budgeting, planning for expansion, and the allocation of scarce resources of money, equipment, personnel, time, and space. Among such actions this year was a grant to the Western Interstate Commission on Higher Education (WICHE), in Boulder, Colorado, for a Management Information System to assist colleges and universities in the thirteen Western states. The commission is investigating such subjects as the national manpower needs of higher education and major professions, alternative financing schemes for graduate education, and the effectiveness of vocational programs in community colleges.

The Assembly on University Goals and Governance, organized in 1969 by the American Academy of Arts and Sciences with Foundation support, received additional funds of $400,000. The Assembly has undertaken a wide-ranging examination of the directions higher education is taking and how colleges and universities may best be governed. Under the chairmanship of Martin Meyerson, president of the Uni-
American Council on Education
General program as national spokesman for universities and colleges 620,000 1,395,000
Intern program to develop administrators for higher education 116,000 261,013

California, University of (Berkeley)
Study of the system of higher education in California 81,200 81,200

Intercollegiate cooperation
Associated Colleges of the Midwest 30,969 34,886
New England Board of Higher Education 75,000
Vanderbilt University (with Fisk University, Mahanoy Medical College, George Peabody College for Teachers, and Scranton College for Christian Workers) 25,000 25,000

Special studies and programs related to collegiate goals and governance
American Academy of Arts and Sciences Assembly on Governance 400,000 475,000
American Association of State Colleges and Universities 50,000 50,000
American Council on Education 200,000 175,000
California, University of (Berkeley) 30,000 320,000
Stanford University 10,325 10,325
Syracuse University 14,700
Yale University 17,300

STRENGTHENING THE SOCIAL SCIENCES IN THE UNITED STATES
Faculty research fellowships in economics, political science, and sociology
Boston College 16,452 16,452
Brown University 23,050 23,050
California, University of (Berkeley) 34,821 34,821
California, University of (Irvine) 15,657 15,657
California, University of (Santa Barbara) 21,407 21,407
Carnegie-Mellon University 17,300 17,300
Chicago, University of 20,512 20,512
Columbia University 22,150 22,150
Harvard University 17,923 17,923
Hawaii, University of 13,607 13,607
Illinois, University of 12,000 12,000
Maryland, University of 15,970 15,970
Massachusetts, University of (Amherst) 33,360 33,360
Massachusetts Institute of Technology 23,500 23,500
Michigan, University of 14,830 14,830
Northwestern University 22,069 22,069
Pennsylvania, University of 25,257 25,257
Pennsylvania, State University 33,976 33,976
Rochester, University of 11,500 11,500
Stanford University 36,000 36,000
Syracuse University 14,400 14,400
Texas A&M University 24,500 24,500
Tulane University 17,850 17,850
Washington, University of 24,100 24,100
Wisconsin, University of 15,150 15,150
Yale University 53,272 53,272

Individual research projects
Colorado, University of 7,000 7,000
Harvard University 168,431 168,431
Pittsburgh, University of 20,000 20,000
Stanford University 62,100 62,100
Yale University 28,000 28,000

Research centers and institutes
Center for Advanced Study in the Behavioral Sciences 62,100 62,100
Institute for Advanced Study (Princeton) 315,000 315,000
Kenyon College 12,500 12,500
National Bureau of Economic Research 400,000 400,000

Research in business and economics
California, University of (Los Angeles) 200,000 200,000
Harvard University 100,000 100,000
Michigan, University of 109,500 109,500
Purdue Research Foundation 20,000 20,000
Washington, University of 20,000 20,000

University of Pennsylvania, the assembly has councils covering four areas: learning and teaching; models of governance; access to, scale, and quality of higher education; and research and service.

Social Sciences in the United States and Europe. In addition to supporting the application of the social sciences to specific problems—for example, job discrimination or defective learning—the Foundation assists the development of the field as a whole, in the United States and Europe. Thus, to encourage independent research by young social scientists on subjects of their own choosing, the Foundation awards research fellowships annually. They provide faculty members full salary plus a modest research allowance, enabling them to devote a year to their research free of teaching and administrative duties. This year awards totaling $683,125 were made to social scientists at thirty universities, in economics, political science, and sociology.

Research by West European social scientists and East European economists was also assisted. The Foundation set aside $500,000 to continue a program of research and training awards to outstanding young West European social scientists for a year of study in the United States. Thirty fellowships were awarded to economists, political scientists, and sociologists, most of whom are under thirty-five years of age. The program was begun in 1967 to improve social research and to extend professional contacts among European social scientists. Fellowships for East European economists—primarily from Czechoslovakia, Hungary, and Yugoslavia—were provided through a $250,000 grant to the Austrian Institute for Economic Research.

The Foundation also assisted the establishment of the European University Consortium of Political Research, which will link leading European centers of teaching and research in political science and offer seminars and workshops to strengthen their research capacity. The consortium’s headquarters will be at the University of Essex (England), where it will be directed by Professor Jean Blondel.

The Foundation also completed a long
period of support, totaling $1 million, to the Center of Human Sciences, in Paris. The center functions as a library and documentation headquarters for the social sciences in France and also houses the country’s leading research institutes in psychology, sociology, economics, history, international relations, and ethnic studies. Foundation funds will support interdisciplinary research projects, international conferences and meetings, and library purchases.

Management Education. Many Europeans have concluded that their traditional management practices are hindering economic growth and putting European business at a competitive disadvantage. As a result several efforts are under way to develop formal training in business and industrial management similar to that available in the United States. European government agencies and business firms are providing the bulk of support for the development of European business schools and research centers. The Foundation helps them enlist and use American resources. This year the Foundation provided $400,000 for fellowships to enable twenty-five European doctoral candidates in management studies to study in the United States for three years. Funds also were provided for exchanges of management education between the United States and Poland and Hungary (see page 83).

A grant was made to Vanderbilt University for cooperation in creating a management teaching and research center in Paris, sponsored by the French National Foundation for Management Education. The center seeks to develop management curricula for the French university system and to upgrade teachers of management. The funds support a faculty exchange program, joint seminars in Nashville and Paris, and collaborative research on such topics as the most efficient use of information planning and control systems.

To enlarge knowledge of world business practices, the Foundation made grants to Harvard and Columbia Universities. They will collaborate in research on the organization and management of foreign multinational businesses based in Europe,
Canada, and Japan, which together account for one-half of the world’s international business activity.

**Minorities in Higher Education**

To help expand opportunities for minorities in higher education, the Foundation has supported three types of activity: scholarship and fellowship assistance to individual students and faculty members; the development of social science and ethnic studies programs; and programs in predominantly Negro colleges and other institutions admitting significantly large numbers of minority students.

**Institutional Development.** Most of the 120 predominantly Negro colleges in the United States, public and private, are underfinanced; hence many are striving to make better use of the resources they do have. Fifteen such institutions received Foundation assistance this year. For example, grants provided the presidents of Benedict College, Fisk University, and Paul Quinn College with administrative assistance. With supporting staff to handle routine organizational details and minor decisions, the presidents were freed to devote more time to policy questions and executive leadership. The Foundation also made eighteen awards, totaling $178,742, to officers of predominantly Negro colleges for advanced training in budgeting and other aspects of university administration.

**Social Sciences and Ethnic Studies.** Having for several years assisted the development of Afro-American studies as a field of scholarly inquiry, the Foundation this year extended support for advanced study of the history and culture of other American ethnic minorities. Grants went to graduate schools for dissertation fellowships to eighty-seven Ph.D. candidates, white and nonwhite, who are writing on topics dealing with blacks, Spanish-speaking Americans, American Indians, and Americans of Asian origin. Selections were made by a multi-ethnic committee of scholars from various academic disciplines. The program will be conducted again in 1971.
Since 1968 the Foundation has made grants to twenty-nine colleges, universities, and such institutions as the Martin Luther King Memorial Center to encourage the development of African-American studies. Moving now from an initial emphasis on studies at the undergraduate level, the Foundation is seeking to meet needs in research and the graduate training of teachers and scholars. Thus, grants were made in support of graduate programs in African-American studies at Boston University and Atlanta University. At Atlanta, interest in the history and culture of the black man in America, which waned in the first half of the century, is being revived with the inauguration of a multidisciplinary master’s degree program in African-American studies. Support also was given to several centers for indexing, cataloguing, and making more accessible materials dealing with the black experience.

Since the social sciences are of special importance in illuminating and documenting the black experience, the Foundation has supported programs to strengthen these disciplines at predominantly Negro institutions. This year Howard University, Bishop College, and Talladega College received grants to improve faculty, course offerings, and library holdings in their undergraduate social science divisions.

Another critical need is the preparation of black specialists to work on urban problems. The Foundation made a grant to Morgan State, a predominantly Negro college in Baltimore, to support an undergraduate program in urban affairs, a master’s degree program in urban planning, an institute for the study of urban youth behavior, and an Urban Affairs Center to supervise and coordinate these activities. Related programs were supported by the National Affairs Division (see page 23).

Advanced Training. Graduate fellowship programs aimed at increasing the number of minority students who intend to make college teaching a career were continued for the second year. One hundred and ten doctoral fellowship awards, totaling $564,255, went to blacks, Mexican-Americans, Puerto Ricans, and American
Indians. The awards cover tuition, fees, books, supplies, and a monthly living allowance. They are renewable annually for up to four years to complete requirements for the Ph.D.

The Foundation also awarded advanced study fellowships totaling $904,433 to minority faculty members from seventy colleges and universities. Eighty fellowships went to blacks, ten to Mexican-Americans and Puerto Ricans, and four to American Indians. The awards enable faculty members to take a year's leave of absence, supported by stipends equal to three-quarters of their salary, to devote full time to doctoral or postdoctoral studies.

Undergraduate Education. Despite gains in college enrollment in recent years, black Americans—especially those with meager financial resources—remain substantially underrepresented. For students from low-income families, there is little encouragement at home or in school to continue their studies beyond high school. The recently reorganized National Scholarship Service and Fund for Negro Students (NSSFNS), the oldest and largest nationwide counseling service of its kind, aims to reach a quarter of a million black high school seniors to help overcome these barriers. NSSFNS received funds this year to put to work a computer-based national guidance system it has developed to help colleges and black college-age youths. Among its other services are reviews of financial aid terms, assistance with admissions forms, and help in securing letters of recommendation. The service also helps colleges recruit by giving them, at no cost, computer printouts of data on students who have indicated interest in higher education.

The most dramatic growth in higher education for minorities in the past decade has been at two-year colleges. To help able two-year college graduates transfer to four-year institutions, the Foundation this year inaugurated a pilot scholarship program in two states. One hundred fifty-three recipients were chosen from fifty-four two-year colleges in Illinois and Michigan. The program will be expanded nationally in 1971 under a $2.1 million appropriation.
Each scholarship recipient is responsible for securing his own admission as a transfer student to a four-year college of his choice. Students who make satisfactory progress are eligible to have their scholarships renewed for a second year.

Many predominantly white, middle-class colleges and universities that recently have begun to increase their enrollment of minority students have found that traditional curricula, teaching methods, and student counseling are not adequately serving the newcomers. To help colleges better provide for students who were poorly prepared in elementary and secondary schools and whose backgrounds differ from the prevailing majority ethos, the Foundation made grants in the San Francisco Bay area, and in Connecticut, Colorado, and Utah.

In the San Francisco area the funds will support programs for minority students in six colleges—two two-year colleges, three four-year colleges, and a university center that prepares students for health careers (nursing, medical technology, physical therapy). These institutions seek to serve large numbers of urban minority youth. Their programs include tutoring and counseling services, special assistance for Mexican-Americans studying English as a second language, the development of minority programs in business administration, and a new curriculum for juniors and seniors interested in preparing for law or public service.

The representation of Mexican-American and American Indian students in higher education is even lower than that of blacks. Only 8 percent of Mexican-American college-age youth are enrolled, and only one-fourth of those finish college. About 7 percent of American Indian youth are in college and only about one in six is likely to receive a degree. Grants to Fort Lewis College in Colorado and to the University of Utah supported programs designed to help Mexican-Americans and Indians stay in school by providing intensive freshman orientation, follow-up counseling, and special courses in such fields as contemporary Indian art, music, and crafts, and the history of Mexican-Americans in the United States.

| Syracuse University | Study of black student adjustment to white campuses | 30,067 | 122,404 | 30,067 |
| Teachers College (Columbia University) | Evaluation of programs for black students | 64,662 |
| Tutoring and counseling programs for minorities enrolled in predominantly white colleges | | | | |
| American Association of Junior Colleges | 25,000 | 50,000 |
| Boston Theological Institute | 51,400 | 15,700 |
| California Council for Educational Opportunity | 17,500 | 37,500 |
| Claremont Graduate School and University Center | 22,540 | 11,710 |
| Commission for Higher Education (Connecticut) | 40,000 | 57,450 |
| Committee for the Collegiate Education of Black Students | 350,000 |
| Fort Lewis College | 40,000 | 25,940 | 14,060 |
| Higher Education Coordinating Council of Metropolitan St. Louis | 210,840 | 133,860 |
| Junior College District of St. Louis-St. Louis County | 17,500 | 17,500 |
| Lindenwood College | 63,420 | 67,815 |
| Los Angeles City College | (40,000) | (40,256) | (40,256) |
| New Mexico, University of | 40,286 | 40,256 |
| New York, New York City University of | 25,000 | 25,000 |
| Oberlin College | 29,125 | 29,125 |
| Pacific, University of the | 20,000 |
| Peralta Junior College District (Oakland) | 59,438 | 59,438 |
| San Francisco Consortium | 380,270 | 380,270 |
| Utah, University of | 40,065 | 40,065 |
| Wesleyan University | 12,608 | 12,608 |
| Wofford College | 5,542,420 | 5,363,506 | 7,563,064 |

Total grants, Education and Research | $40,048,319 | $786,273,615 | $786,424,781 |

| Projects Authorized (Reductions) | Expenditures | Sept. 30, 1970 |
| | | |
| Adoption of British primary-school reforms | $14,767 | $70,832 |
| Administration of aid to institutions in Berlin | | 2,214 |
| Advanced study and internships for Negro college administrators | $328,000 | 213,014 | 171,002 |
| Analysis of experimental school program for urban ghetto communities | 64,850 | 21,212 | 49,638 |
| Conferences on citizenship education, teacher education, and urban community colleges | (34) | 10,340 | 26,972 |
| Conferences, studies, fellowships, and visits of specialists on European management education | 700,000 | 360,241 | 1,114,618 |
| Consultants for urban, technical, and comprehensive education projects | 84,610 | 97,140 | 40,660 |
| Development of a model tutorial school | 123,023 | 471,528 |
| Doctoral fellowships for minority students | 1,300,000 | 1,232,992 | 1,779,408 |
| Educational programs and fellowships for school leaders | 2,940,000 | 1,110,502 | 2,727,297 |
| Efficient operation of small colleges | 40,427 | 59,573 |
| Evaluation of business education program | 20,949 |
| Evaluation of liberal arts colleges’ relationships with students | 5,910 | 31,000 |
| Improvement of instructional television | 350 | 17,002 |
| Negro college improvement efforts | (100) | 90,698 | 155,514 |
| Research on school achievement and decentralization | 600,000 | 160,256 | 491,370 |
| Research and training awards for social scientists | 12,719 | 35,968 | 59,100 |
| Residencies in industry for engineering professors | 62,220 | 71,856 |
| Specialists in Negro enrollment in higher education | 85,839 | 85,839 |
| Strengthening management of university resources | 1,100,000 | 1,377,985 | 740,703 |
| Study grants and fellowships for Negro college faculty | 20,000 | 20,000 |
| Survey of the financial condition of higher education | | |
| Upper division undergraduate scholarships for minority group graduates of two-year colleges in Michigan and Illinois | 300,000 | 100,481 | 199,519 |
| Total projects, Education and Research | $7,945,093 | $4,031,837 | $5,873,711 |
Humanities and the Arts

The Foundation began a national program of support to the creative and performing arts in 1937 in the conviction that outlets for imagination and creativity are important to the quality of American life.

The Foundation’s objectives, thirteen years and $266 million later, remain the development of individual talent and support of key artistic groups and institutions that serve as outlets for the expression of talent. Some assistance continues to be devoted to experimental projects and demonstrations. The Foundation also seeks to stimulate coordinating activities in individual fields and to help stabilize institutions with training resources vital to some aspects of the arts; one example this year was support to centers that prepare specialists in the conservation of art objects. Finally, the Foundation-wide commitment to expand opportunities for members of minority groups includes assistance to the professional development of black and other minority artists and to selected cultural ventures of particular significance to social development.

Among the Foundation’s means of assisting the humanities are the basic programs of the American Council of Learned Societies, for which a major renewal of support was approved this year.

Music

Foundation activities in the musical arts have ranged from a ten-year, $80 million orchestral development program begun in 1966 to the support of individual talent through such means as commissions and subsidies for recording and performance of contemporary works, conservatory scholarships, and awards for professional development of singers, instrumentalists, choral directors, opera and orchestral administrators, and musicologists.

Several actions this year were directed toward strengthening the musical literacy of elementary and secondary school students. For expansion in the United States of a remarkable system of musical teaching widely used in Hungarian schools, the Kodaly Musical Training Institute received $298,265. As conceived by the late Hungarian composer Zoltan Kodaly, the system seeks to develop in schoolchildren—including those who do not evidence particular musical talent—a common musical literacy and proficiency akin to the use of language. The system has been tried in some Massachusetts public schools under earlier support from the Foundation, and the new funds will enable the institute to train music educators and compile and publish curricular materials derived from American cultural patterns.

Advances in more traditional means of introducing music to schoolchildren were sought in two other grants, to the New York Committee of Young Audiences and the Roberson Memorial Center. Some 20,000 “lecture-demonstration” concerts are played annually by professional instrumental and vocal ensembles in elementary and secondary schools. The Roberson Center has played a leading role in supplanting the traditional performer’s lecture with “discovery” techniques that elicit and analyze the reactions of student audiences to the music they encounter during the performances. This approach places unusual demands on the musicians, and the Roberson Center, with the aid of classroom teachers and specialists in educational psychology, child behavior, and musical education, will develop these “discovery” techniques further. Experiments will be conducted by the Young Audiences group in New York City schools. Performances will be given more frequently than the customary once or twice a year and in classrooms and other settings more intimate than school auditoriums. The aim is to see if these changes can intensify further the advantages inherent in “discovery” learning.

Illustrative of support of new avenues in the performing arts was a grant for the Center Opera Company in Minneapolis. Devoted almost exclusively to the presentation of little-known contemporary works, the company is noted for its ingenuity in staging, including the use of inexpensive yet dramatically effective scenery. It has been drawing large audiences and plans future
performances in a variety of theaters. The grant, aimed at raising the company’s long-range potential, requires matching funds.

Continuing its support of expanded opportunities for young minority-group musicians, the Foundation granted $223,752 to the five-year-old Symphony of the New World. This group employs more black and Spanish-speaking players than any other American orchestra and has also been the source of about twenty minority players for other major professional symphonies. The orchestra provides them advanced training through work in such smaller units as string octets and woodwind ensembles.

**Theater**

The Foundation's long-term work in theater has ranged from strengthening residential nonprofit ensembles to assisting the development of talented playwrights, directors, theater administrators, and stage managers and technicians.

The Arena Stage, in Washington, D.C., one of the pioneers in the resident theater movement, and the Negro Ensemble Company, one of the youngest, this year received additional support. The Arena, which has opened a second theater, will over a three-year period receive $600,000, half of which will match additional funds from the National Endowment for the Arts.

The Negro Ensemble Company, despite critical acclaim since it was established with the help of the Foundation in 1967, has led a precarious financial existence, owing in part to the cost of maintaining a successful professional apprenticeship training program for black theater artists interested in work onstage and in technical production. The Foundation granted an additional $447,805
to help the company while it seeks to diversify its sources of support.

Further support went to experimental theaters that serve as training grounds for emerging writing and directing talent and as showcases for such new dramatic styles as the “theater of intellect,” personified in the work of Joseph Chaikin, director of the Open Theater. His group, together with Theater Genesis and the New Theater Workshop, received a total of $159,812.

Perhaps the most prolific of the off-off-Broadway theaters is La Mama Experimental Theater Club, which last year mounted fifty-two productions by forty playwrights. La Mama has also become an international center of experimental drama; its touring companies have stimulated the creation of stylistically similar groups from Latin America to Scandinavia. The group was granted an additional $146,615 this year.

**Dance**

Despite continuing fiscal uncertainty, the number of professional companies with substantial regular seasons and chances of permanence has increased from three to nine since the Foundation began working in this field seven years ago. Support has gone to the development of companies and to a national program of recruitment and training of dancers. The Boston Ballet, one of several the Foundation has assisted, this year received $350,000 as the nucleus of a $925,000 fund-raising campaign it will conduct over the next four years.

The Dance Theatre of Harlem, founded with Foundation support, received further aid. It fills an important gap in the opportunities of young blacks for professional training in dance, particularly in the ballet form, which demands that instruction begin at an early age. Students concentrate on classic dance techniques but are also exposed to modern, primitive, and jazz dance styles. It has also participated in touring programs scheduled by the New York State Council on the Arts and the National Endowment for the Arts.

The preservation of ballet repertoire by written notation of dance movements is a...
| Workshops and productions for development of playwrights, actors, and directors |
|---------------------------------|-------------------|-------------------|
| American Place Theatre          | 116,000           | 86,000            |
| Chelsea Theater Center          | 20,600            | 18,000            |
| La Mama Experimental Theatre Club | 148,615      | 117,100           |
| Negro Ensemble Company          | 447,805           | 363,507           |
| New Lafayette Theatre and Workshop | 211,769      | 112,374           |
| New Theatre Workshop            | 53,592            | 50,166            |
| The Open Theatre                | 48,250            | 35,250            |
| Theatre Genesis                 | 57,970            | 57,970            |

**DANCE**

<table>
<thead>
<tr>
<th>Ballet training and strengthening of ensembles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston Ballet</td>
</tr>
<tr>
<td>City Center Joffrey Ballet</td>
</tr>
<tr>
<td>New York City Ballet</td>
</tr>
<tr>
<td>Pennsylvania Ballet Company</td>
</tr>
<tr>
<td>San Francisco Ballet Company</td>
</tr>
<tr>
<td>School of American Ballet</td>
</tr>
</tbody>
</table>

**Columbia University**

<table>
<thead>
<tr>
<th>Analysis of cultural components in various dance styles</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,622</td>
</tr>
</tbody>
</table>

**Dance Notation Bureau**

<table>
<thead>
<tr>
<th>Preservation of dance repertoire through notation</th>
</tr>
</thead>
<tbody>
<tr>
<td>40,000</td>
</tr>
<tr>
<td>18,000</td>
</tr>
<tr>
<td>22,000</td>
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</table>

**Dance Theatre of Harlem**

<table>
<thead>
<tr>
<th>Professional training and performances</th>
</tr>
</thead>
<tbody>
<tr>
<td>315,000</td>
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</table>

**Greek Folk Dances and Songs Society**

<table>
<thead>
<tr>
<th>Performances of ethnic dances and research on costumes</th>
</tr>
</thead>
<tbody>
<tr>
<td>152,130</td>
</tr>
<tr>
<td>62,371</td>
</tr>
<tr>
<td>108,334</td>
</tr>
</tbody>
</table>

**Modern dance performances**

| Brooklyn Academy of Music                       | 105,000 |
| City Center of Music and Drama (New York City)  | 120,697 |

**VISUAL ARTS**

<table>
<thead>
<tr>
<th>American Federation of Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Films for primary school art curriculum</td>
</tr>
<tr>
<td>Urban design studies</td>
</tr>
<tr>
<td>Urban design studies</td>
</tr>
<tr>
<td>General support</td>
</tr>
<tr>
<td>American Film Institute</td>
</tr>
<tr>
<td>American Museum of Fine Arts</td>
</tr>
<tr>
<td>Contemporary art</td>
</tr>
<tr>
<td>Modern art</td>
</tr>
<tr>
<td>Performance art</td>
</tr>
<tr>
<td>Dancing and design</td>
</tr>
<tr>
<td>Performance art</td>
</tr>
<tr>
<td>Contemporary art</td>
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<tr>
<td>Modern art</td>
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<tr>
<td>Performance art</td>
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<td>Contemporary art</td>
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<td>Contemporary art</td>
</tr>
<tr>
<td>Modern art</td>
</tr>
<tr>
<td>Performance art</td>
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</tbody>
</table>

**Catalogues of fine arts museum collections**

| American Numismatic Society                     |
| Bates College                                    |
| Bowdoin College                                  |
| Cleveland Museum of Art                          |
| Detroit Institute of Arts                        |
| Guggenheim Museum                                |
| Indianapolis Museum of Art                       |
| Minneapolis Society of Fine Arts                 |
| Museum of Fine Arts (Boston)                     |
| Rhode Island School of Design                    |
| Wichita Art Museum                               |
| Henry Francis du Pont Waddesburgh Museum         |

**Committee to Rescue Italian Art**

<table>
<thead>
<tr>
<th>Conservation and restoration</th>
</tr>
</thead>
<tbody>
<tr>
<td>75,000</td>
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<tr>
<td>75,000</td>
</tr>
<tr>
<td>165,000</td>
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<tr>
<td>165,000</td>
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</tbody>
</table>

**International Council of Museums**

<table>
<thead>
<tr>
<th>Strengthening of central services</th>
</tr>
</thead>
<tbody>
<tr>
<td>50,000</td>
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<tr>
<td>50,000</td>
</tr>
<tr>
<td>100,000</td>
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<td>100,000</td>
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<td>100,000</td>
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**New York University**

<table>
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<tr>
<th>Curatorial training</th>
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</thead>
<tbody>
<tr>
<td>23,413</td>
</tr>
<tr>
<td>377,103</td>
</tr>
<tr>
<td>377,103</td>
</tr>
<tr>
<td>377,103</td>
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<tr>
<td>377,103</td>
</tr>
</tbody>
</table>

**Scholarships for professional art training**

<table>
<thead>
<tr>
<th>University of Chicago</th>
</tr>
</thead>
<tbody>
<tr>
<td>32,000</td>
</tr>
<tr>
<td>New York Studio School of Drawing, Painting and Sculpture</td>
</tr>
<tr>
<td>103,527</td>
</tr>
<tr>
<td>146,473</td>
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</tbody>
</table>

**Tamarind Lithography Workshop**

<table>
<thead>
<tr>
<th>Development of lithographic art</th>
</tr>
</thead>
<tbody>
<tr>
<td>705,000</td>
</tr>
<tr>
<td>220,000</td>
</tr>
<tr>
<td>555,000</td>
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**Training in conservation of artistic objects**

<table>
<thead>
<tr>
<th>Internmuseum Conservation Association</th>
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<tbody>
<tr>
<td>545,250</td>
</tr>
<tr>
<td>45,809</td>
</tr>
<tr>
<td>490,012</td>
</tr>
<tr>
<td>490,012</td>
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<tr>
<td>490,012</td>
</tr>
</tbody>
</table>

**laborious, infrequently practiced process. The main American center for development of the system, the Dance Notation Bureau, was granted funds to continue over the next three years its work in recording dances, training notators, assisting schools and universities in introducing notation into the curriculum, and maintaining a library of dance recordings.**

**The Visual Arts**

Foundation-supported activities in painting, sculpture, and the graphic arts have included traveling and retrospective exhibits, purchases of works for widely dispersed art centers, preparation of catalogues of fine arts collections, residencies for artists in small museums, and training in studios and academies of art.

In addition, internships enabling talented graduate students of art history to prepare for curatorial careers in museums have been assisted. This year the Foundation turned to another aspect of museum work suffering from a shortage of trained personnel: art conservation. Paintings, drawings, prints, sculpture, and other art objects are prey to damage or deterioration from a variety of hazards. The United States has few centers for training men and women in a rare blend of scientific, historical, and aesthetic understanding and the painstaking technical skills of restoration. For academic work and laboratory apprenticeships to prepare specialists in this field, the Foundation made grants for the New York State Historical Association and the State University, and to the Inter-museum Conservation Association, an alliance of fifteen museums in Indiana, Iowa, Michigan, Minnesota, New York, Ohio, and Wisconsin.

Ten years of support for the experimental Tamarind Lithography Workshop culminated this year in the establishment of a permanent lithographic institute sponsored by Tamarind and the University of New Mexico, where it will be located. Since it was founded in 1959, Tamarind has brought to new technical standards and to wide currency the medium of fine-art lithography, the hand reproduction of works painted directly on stone. The workshop has helped
artists of all styles master the lithographic art, created a pool of master printers, conducted research, and stimulated new markets for lithographic work. Artists and craftsmen assisted by Tamarind produced some 3,000 editions of lithographs with an aggregate value of more than $20 million. A $705,000 grant was made for the new institute.

**Arts and Minority Communities**

Scores of performing groups and art schools have arisen in low-income urban centers in the last several years, with local, Federal, and private support. The Foundation assists a few ghetto arts centers that train for professional careers in addition to serving community audiences. The basis for such aid includes professional leadership, evidence of sufficient longer-term local support than the period covered by a Foundation grant, and the value to similar centers elsewhere of significant artistic or organizational approaches employed by a group. Such support has gone to groups in Los Angeles, New York, Philadelphia, and Boston. Illustrative was a grant of $200,000 this year to an arts center in Newark, New Jersey, where business organizations have organized to provide annual support. Located in the heart of the Newark ghetto, the center enables forty professional artists in music, dance, and drama to teach young people from the city and neighboring communities.

**The Humanities**

The Foundation has sought to address the needs of American humanistic scholarship in two ways. One is support of the fellowship and grant-in-aid programs of the American Council of Learned Societies (ACLS), a federation of thirty-three scholarly bodies. ACLS serves as the focal point of the humanities in the United States and as the principal avenue of American representation in the international community of scholarship in the humanities and in humanistic aspects of the social sciences. Second, the Foundation directly assists efforts to fill particular gaps in humanistic disciplines; in 1968, for example, it started a five-year,
Rehearsal at the Dance Theatre of Harlem is scrutinized by co-founder and executive director Arthur Mitchell (left) and Coleridge Taylor Perkinson, composer of "Ode," a ballet in its repertoire. In addition to giving performances, the group conducts a ballet school.

$1.5 million program in support of field studies by young archaeological scholars.

This year, as the ACLS began its second half-century, the Foundation earmarked $8.2 million for its basic program through 1982. The funds will be devoted primarily to postdoctoral fellowships for individual scholars. A 1970 report of the National Academy of Sciences underscored the continuing need for aid to advanced work in the humanities, noting that only 2 per cent of all available postdoctoral fellowships were reserved for these disciplines, compared to
55 per cent in the life sciences. The new funds will enable ACLS to increase both the number and the stipends of its fellowships. The remainder of the funds will be devoted to such other basic ACLS activities as grants-in-aid for research, assistance to American scholars traveling to international congresses, and the work of an extensive system of special ACLS committees, which total some 400 members.

Major Foundation support for ACLS since the late 1950s has coincided with a decade of reorganization. ACLS had been heavily dependent for support on ad hoc grants for such activities as Army language training during World War II and the postwar development of foreign-area studies. ACLS subsequently developed a central program and staff that foster humanistic scholarship and research across the board rather than concentrating upon application of the humanities to one current problem or another. Although the Foundation continues as its major source of support, ACLS now covers its overhead costs from other income —endowment, grants from other foundations and the National Endowment for the Humanities, substantially increased dues from its constituent societies, and more than $130,000 in annual donations from some eighty universities and colleges.

Apart from its basic program in the United States, ACLS is a principal agency for advancing American studies abroad, an activity for which the Foundation this year granted an additional $3.7 million. In European universities and elsewhere, studies of American history, government, literature, and related subjects have been hampered by a shortage of foreign scholars steeped in these fields. In the last decade a Foundation-supported ACLS effort has enabled more than 250 scholars from Europe, Japan, Australia, and New Zealand to increase their knowledge of the United States through study fellowships here. The program also helps foreign universities establish American studies professorships and build up their library collections of American materials. The new program will cover such activities for five more years, including extension of fellowships to include East European scholars.
Public Broadcasting

The premise of the Foundation’s support of public television is that an effective alternative to the commercial broadcasting system is essential both to the health and strength of American society and the quality of national life—that some part of the most powerful of all media of communication should be devoted exclusively to informing the mind and enriching the spirit. To this end, the Foundation has nurtured the growth of public broadcasting stations and actively supported the formation of the Corporation for Public Broadcasting (CPB), established under the 1967 Public Broadcasting Act. CPB is becoming the dominant force in the field and may soon prove to be the means by which public television can surmount its chronic financial crises.

The Foundation’s current policy, while CPB is in its formative years, is to continue to serve as a substantial source of private support for independent public broadcasting. The Foundation will also continue to assist research and analysis aimed at securing the maximum public benefit from such significant advances in communications as cable television and satellite technology.

Program Distribution

The Foundation’s support rests on the principle that diversity should be the hallmark of public broadcasting. A variety of national and decentralized program sources is a necessary reflection of the variety of American society itself. The Foundation supports the Carnegie Commission Report of 1967 in its strong thesis that diversity in national programming requires a structure of more than a single public broadcasting organization. The Corporation for Public Broadcasting this year took a major step in this direction by separating the means of national distribution from the means of production. The Corporation, assisted by the Foundation, established a new national networking organization called the Public Broadcasting Service (PBS).

PBS is a membership corporation of public television stations governed by a board of directors consisting of five station managers, the presidents of the Corporation and National Educational Television (NET), and two members representing the public. PBS does not produce programs itself but is responsible for the scheduling and delivery of programs produced either by national centers or station production centers around the country. This year PBS is distributing to the stations twelve hours weekly of simultaneous, prime-time public television programs.

Diversified Production

In the pursuit of decentralized and diverse production, the Foundation continued assistance to NET and to station-based production centers. NET received $6.5 million from the Foundation and $3.3 million from the Corporation this year. NET’s future program capacity also will be strengthened by its consolidation with the public television channel in New York, renamed WNET. This move gives NET its own studios, thereby greatly increasing the flexibility of its production and scheduling. The consolidation is expected to benefit public television nationally as well as the audience in the New York area.

Also emerging as a national programming source is the Foundation-assisted Children’s Television Workshop, producer of the widely acclaimed “Sesame Street” series for preschool children (see page 32).

A conference of public television station managers from throughout the country in November, 1969, outlined the following priorities for national programming: environmental issues; programs for children and youth; the performing and graphic arts; the crisis in public education; programs for minority groups; and consumer education. These aims were reflected in a variety of 1970 programming grants from the Foundation. Public television stations in Boston, Los Angeles, New York, and San Francisco received $1,750,000 to produce national programming of their choice; these funds were matched by CPB. The resulting programs include “San Francisco Mix,” a kaleidoscopic view of the arts; a thirteen-week summer series of the Boston Pops.
Orchestra; “The Advocates,” a weekly experiment in which two sides of major issues are argued in courtroom fashion; the Nader Report, on consumer issues; “The Vanishing Wilderness,” an environmental series; “Realities,” public affairs and cultural documentaries; and “Flick-Out,” a film and interview series.

Also funded was Hollywood Television Theatre, a series of full-length dramas; the first, “The Andersonville Trial” was televised this year, and “Big Fish, Little Fish” and “Poet Game” are scheduled for next year. And support went for a twenty-week third season of “Soul!” the only nationally televised weekly series oriented to the black community and produced by blacks; first telecast in the New York area, “Soul!” is now carried by seventy-two stations.

Community Programming
The Foundation continued support for the “newspaper of the air” concept. “Newsroom” programs in San Francisco and Pittsburgh had been assisted by earlier Foundation grants, and initial support went this year to adaptation of the concept by public television stations in Dallas and Washington, D.C. At the core of these nightly programs is first-hand analysis of events and trends by experienced newspaper reporters.

In Jacksonville, Florida, station WJCT received assistance for its noted “Feedback” program, which covers important local issues, includes on-the-air audience responses, and provides live coverage of legislative hearings, city council and school board meetings, and other community events.

Audience Expansion
The progress of public broadcasting depends not only on quality programming but also on conscious efforts to expand the audience through advertising, promotion, and publicity. Hard-pressed for production and day-to-day operational funds, the medium spends almost nothing to call attention to its wares. This year the Foundation granted $1 million to PBS and several production
Staff of Dallas public television “Newsroom” gathers for broadcast around editor James Lehrer. Contrasting with conventional “newsreader-bulletin” approach to television news, Foundation-assisted programs in several cities feature detailed analyses of stories and cross-questioning of reporters.

centers for advertising and promotion of national programming. The Foundation also funded a study of the marketing feasibility and costs of a monthly national public-television guide.

Telecommunications Policy
The Foundation’s concern for the public interest in Federal decisions concerning communications began in the early 1950s with support for citizen efforts to reserve part of the television broadcast spectrum for educational, noncommercial use. One of its present interests is whether a Federally-approved domestic broadcasting satellite system would provide free transmission and revenues for public television. Public broadcasting enjoys a reduced rate over commercial networks for telephonic land-line interconnection for two hours nightly, but interconnection still costs nearly

<table>
<thead>
<tr>
<th>Projects Authorized</th>
<th>Expenditures</th>
<th>Unexpended Balance (Sept. 30, 1970)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of Public Broadcast Laboratory</td>
<td>$3,640</td>
<td>$3,640</td>
</tr>
<tr>
<td>Rand Corporation study on CATV</td>
<td>$123,750</td>
<td>$116,000</td>
</tr>
<tr>
<td>Studies of communications issues and developments</td>
<td>$52,998</td>
<td>$161,631</td>
</tr>
<tr>
<td>Total projects, Public Broadcasting</td>
<td>$199,631</td>
<td>$199,631</td>
</tr>
</tbody>
</table>

STATION AND PERSONNEL DEVELOPMENT

Community Television of Southern California (KCET-Los Angeles)
Support for an interconnection-delay center Program-related investment (see page 30) (44,185) (44,185)

Corporation for Public Broadcasting
Feasibility study of national program guide
Fellowships for career public broadcasters

Greater Cincinnati Television Educational Foundation
Operational expenses

Public Television of South Central Pennsylvania (WITF-Hershey, Pennsylvania)
Acquisition of CINEDEX, visual encyclopedia of 1,700 short films

Virgin Islands Public Television System
Emergency support

Total grants, Public Broadcasting

PROJECTS are activities administered directly by the Foundation rather than by grantees. The first column shows projects approved during fiscal 1970. The second column shows total 1970 expenditures for projects approved in fiscal 1970 or earlier. The third column shows unexpended project balances at the end of fiscal 1970.

<table>
<thead>
<tr>
<th>Projects Authorized</th>
<th>Expenditures</th>
<th>Unexpended Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCBS (San Diego), “Under 30,” a self-examination of California’s younger generation</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>KOED (San Francisco), “Newsroom,” daily one-hour news program</td>
<td>682,000</td>
<td></td>
</tr>
<tr>
<td>ETV Network (South Carolina), “Job Men Caravan,” employment information for unemployed youth</td>
<td>(145)</td>
<td>115,255</td>
</tr>
<tr>
<td>KUAT (Tucson), “Fiesta,” evaluation and production of programming for Mexican-Americans</td>
<td>47,500</td>
<td>9,300</td>
</tr>
</tbody>
</table>

55
$1 million annually. Furthermore, the public television lines may be preempted for special commercial shows, and have been so almost nightly. Negotiations began in the fall of 1970, however, among public broadcasting leaders, the Federal Communications Commission, and the American Telephone & Telegraph Company to place the public network on a twenty-four hour reduced-rate basis, without preemption.

Although the FCC has not resolved the domestic satellite issue, the Corporation, with Foundation assistance, conducted trials this year of coast-to-coast transmission via two National Aeronautics and Space Administration satellites. Moreover, the FCC, in a March order on nine pending commercial applications for satellite systems, requested applicants to address the Foundation's 1966 "people's dividend" proposal for realizing funds for public television from a domestic satellite system. The FCC set December 1, 1970, as the cutoff date for additional applications.

Another major issue is permanent government funding of public television that would safeguard the independence of public broadcasting from political considerations. Alternatives suggested to date include an excise tax on television set sales, a tax on the profits of commercial broadcasters, and the addition to the income tax of a $2 to $5 annual license fee on each television set owned.

The Foundation maintains an interest in the potential use of satellite communications in less-developed countries. A grant was made this year by the International Division for a study of means of using a NASA satellite scheduled to achieve orbit over India in 1974 or 1975 for education and community purposes.

Implications of the onrushing development of cable television were covered in reports published this year by the Rand Corporation. The studies were made under a contract with the Foundation, primarily in response to the FCC's request for disinterested analysis.

The Foundation set aside $100,000 to continue other analyses and activities concerning communications policy in the coming year.
International Division

The Foundation devotes approximately one-third of its annual budget to the International Division, which is largely concerned with assistance to developing countries and with international studies in Europe and the United States.

The Foundation began work in the developing countries in 1951 in South and Southeast Asia, in the Middle East in 1952, and in Africa and Latin America in 1959. Its interest in the poor, populous, and troubled parts of these regions can be stated in terms of human welfare and international peace.

The human dimension is self-evident in the needs of hundreds of millions of people struggling to live in dignity and security. It should be equally evident that the future well-being of the United States and other economically advanced nations requires economic progress in those areas where two-thirds of the world's people live in poverty.

Only a handful of private American foundations have the resources to engage in significant work abroad, and their resources are very small relative to needs in the developing countries. Yet experience has demonstrated that carefully designed assistance from foundations, sustained over time, can achieve important results. The concept of technical assistance is well expressed by the commonplace phrase: to help people help themselves. This process means establishing competence and complex skills where none exist, or strengthening local institutions that can have an effect on the massive tasks of social and economic development. The process is invariably slow, but there is growing evidence that it is not endless.

Foundation activities in less developed countries fall into four main categories: increasing production of food; strengthening educational systems; increasing the capacity of governmental and private agencies to plan and execute developmental activities; and helping prevent excess population growth.

In 1970, several trends were evident. In agriculture, there was increasing concern with the economic and social aspects of change in rural societies brought about by the initial successes of the "green revolution" in increasing food production. In population, increased support for research in reproductive biology went to the developing countries. And in education, the Foundation supported major reappraisals of entire educational systems in several countries.

Grants and projects in 1970 totaled $78,414,972, of which $17,828,753 was devoted to Asia and the Pacific; $17,801,332 to the Middle East and Africa; $16,391,912 to Latin America and the Caribbean; $11,089,807 to Population; and $15,466,868 to International Studies.

Asia and the Pacific

Since the Foundation's work in Asia began with the opening of an office in India in 1951, its support of social, educational, and economic development has spread to several other countries in the region.

The Foundation has taken part in agricultural advances that promise to be among the most significant positive developments in modern Asian history. The Foundation also has supported early efforts in the population and family-planning field and has helped build some of the leading educational institutions in the region. It has worked with Asian public and private agencies on difficult national economic planning problems. Foundation-assisted institutions in Asia have trained thousands of leaders who are contributing in a wide variety of fields to the region's advancement.

Education and Research. As in other underdeveloped regions, most Asian educational institutions are still some distance from realizing their potential for contributing to social and economic development. Most are relatively young, understaffed, and underfunded, and many are still rooted in the educational traditions of former colonial rulers.

Recognizing these conditions, seven Southeast Asian countries (Cambodia, Indonesia, Laos, Malaysia, Singapore, Thailand, and the Republic of Vietnam) have jointly established a Regional Institute of...
Higher Education and Development, located on the campus of the University of Singapore. The institute’s mission is to stimulate cooperation among universities and governments and enhance the contributions of higher education to the development of each country and of the region as a whole. It will provide statistical, clearinghouse, and documentation services; conduct studies on ways universities can contribute to development; and provide the services of advisors and specialists. The Foundation granted $436,000, to be matched equally by the institute’s member states.

In Indonesia, many educators and planners believe that the educational system inherited from the Dutch is not relevant to the needs of their largely agricultural, underdeveloped country. The government has therefore inaugurated a wide-ranging assessment of the educational system, drawing on a small number of foreign consultants as well as Indonesian specialists. The project, which received continued Foundation support this year, seeks to provide the basis for a national strategy of education. The largest social research undertaking in modern Indonesian history, the assessment is covering such areas as attitudes toward education and the aspirations of parents, students, educators, and community leaders; staffing needs; and the cost and financing of education.

In the Philippines, which has a large and complex educational establishment composed of federal, provincial, and municipal universities and schools, church institutions, and private colleges, a government review of present facilities and needs is under way. To assist in the survey, the Foundation provided consultants who have had experience in education in developing countries.

Asian development is customarily thought of in economic and political terms, but the process has powerful social and cultural effects. Asia’s rich cultures are particularly vulnerable to rapid social and economic changes and the Foundation has recently provided some selective, modest-scale support to help preserve and re-interpret the Asian past. This year, for example, $140,000 was earmarked for assistance to museums and archives and for such projects as field
<table>
<thead>
<tr>
<th>Organization</th>
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<tbody>
<tr>
<td>Homi Bhabha Fellowships Council</td>
<td>Fellowships for training and research in development</td>
<td>10,006</td>
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<tr>
<td>India, Government of</td>
<td>Ministry of Commerce and Consumer Industry</td>
<td>3,157</td>
</tr>
<tr>
<td></td>
<td>Training in production of science instruments</td>
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<td>Ministry of Education</td>
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<td>English-language teaching and general education</td>
<td>29,352</td>
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<td>Strengthening role of village teachers</td>
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<td>Employment service research and staff training</td>
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<td>Training of government manpower training officials</td>
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<td>Research in reproductive biology</td>
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<td>Centre of Applied Politics</td>
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<td>Institute of Applied Manpower Research</td>
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<td>Administrative Staff College of India</td>
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<td>business management</td>
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<td>Purchase and maintenance of teaching computer system</td>
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<td>Training and research in business management</td>
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<td>Indian Institute of Management (Calcutta)</td>
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<td>Establishment of an institute to support management</td>
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<td>Research on capacity of commercial banks to meet</td>
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<td>Shim Ram Centre for Industrial Relations</td>
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<td>Research in rural labor problems and social policy</td>
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<td>Research and training in planning and economic</td>
<td>India, Government of</td>
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<td>development</td>
<td>Indian Statistical Institute</td>
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<td>National Council of Applied Economic Research</td>
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<td>(11,493)</td>
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<td>South India Teachers Union Council of Educational</td>
<td>Curriculum studies</td>
<td>4,500</td>
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<td>Research</td>
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</table>

*Recording of classical dance, music, and theater in regions where these arts have special cultural significance and are in danger of dying out. Funds will be provided for training and research, books and equipment for individuals and institutions, and for seminars to encourage scholarly interchange among Southeast Asians.*

**Agriculture.** In addition to support of Asian agricultural development through the International Rice Research Institute (see page 76), the Foundation assists efforts to increase food production through the introduction of more productive rice and wheat strains especially adapted to local conditions; it supports training of local specialists in such fields as farm management, agricultural economics, water technology, and animal husbandry, and it helps strengthen schools of agriculture and extension services. Several Foundation actions in 1970 reflected an increasing concern with the economic and social consequences of the “green revolution,” such as marketing, the distribution of rural income, changes in landholding patterns, migration to the cities, the development of small industries related to agriculture, and the capacity of Asians to analyze agricultural policy aspects of the new technology.

Illustrative is a Foundation-assisted project in Pakistan, where recent remarkable increases in food-grain production have severely strained processing and storage enterprises. To help identify the bottlenecks in technology, management, and training, advisors provided by the Foundation will work with Pakistani agricultural agencies. Funds were also given to explore the possibilities of attracting capital from world and Asian banks to expand and modernize the milling and storage industries.

In East Pakistan, there is a critical need for a research capacity and information system in agriculture that would provide a more rational basis for policy decisions. To help the East Pakistan Department of Agriculture meet this need, the Foundation set aside funds for doctoral-level training of young agricultural economists. The Foundation will also provide an advisor to assist the department’s research and evaluation arm.
Opposite: Experimental rice yields are spread out to dry at Indonesia’s Central Research Institute for Agriculture, Bogor, West Java. Research personnel are trained here in the production of high-yield, disease-resistant varieties suitable to local soil and weather conditions. Foundation support helps the institute to work with the International Rice Research Institute in advancing Indonesian efforts to increase production of rice, the staple food of the country’s 120 million people.

The College of Agriculture of the University of the Philippines, which has received large-scale Foundation support over the last eight years, received a terminal grant of $900,000. The college, now regarded as the best agricultural institution in Southeast Asia, was recently designated by the Southeast Asian Ministers of Education as the regional college of agriculture. Foundation assistance has included visiting professors and consultants from Cornell University, fellowships for Filipino faculty at the Ph.D. and master’s levels, and funds for an experimental college extension program and training in rice and corn production. The International Bank for Reconstruction and Development has financed the construction of new buildings and by 1972 there will be approximately 120 Ph.D.s on the faculty.

In Indonesia, where more than 120 million people depend largely on rice for food, the Foundation participated in support of a new government initiative to reorganize and increase rice production. Although the country has fertile soil and a rice-growing tradition of thousands of years, production is still inadequate to feed the fast-growing population. What is needed is overall planning and rehabilitation of the country’s irrigation systems, adequate fertilizer, rural credit, and new rice technology. A $257,000 grant was made to the International Rice Research Institute for the services of a senior scientist who will work with other consultants assembled by the Indonesian government to advise on the national rice program. Advanced training, research, and equipment are also provided.

Population. Since 1959, when the Foundation assisted the Indian government in setting up a family-planning program,
several other Asian countries have adopted official family-planning policies. But despite strenuous efforts to slow down the population increase through education and the introduction of contraceptive devices, the problem of overpopulation remains grave.

India (population 540 million, doubling in twenty-eight years at the present rate of growth) has created an extensive network of rural and urban clinics that offer contraceptive services and family-planning information. A variety of government institutions provide leadership and research, but until recently private voluntary Indian organizations played only a minimal role. This year, a substantial private effort was launched, with Foundation assistance, through the establishment of the Population Council of India. The council will seek to strengthen the role of voluntary organizations in addressing India’s population problem by promoting research, serving as an information clearinghouse, advising the central and state governments, and generally increasing citizen awareness and support of family planning.

In Pakistan (population 131 million, doubling in twenty-one years at the present rate of growth), the Foundation aided two key family-planning research, training, and evaluation units in East and West Pakistan through grants to the University of California and the Population Council. Among projects carried out by the units are studies of intrauterine device retention and male sterilization rates.

A shortage of demographers in Asia poses problems not only for planners of population programs but also for development administrators who need population data in making decisions on a range of fields from education to investments. The shortage is particularly acute in Indonesia, where the few trained specialists are involved in priority government assignments and consequently unavailable for research. The Foundation made a grant for training economists, sociologists, and other scholars from twenty-two Indonesian universities at the University of Indonesia’s Demographic Institute. They will take a concentrated four-month course in demography and social research methods.
Regional Studies. Despite the enormous American commitment of men and materiel in Vietnam, academic competence in the United States concerning Indochina is extremely thin.

To help meet the growing demand for persons trained in Indochinese studies, the Foundation made a $300,000 grant to Cornell University for its program on Vietnam, Laos, and Cambodia. Cornell offers Vietnamese language instruction and courses in Vietnamese history, anthropology, literature and linguistics, and sociology. Part of the grant will provide fellowships, library materials, faculty travel, and research for a seminar on Laos. A $300,000 matching grant also went to Harvard to establish a professorship in Vietnamese studies.

Asian studies in general received continued Foundation support through a $1,067,000 grant to the Social Science Research Council for its Foreign Area Fellowship Program. The grant will fund approximately forty awards annually to predoctoral students for research on South, Southeast, and East Asia. Although the awards will continue to concentrate on the social sciences, several are now being made in such previously neglected fields as agricultural economics, tropical agriculture, agronomy, and comparative education.

Development Planning. Most Asian countries are charting their long-range economic development through planning that encompasses such components as manpower, available resources, capital investments, goal priorities, and population growth. But there is a shortage of economists, statisticians, demographers, and other specialists needed for this task. The Foundation, where feasible, provides some of the expertise required by those countries. Activities in Indonesia and India in 1970 illustrate the point.

Indonesia’s efforts to restore its economy after a long period of stagnation are being assisted, under a grant from the Ford Foundation, by the Harvard Development Advisory Service. Consultants and advisors provided by the Harvard agency are members of an international group working for the National Planning Agency. They
have participated with Indonesian colleagues in analysis of such urgent economic questions as import and export policy, the banking system, the role of public enterprises, and measures to encourage private investments. The Foundation granted additional funds this year to enable the Harvard group to help Indonesia implement its Five Year Development Plan and other long-term programs. The costs of advanced training of Indonesian planning agency staff in the United States and other countries were also provided.

In India, where nearly four-fifths of the country’s population live in 560,000 villages, the Foundation assisted a program in rural development that could have far-reaching implications for largely agricultural nations. These villages are served by the most primitive apparatus for marketing farm products, distributing consumer goods and services, and providing social services, health care, and education. The Indian government has approved a comprehensive program to modernize the countryside. The aim is to establish “growth centers” that would provide people in surrounding villages with marketing and other necessary services as well as employment in agriculture-related industries. It is estimated that at least 10,000 such centers are required to serve the steadily growing agriculture sector alone.

As a first step, the government has established a pilot program in about twenty rural districts to gather data that will furnish a basis for future action. The Foundation provided funds for a central research group composed of Indian professionals from various disciplines who will coordinate the work and support field operations.

### Middle East and Africa

**SUB-SAHARA AFRICA**

- **American Council on Education**
  - Study of African secondary schools
  - 50,000

- **Education and World Affaire**
  - Placement of American professors at African universities
  - 200,000

- **Education Development Center**
  - Advisory assistance to an African institute for educational development
  - 74,000

- **International Institute of Tropical Agriculture**
  - Construction of laboratories and other facilities
  - 5,000,000
  - General operating support
  - 3,500,000
  - 1,500,000

- **International Legal Center**
  - Strengthening of African legal education
  - 375,000

- **Overseas Development Institute (London)**
  - Technical assistance in economic planning in Botswana
  - 25,800

- **Research, Training, and conferences on Africa**
  - African-American Institute
  - 77,000
  - 93,162
  - 263,000
  - African Studies Association
  - 165,000
  - 40,877
  - 199,493
  - California University of Los Angeles
  - 360,000

**MIDDLE EAST AND AFRICA**

- **Academia Sinica**
  - 300,000

- **American Council of Learned Societies**
  - 300,000

- **Association for Asian Studies**
  - 100,000

- **Association for Research Libraries**
  - 86,437

- **California, University of (Berkeley)**
  - 223,667

- **Canadian Institute of International Affairs**
  - 37,000

- **Columbia University**
  - 684,789

- **Cornell University**
  - 205,975

- **Education and World Affaire**
  - 14,186

- **Free University of Berlin**
  - 12,500

- **German Association for East Asian Studies**
  - 156,000

- **Harvard University**
  - 72,500

- **Institute of Asian Studies (Hamburg)**
  - 948,761

- **Korea-Chosun Educational Foundation**
  - 10,331

- **London School of Economics and Political Science**
  - 152,648

- **London, University of**
  - 134,785

- **Michigan, University of**
  - 315,248

- **National Committee on U.S.-China Relations**
  - 175,200

- **Ruhr University (Bochum)**
  - 7,500

- **Social Science Research Council**
  - 372,974

- **SoongChing Ling Educational Foundation**
  - 100,000

- **Social Science Research Council**
  - 120,000

- **St. John’s University**
  - 36,000

- **Washington, University of**
  - 127,800

- **REGIONAL**
  - **American Council of Learned Societies**
    - 100,000
  - **American Historical Association**
    - 94,666
  - **Association for Asian Studies**
    - 71,864
  - **Australian Institute of International Affairs**
    - 34,940
  - **Australian National University**
    - 25,000
  - **California, University of (Berkeley)**
    - 250,000
  - **Canadian Institute of International Affairs**
    - 55,000
  - **Institute of Southeast Asian Studies**
    - 39,700
  - **Korea Economic Research Center**
    - 72,500
  - **Korea, Chosun Educational Foundation**
    - 200,000
  - **Kyoto University**
    - 200,000
  - **Munich, University of**
    - 26,300
  - **New Zealand Institute of International Affairs**
    - 25,000
  - **Rochester, University of**
    - 25,000
  - **Social Science Research Council**
    - 1,517,000
  - **Stanford University**
    - 240,000
  - **Washington, University of**
    - 30,809,985

- **Overseas Development Institute (London)**
  - Technical assistance in economic planning in Botswana
  - 25,000

- **Research, Training, and conferences on Africa**
  - African-American Institute
  - 77,000
  - 93,162
  - 263,000
  - African Studies Association
  - 165,000
  - 40,877
  - 199,493
  - California, University of (Los Angeles)
  - 360,000
American law schools to advance African legal education. The Foundation also provided consultants on manpower, finance, economic planning, and other development-related fields. As many African nations acquired competence in basic government management, the Foundation began to give increased assistance in new fields such as family planning and agriculture.

In the Arab Middle East, the Foundation has supported educational institutions, and training and research in economic planning. It has provided consultants in a variety of fields including linguistics, management, and the training of business leaders. In Israel, the Foundation has supported research related to educational and economic development and research in reproductive physiology.

The Foundation has also encouraged and aided the establishment of regional resources such as the International Institute of Tropical Agriculture at Ibadan, Nigeria, (see page 75) and the Arid Lands Agricultural Program based in Lebanon. The centers are designed to meet the needs of many countries with similar development problems and, at the same time, serve as training institutions for local technicians and scientists.

**Education and Research.** Illustrative of the shortage of manpower training facilities in most African countries was the urgent need in Ethiopia ten years ago for teachers, scientists, administrators, and doctors. Yet the total enrollment in seven colleges and faculties was less than 1,000 students in a country of 20 million people.

To meet the need for an institution of higher education that could provide the skilled manpower the country required, the government created a national university, Haile Selassie I University, in 1961.

Since then, the government has spent substantial sums to construct a modern campus with libraries, classrooms, laboratories, and dormitories. Four new colleges and faculties were added, including law, business administration, and medicine. An increasing number of Ethiopians—almost half the 522 staff total—teach a full-time student body of 4,600. And the government is providing a growing annual budget for the university, now approximately $5 million.
The Foundation has assisted the university, particularly in strengthening the law faculty and in university planning and administration. This year, the Foundation continued advisory assistance, including an American academic vice president who will serve until his Ethiopian successor returns from training in the United States in early 1971. Project specialists were also provided to the university library, and Foundation consultants worked with Ethiopian architects in preparing a plan for further physical development of the university.

In Nigeria, Africa’s most populous country (estimated at approximately 62 million), the Foundation has assisted the University of Nigeria and the Universities of Lagos, Ibadan, and Ahmadu Bello. In addition, it has helped establish and upgrade specialized institutions for training public administrators and technicians and improve curriculum and teacher training in secondary schools.

One of the country’s principal training complexes is the Kaduna Polytechnic, which serve the six northern states. Its eight schools train civil servants in social welfare and community and cooperative development and technicians in textile production, electronics, and irrigation methods. To help train additional faculty for the school, a Foundation grant this year provided study abroad for teaching interns and for senior faculty.

In the United Arab Republic, the Foundation granted funds for a national computer center for scientific research and training at Cairo University. Established with previous Foundation support, the center serves the country’s five national universities and private and government research agencies. It is also used for graduate training and research in statistics. Manne by a highly trained staff, the center already operates fourteen to sixteen hours daily. It has trained more than 1,000 students in subjects ranging from the four basic computer languages to systems analysis and linear programming. Specialists from five other Arab countries have attended courses at the center.

Equipment purchased with the new grant will help to double the central processing
Students at Ghana's Government Institute for Management and Public Administration play a game to learn techniques of solving problems through group cooperation. Students separated from each other by panels are allowed to communicate by memo only and must exchange wooden pieces of differing shapes to form a square. Assisted by the Foundation, the institute is the major Ghanaian agency for advanced training of public officials.

The grant also covers the purchase of library equipment and training abroad for staff.

**Development Planning and Management.** The Foundation has responded to several requests for assistance in strengthening centers for advanced training of professional managers and administrators, who are urgently needed to make effective use of African and Middle Eastern natural and human resources and to manage increasingly complex economies.

In Morocco, for example, the Moroccan Association of Young Businessmen received support for its Institute of Executive Management Training, which offers seminars and conferences on modern business practices. It also conducts research and prepares case studies and related teaching materials on Moroccan commercial and industrial growth. The institute has more requests for participation in the seminars than it can handle, and the Foundation grant will facilitate expansion of the program to include such subjects as computer use, marketing, and cost controls.

One of the earliest Foundation programs of assistance to management education and development began in Turkey in 1954 with a grant to the University of Istanbul for the establishment of a business administration institute. Since then, support has gone to various nonprofit organizations sponsored by the business community, culminating this year in a $200,000 grant to the newly created Management Education Foundation. This organization coordinates the efforts of various centers of advanced training for business teachers. It also supplements teachers' salaries to make schools more competitive with private industry for the services of the best instructors, and under-
takes research on new teaching materials, curriculum, and other management education needs. To encourage support from business and industry for the project, the grant requires matching contributions.

Development management and planning have a different thrust in Lesotho, Botswana, and Swaziland, which became fully independent only in the last five years. These countries are among the smallest in Africa (the populations, respectively, are 1,000,000, 629,000, and 375,000), and need more trained personnel in administration and planning to develop their mineral, tourist, and industrial potential. The Foundation made available experts to assist the three countries in improving public services, especially in Botswana, where recent discoveries of copper, nickel, and diamonds enhance prospects of economic progress.

Continuing to support economic and administrative cooperation among African countries, the Foundation this year provided assistance to a major regional organization, the East African Community, composed of Tanzania, Uganda, and Kenya. Established in 1968, the community pools such services as posts and telegraphs, harbors, railroads, and collection of income taxes and external customs duties. The Foundation provided specialists and advisors to the community’s East African Development Bank, East African Staff College, and East African Agricultural and Forestry Research Organization in transportation, budget and fiscal matters, and manpower training.

Population. Foundation support for family-planning programs, training and research in reproductive biology, and demography reflected the increasing concern of many Middle East and African governments with rapid population growth.

A $355,500 grant went to the Population Council for continued support of a North African regional program in family planning. Under the grant, the council will provide advisors in public health, demography, and family planning to government agencies in Tunisia, Algeria, and Morocco. For example, in Tunisia, whose population of nearly five million will double in twenty-five years at the present rate of growth, a public health
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<td>Rand Corporation</td>
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<td>Wisconsin, University of</td>
<td>Training of science educators in Arab countries</td>
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<td>Training in university management for students and administrators from the Middle East and other developing regions</td>
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<td>IRAQ</td>
<td>Training and research in public administration and economics</td>
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<td>Training of library staff</td>
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<td>Iraq-American Educational Association</td>
<td>English-language training seminars at Baghdad College</td>
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<td>English-language teaching in public schools</td>
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<td>Research related to Israeli development, including agriculture, social sciences, and medicine</td>
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<td>Development of agricultural resources of the Jordan Valley</td>
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<td>Bir Zeit College</td>
<td>Instructional materials and science teacher training</td>
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<td>Completion of data on labor force</td>
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<td>Establishment of junior business college</td>
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<td>Faculty of Economics and Commerce</td>
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<td>LEBANON</td>
<td>American University of Beirut</td>
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<td>Introduction of new management techniques</td>
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<td>Master’s degree program in development administration</td>
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<td>Science education center</td>
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<td>Association for Social Action</td>
<td>Strengthening of Amilah Vocational Institute</td>
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<td>Beirut College for Women</td>
<td>Strengthening academic program and college administration</td>
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<td>Industry Institute</td>
<td>Training of professional staff</td>
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<td>Lebanese University</td>
<td>Law and political science programs</td>
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<tr>
<td>Lebanon, Republic of</td>
<td>Construction of facilities at Arid Lands Agricultural Development project headquarters</td>
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<td>Regional training center for foreign affairs</td>
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<td>Development of agriculture and science faculties</td>
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<td>Agricultural programs and rural teacher training</td>
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<td>TURKEY</td>
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<td>Economic Development Foundation of Turkey</td>
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A grant for research in reproductive physiology and family planning went to Al Azhar University in Cairo. This is the latest in a series made by the Foundation to population research and training centers in the United Arab Republic since 1965, when the government assigned high priority to reducing the national birth rate.

Scientists at Al Azhar are studying the effect of hormonal antifertility agents on humans and animals afflicted with bilharziasis, one of Egypt’s most prevalent diseases. The grant covers biochemical and histological equipment, postdoctoral training, fellowships, and library materials.

In Turkey, the Hacettepe Science Center received a supplementary grant for its Institute of Population Studies. The institute was established with Foundation assistance in 1967 and has since developed into Turkey’s principal research and training resource in social science and demography. The first class of two-year master’s degree students was graduated in 1969. Besides course work, the institute sponsors conferences, maintains an information and documentation center, and has published monographs on Turkish demographic matters. The grant provides advanced study fellowships for staff members, partial support of research, seminars, and publication expenses.

**Regional Understanding.** The need for improved relations between U.S. and Middle Eastern leaders has intensified under the growing political tensions in the region. To promote closer cooperation on issues of common interest, a grant went to the Ariel Foundation for a conference in London on Arab-Western relations, which brought together a group of interested and concerned Americans, Britons, and Arabs.

The Foundation also assisted one of a series of meetings on Africa sponsored by the Johns Hopkins University. The participants were journalists, businessmen, area specialists, and members of the British Parliament and the Congress.
Latin America and the Caribbean

When the Foundation began working in Latin America some ten years ago, it concentrated on assisting university modernization and expansion of academic resources for training and research, and on relating them to national social and economic development. At that time, the universities were beginning to break away from the traditional emphasis on classical aspects of law, philosophy, medicine, and literature and to introduce contemporary disciplines and technological studies. In response to requests from both Latin American government agencies and educational institutions, grants were made for the creation of general studies programs cutting across faculty barriers and for the creation of science and mathematics departments at several Latin American universities. At the same time, the Foundation provided advisory and consultant assistance, advanced training for faculty, and salary supplements to strengthen the practice of full-time service by faculty.

Latin universities have begun to achieve sustained growth with support from both local agencies and international sources like the Inter-American Development Bank; for example, public expenditures for education now are generally exceeded only by military budgets. Accordingly, the Foundation has widened its efforts to address the region's needs in agriculture, education and social science research, population, and development planning and management.

Increasingly, the Foundation's activities are directed to selected institutions whose work affects several countries that share the same developmental problems as well as common cultural, social, and linguistic characteristics.

Education and Research. Latin American educational institutions are under increasing pressure at every level—from grade school to the universities—for more places in the classroom, for more and better-trained teachers, for improved textbooks and modern equipment, and for preparation of a growing number of highly skilled professionals in engineering, the natural and social sciences, and administration. Through support of research, training of specialists, and develop-
Resources for the Future
Advisory assistance, research, and teaching on natural resource economics in Latin American institutions 25,000 134,788

Stanford University
Development of industrial engineering studies and research in Latin American institutions 100,000 100,000
Graduate training in education for Latin Americans 132,500 185,500
Research on law and development in Latin America 19,000 19,000

ARGENTINA
Advisory services and training in agriculture and education
Instituto de International Education 254,817 108,214
National University of the South 92,297 97,052

Argentine Graduate School in Agricultural Sciences
Master’s degree program in agricultural economics 46,000 40,000

Argentine Institute for Standardization of Materials
Science curriculum development and research 11,000

Bariloche Foundation
Development of model institution of higher learning 40,000

Buenos Aires, University of
Science library and closed circuit television 40,500

El Salvador, University of
Research and training in reproductive biology 134,900 17,650

International Maize and Wheat Improvement Center
Cooperative project for corn and wheat production 200,000 207,563

National Atomic Energy Commission
Department of Metallurgy 25,000 15,000

National Council for Scientific and Technical Research
Science teacher training and curriculum development in secondary schools 33,750 151,250

Research in economics, business, and public administration
Foundation for Latin American Economic Research 28,114 59,501
Institute for Development of Executives 26,012

Torcuato Di Tella Institute
General support for social science center 2,100,000 100,000
Latin American Council of Social Sciences 16,000 30,000
Research on education 27,500 22,500
Research on marginal populations 6,300 414

BRAZIL
Bahia, Federal University of
Training and studies in reproductive biology 410,000 428,958
Training for secondary school language teachers 39,000 47,500

Brazilian Foundation for the Development of Science
Teaching Development of science teaching materials 194,000 96,000

Carlos Chagas Foundation
Testing for university admission 10,000

Federal Technical School Celso Furtado da Fonseca
Center for vocational-technical education 182,000 103,996

Gottini Vargas Foundation
Educational testing center for secondary schools 108,304 120,162
Research and staff development at Brazilian Institute of Economics 81,650 26,300
São Paulo School of Business Administration 103,222 86,319
Teaching materials in business and public administration 20,650

National Bank for Economic Development
Management training and research 119,000 61,7

Pontifical Catholic University of Rio Grande do Sul
Training for secondary school teachers 114,000 114,000

Research and training in agriculture and economics
Brazil, Government of 106,049 344,487

For example, the University of the Valley, in Cali, Colombia, received $180,000 to help launch the first attack in Latin America on the universal problem of preparing children from poor and illiterate homes to cope with the demands of a formal education system geared to the middle and upper classes. This pilot program takes groups of three-year-old children through four years of preschool learning and development of social competence under improved conditions of nutrition and health care. The progress of these children will be followed in the regular school system by university pediatricians, child psychologists, and educators. A visiting committee of Latin and North American specialists in preschool education will provide continuing advisory assistance and help disseminate the results of the project in other countries.

The University of the Valley also received a grant for an instructional resources center to develop new methodology and curricula for training science teachers and to extend their use to other divisions of the university. Increased student participation in the learning process and the elimination of rote learning are the principal goals of the project.

Colombia’s national campaign for social integration received funds for research and evaluation of a literacy and citizenship training program for slum dwellers. Televised instruction is given at some 100 reception centers in Bogotá, each of which enrolls from twenty-five to thirty men and women. Plans are under way to expand to 1,200 centers, enrolling 30,000 adults, in cities throughout Colombia by 1972. The program is part of a national effort to open access to education and social and economic opportunity for the disadvantaged.

Further support went to the prime source of innovation in science education in Brazil, the Foundation for the Development of Science Teaching (FUNBEC). Since it began in 1952, this center has achieved an international reputation for its work in preparing and disseminating science teaching.
materials. It has translated and published physics, biology, chemistry, and mathematics textbooks and manufactured an array of laboratory equipment for experiments in the classroom and at home. FUNBEC will use its new grant to develop texts and kits for primary schools, using conservation as a central theme and illustrating principles of personal hygiene, public health, and agriculture. For junior high schools, FUNBEC will prepare a combined chemistry and physics curriculum.

Agriculture. The Foundation assists Latin American agricultural efforts ranging from the introduction of modern technology and high-yield crops to the training of agricultural managers and policy-makers.

Research to raise yields and increase livestock production is carried out by international agricultural institutes supported by the Foundation (see page 75). In addition, the Foundation is assisting research and training in the production of sorghum in Brazil’s Northeast, where 30 million people with an average annual income of $150 live in the largest concentration of poverty in the Western Hemisphere. Although 65 per cent of the region’s population works in agriculture, it still depends on shipments of food from other parts of Brazil. Sorghum is a versatile cereal, with some strains high in protein, suitable for humans or livestock consumption. Only small quantities of sorghum have been produced in Brazil, but research may help it perform as well there as it has in other parts of the world with similar climatic conditions.

The Federal University of Ceará received a $149,000 grant to introduce strains from world sorghum collections. University scientists will screen the strains for local adaptability and conduct research on local agricultural practices. At the same time, staff members will undergo advanced training abroad in plant genetics and animal nutrition.

Among many Foundation-assisted institutions specializing in training of agricultural economists and rural sociologists is the National Agrarian University of Peru. The university is making substantial progress in building up a graduate program that meets international standards of quality and a
<table>
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<tr>
<th>Institution</th>
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<th>Amount 2</th>
<th>Amount 3</th>
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</thead>
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<td>Massachusetts Institute of Technology</td>
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<td>Training of agricultural production specialists</td>
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<td>Pontificia Catholic University of Chile</td>
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<td>Center for educational research and economics</td>
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<td>Office of Planning and Development</td>
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<tr>
<td>Research and training in urban development</td>
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<td>280,000</td>
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<td>Valparaiso, Catholic University of</td>
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<td>Business school development</td>
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**COLOMBIA**

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<td>Antioquia, University of</td>
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<td>Colombian Pedagogical Institute</td>
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<td>186,000</td>
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<td>Research on education</td>
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<tr>
<td>International Center of Tropical Agriculture</td>
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<td>500,000</td>
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<tr>
<td>Research and training in production of tropical crops and animal husbandry</td>
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<td>Valley, University of the</td>
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<td>Division of Sciences and Faculty of Engineering</td>
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<td>4,984</td>
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<tr>
<td>Office of Planning and Development</td>
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<td>Research and training in preschool education of urban children</td>
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**ECUADOR**

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**MEXICO**

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<td>Iowa State University</td>
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<td>National School of Agriculture</td>
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<tr>
<td>Research and training in educational policy</td>
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</table>

Research program that contributes to solving Peru’s rural development problems.
Undergraduate enrollment in economics and sociology has increased by 40 per cent; a graduate program in agricultural economics has been established; research has been expanded, and thirty-three staff members, some of whom are now in key government economic policy positions, have received high-level training. Building on previous Foundation support, a $200,000 grant went to the university to enable staff members to complete master’s and Ph.D. requirements, to strengthen the graduate program, and to assist economic research.

**Population.** At the present rate of growth, Latin America’s population will double in about twenty-four years, a prospect that is arousing growing concern and requests for Foundation assistance in coping with the problem. This assistance concentrates largely on research in reproductive biology, where considerable Latin American competence already exists, and on training in demographic and social aspects of population growth.

The Federal University of Bahia (Brazil), where a team of specialists has developed important clinical research techniques, received $410,000 to continue studies of the reproductive process. The team pioneered a technique to record motility in the fallopian tube and made the first recording of ovarian contractility. These have resulted in significant observations of the effects of hormones and drugs on tubal and uterine activity. Other studies have led to a better understanding of new and traditional contraceptive devices and compounds such as the silastic implant, the weekly pill, the copper-coated intrauterine device, and progesterone injections. The grant provides for seminars, internships, and advanced-study fellowships as well as for research and the development of new contraceptive compounds and antifertility drugs.

Assistance also went to the Latin American Association for Research in Human Reproduction, the principal agency for communication among Latin American scientists in reproductive biology. The grant provides for continuation of biennial
conferences, a series of short seminars, and fellowships for seminar participants.

**Development Planning and Management.**
The Foundation's aim in assisting training and research in the social sciences is to help provide centers and individual leadership in analysis and decisions that will stimulate economic and social progress in Latin America.

A typical outgrowth of this concern is the Foundation's long-term support for strengthening the economics profession in Brazil. Grants have assisted the development of graduate teaching and research and the advanced training of promising young economists. Since 1960, Brazil has greatly expanded its capacity for economic analysis and training from bachelor’s-level programs in economics to five master’s-degree programs. In the mid-seventies, the first Ph.D. program in Brazil is scheduled to be established at the University of São Paulo.

As the number of economists and economics teaching centers grew, so did the need for a body to coordinate the activities of individual institutions and help increase the productivity of the profession. To carry out these aims, six institutions, partially assisted by the Foundation, established the Association of Brazilian Centers for Teaching and Research in Economics. This year, a $106,000 grant was made, to be administered by the University of São Paulo and used by the association, to help young scholars complete their doctoral dissertations, to assist research by new Ph.D.s, and to cover honoraria of senior visiting professors.

Another long-range Foundation program has been support of the Torcuato di Tella Institute in Buenos Aires, one of the strongest concentrations in the social science disciplines and professions in Latin America. The institute this year received $2.1 million for an endowment fund to provide a base of long-term financial stability. Since its founding in 1958 by heirs of an Argentine industrial pioneer, the institute has established centers of economics, social research, urban and regional planning, and public administration as well as three arts centers. The social studies centers, which are

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**Foundation for Population Studies**

- Training, evaluation, and informational services for family-planning programs: $100,000

**Institute of International Education**

- Agribusiness research in Mexico, Central America, and the Caribbean: $100,000
- Training for administrators of the National Autonomous University of Mexico: $18,000

**Inter-American Program for Linguistics and Language Teaching**

- Training institutes, symposia, research, and publications in theoretical and applied linguistics: $100,000
- Teaching and research in social sciences and humanities: $300,000

**Mexico, National Autonomous University of**

- Teaching and research in social sciences and engineering: $218,750
- Graduate school and engineering fellowships: $147,106
- Training and research in geosciences: $94,090

**Monterrey Institute of Technology and Advanced Studies**

- Graduate school and engineering fellowships: $147,109
- Training and research in geosciences: $94,090

**National Association of Faculties and Schools of Engineering**

- Faculty training in engineering schools: $75,000

**Research and training in reproductive biology and demography**

- Hospital of Nutritional Diseases: $55,000
- Mexican Institute of Social Security: $545,000
- Mexican Institute of Social Studies: $100,000
- Woman's Hospital: $7,980

**Trust Fund of the Inter-American Center of Scholarly Books**

- Dissemination of information on academic books: $25,000

**PERU**

- Agrarian University:
  - Agricultural economics and rural sociology: $200,000
  - Strengthening of Faculty of Sciences: $82,167

- Cayetano Heredia Peruvian University:
  - Improvement of teaching and research in basic sciences: $50,000

- Center of Studies in Population and Development:
  - Advanced training abroad and research: $28,704

- Central Reserve Bank of Peru:
  - Extension program in economics for universities: $52,200

- Geophysical Institute of Peru:
  - Doctoral fellowships: $20,000

- National Engineering University:
  - Curricular and administrative improvement: $13,000

- Pontifical Catholic University of Peru:
  - Campus planning and language equipment: $1,000
  - General development: $59,678
  - Modernization of law faculty: $50,474

- San Marcos, National University of:
  - Establishment of language teaching service: $20,000
  - Modernization of university administration: $20,000

**VENEZUELA**

- Central University of Venezuela:
  - Research and training in sciences and engineering: $39,917

- Concepción Palacios Maternity Hospital:
  - Training in family planning for medical and paramedical personnel: $23,000

- Institute of Advanced Studies of Administration:
  - Business and public administration program: $320,000

- National Fund for Agricultural and Livestock Research:
  - Agricultural study and training: $63,390
Venezuela, Republic of
Educational research and development
257,000
281,000

LATIN AMERICAN STUDIES

British efforts in Latin American development
Royal Institute of International Affairs
160,000
St. Antony's College (Oxford University)
14,000
42,000
37,912
224,300

Brookings Institution
Research on Latin American economic and political development
470,000
222,400
247,600

California, University of (Berkely)
Research on Latin American political development

Carnegie Endowment for International Peace
Conferences among Western Hemisphere leaders on mutual problems
16,000
56,900

Cuban and Caribbean studies
Illinois, University of
57,000
43,000
50,000
150,000

Florida, University of
Research and training in tropical animal production
58,750
39,167

Harvard University
Research and training in Latin American educational development
220,000
166,700
386,600

Institute of International Education
Council on Higher Education in the American Republics
15,000
15,000
35,000

Latin American Studies Association
500,000
675,000

Graduate fellowships for Latin America and the Caribbean
1,170,000

International Association for Cultural Freedom
Monthly Journal, Mundo Nuevo
42,500
13,750

League of Women Voters
Civic development activities in Latin America
35,000
26,250

National Academy of Sciences
Symposia on biological research in Latin America
64,000

Social Science Research Council
Fellowships, research, and internship awards
550,000
210,000
550,000

Studies of Latin America
Harvard University
Kansas, University of
70,000
150,000
150,000

Michigan, University of
88,019
164,247

Vanderbilt University
Wisconsin, University of
75,000
175,000

15,361,636
14,001,759
17,604,428

POOPULATION

International Planned Parenthood Federation
Development of Western Hemisphere staff
150,000

Population Council
General support
2,000,000
2,500,000

Information service for family-planning administrators
500,000
25,000
500,000
970,000

Primrose facility in Bio-Medical Division
150,000
93,000

Research program of Weizmann Institute (Israel)

POPULATION STUDIES

Mid-career fellowships in population
California, University of (Berkely)
1,540

Princeton University
400
1,540

Population Reference Bureau
Dissemination of information on population
190,000
18,000

Student Medical Association
Conference on population problems
20,000
20,000

Training and research in population
Brown University
110,603

California, University of (Berkely)
29,057
107,456

Chicago, University of
58,749
503,392

Cincinnati, University of
350,284
269,768
4 comparative to those of the Brookings Institution in the United States, collaborate with universities and research institutions.

International Institutes of Agriculture

A world network of international agricultural research and training institutes continued to receive Foundation support. The aim is to help the developing countries increase the quality, availability, and reliability of food production. Funded jointly with the Rockefeller Foundation, the U.S. Agency for International Development, the Canadian International Development Agency, the Kellogg Foundation, and others, these institutions conduct research to improve the productivity of wheat, rice, maize, and other staples. They help train agricultural scientists and production specialists, and make available seed and technical assistance. In 1970, Ford Foundation grants to the institutes for capital construction and operating expenses totaled $6,593,982.

Maize and Wheat Improvement. The International Maize and Wheat Improvement Center (CIMMYT), located at Chapingo, Mexico, concentrates on research, training, and outreach programs in wheat, maize, and triticale (a cross between wheat and rye). Use of CIMMYT wheat strains contributed significantly this year to increased production in India, Pakistan, Turkey, Tunisia, Morocco, and Argentina.

Tropical Agriculture. An International Institute of Tropical Agriculture (IITA), whose physical plant is being completed on a 2,300-acre site near Ibadan, Nigeria, was formally dedicated this year. Its primary mission is to work on agricultural problems of the humid tropics. It will seek to develop more efficient management and use of tropical soils and to increase the yields and quality of important food crops. Twenty scientists of a projected thirty-two are already at work.

Another International Center of Tropical Agriculture (CIAT), in Cali, Colombia, concentrates on improving the quality of crops and livestock in the tropical lowlands
of South America. Construction is still under way, but the staff is already developing forage, rice, and high lysine corn programs. In conjunction with the Colombian Agricultural Institute, it has developed new rice strains with characteristics appropriate for the Latin American market. This year, some fifty specialists participated in training programs in tropical livestock management and corn and rice production.

Rice Research. The success of the International Rice Research Institute (IRRI) in producing high yield, disease-resistant varieties of rice—so-called “miracle rice”—has been an essential ingredient in a “green revolution” that is bringing the prospect of self-sufficiency in food to many parts of Asia. Located at Los Baños, the Philippines, IRRI offers training, technical advice, and seeds to rice-dependent countries.

This year, IRRI announced two new varieties, IR 20 and IR 22, with increased grain quality and resistance to disease and insects. The Government of East Pakistan imported 1,800 metric tons of IR 20 for immediate planting and both varieties have been approved by the Philippine Seed Board.

The institute also developed a simple seeder that enables a man to sow one hectare (2.471 acres) in five hours, a rate twenty to twenty-five times faster than transplanting by hand.

Population

Since government and international agencies are now enlarging their role in the population field—mainly by funding action programs—the Foundation’s commitments no longer exceed those from all other private and public funding sources, as they did for nearly two decades. This year, the U.S. Department of Health, Education and Welfare spent about $15 million, the U.S. Agency for International Development about $75 million, the United Nations, $15 million, and the Swedish International Development Agency, $8.4 million. Still, the world total for 1970, an estimated $150 million, was inadequate for the problems posed by a burgeoning world population, and the
Research aimed at controlling male fertility is supported in several laboratories in the United States and abroad. Dr. Glover W. Barnes (center) of the University of Washington Medical School is studying ways to induce infertility through immunological suppression of sperm-producing cells.

Foundation continued support for a wide range of population efforts, from development of new contraceptive technology to the training of demographers and family-planning administrators.

The aim is to help bring the world’s population growth under more rational control as a necessary condition for improving economic and social conditions and enhancing the quality of life. Worldwide in scope, assistance is given to government agencies and private groups in their efforts to understand the effects of population growth and to take action on family planning. Some aspects of the Foundation’s assistance are described under each regional summary; other aspects are treated in this section.

Reproductive Biology. The Foundation continued to support fundamental research and training in reproductive biology in order to broaden knowledge upon which to build improved contraceptive technology. This work is carried on principally in university-based laboratories and clinics. Scientists in eighty-eight American and foreign laboratories are working under Foundation grants on projects ranging from research on the fertilization process and the development of sperm and ova, to the mode of action of intrauterine devices and the biochemistry of “releasing factors”—compounds that trigger a variety of hormonal responses. Many of these research programs have training components designed to provide postdoctoral fellows with new technical skills—for example, surgical sterilization and experience in such specialized fields as ovum transport and the metabolism of tissues influenced by the reproductive process. The Foundation also seeks to attract senior investigators in other fields to work in reproductive biology.

In addition to support for research aimed at controlling female fertility, assistance was
given this year for two research programs aimed at controlling fertility in the male. At the University of Manchester (England), investigators are working on chemical compounds that temporarily induce infertility in the male without interfering with hormone production. Research at the University of Washington concerns immunological suppression of sperm-producing cells and the induction of infertility. Definition of this process might lead to its use as a method of contraception for men.

Contraceptive Safety. Since the next generation of contraceptive methods is still some years off, present methods—especially the intrauterine device and the “pill”—will probably be used by millions of women for the indefinite future. Consequently, the Foundation supported two long-range studies on the safety of oral contraceptives. A $300,000 grant went to Planned Parenthood of New York City for a study of the relation between hormonal contraception and cervical cancer. Fifty-five thousand women are already under clinical surveillance and are expected to continue for five to ten years. In the course of the study, the incidence of cervical cancer will be compared among women using the intrauterine device, the “pill,” and the diaphragm.

The Foundation continued support of another long-term study of the safety and side effects of oral contraception. Involving some 14,000 women, and based at the University of Puerto Rico, the study—initiated by the late Dr. Gregory Pincus—concentrates on the relation between the use of oral contraceptives and cervical cancer, diabetes, blood pressure, and other pathological conditions. Among several reports being prepared by Puerto Rican scientists is a comparison between oral contraceptive users and a control group.

Social Sciences. This year, the Foundation’s support of social science research and training related to population problems sought particularly to encourage exploration of the relations between population variables—growth, distribution, composition—and economic development. This area is expected
to become increasingly important as population pressures rise throughout the world.

Yale University’s Economic Growth Center, one of the world’s outstanding institutions devoted to the study of economic problems of developing countries, received $400,000 in partial support for establishment of a chair in economic demography. Typical of the center’s work on the relations between economic development and population policy is a study of migration to cities. It seeks to determine whether the main thrust of a country’s development policy should be to improve rural living conditions so that people will remain or to encourage them to move to cities as rapidly as possible.

Princeton University, whose Office of Population Research has trained many of the leading demographers in the United States, received funds for the appointment of two economist-demographers. One, in addition to his own research, will work with planning boards in developing countries to encourage more attention to population variables in development planning.

A $250,000 grant was made to the National Bureau of Economic Research for research in economics and population growth. The bureau conducts a workshop in economics and demography and plans a major conference in 1972.

**Family Planning.** Family planning in the developing countries is described on pages 60, 68, and 73. In the United States, $600,000 was granted to Tulane University for research and evaluation of Louisiana’s pioneering statewide family-planning program. Established with Foundation assistance in 1967, the program now offers family-planning services to thousands of women throughout the state. It is credited with reducing the incidence of unwanted pregnancies, infant deaths, stillbirths, premature abortions and illegitimate births.

**International Studies**

The Foundation’s support of international studies programs applies mainly in the United States, Europe, and other economically advanced areas. It includes assistance to foreign affairs institutes, international
legal programs, student and academic exchange programs, and research on Atlantic cooperation.

**Academic Research and Training.** For fifteen years, the Foundation, amplifying patterns established earlier by the Carnegie and Rockefeller Foundations, conducted a major program to support the development of international studies in American universities. It was expected that the International Education Act, passed in 1966, would put these programs on a firm funding basis. This hope has not yet been realized. Appropriations under the Act have been minimal and, indeed, United States academic leaders waged an unsuccessful struggle this year to prevent cuts in existing programs such as the Fulbright exchanges.

To help avert a precipitous decline of university centers that have become important national resources for international training and research, the Foundation is continuing a sharply limited program of assistance while other sources of funding are developed.

Typical was a grant of $200,000 this year to Syracuse University for its work on South Asia and East Africa. Syracuse has developed a program of service in South Asia, including assistance in creating key public administration centers in India and Pakistan and a master’s degree program in international public administration. Faculty with South Asian specialization represent a number of disciplines and include sociology, history, and Indic languages and literature.

In East African studies, Syracuse has a full-time faculty of fourteen. In addition to its regular M.A. and Ph.D. students, the East African program has trained Peace Corps volunteers going to the region.

Interim Foundation support also went to two major centers of Soviet and Russian studies: the Russian Institute at Columbia University and the Russian Research Center at Harvard. Together, these centers have trained the majority of Soviet specialists now teaching in American universities and have conducted extensive research on the Soviet Union.

For many years after World War II, European studies were largely neglected while American social scientists directed
their attention to more exotic regions. Recently, however, there has been a renewal of scholarly interest in Europe, which the Foundation has supported. This year, for example, a grant went to Cornell University, where an interdepartmental committee serves as a focus for new courses and research on Europe. Its projects include an analysis of multinational corporations and economic relations and a study of the relation between European social and economic change and political behavior.

To help improve collaboration in training and research among eight universities heavily engaged in this field, funds were granted for the Council on European Studies. The grant, made through the University of Pittsburgh, will enable the council to improve graduate training and to facilitate research in the social sciences and on European affairs.

As noted in the sections on technical assistance, specialists from many poor countries still depend on centers abroad for advanced training. The Foundation seeks to advance the capacity of specialized centers as well as universities in the developed world to assist the less-developed countries.

This year, the Foundation made a grant to the International Atomic Energy Agency for the International Centre for Theoretical Physics in Trieste, at which leading physicists from the developing countries spend a year doing their own research and giving guidance to younger scientists. Another program enables physicists from less-developed countries to spend shorter periods there over three successive years. The aim is to enable them to catch up with the activities of their colleagues elsewhere, to move ahead with their own work, and to reduce the “brain drain” toward the developed countries.

**Policy Issues.** Public understanding of critical world issues and improvement in the quality of foreign policy analysis are continuing concerns of the Foundation. Grants have been made to several universities and such research centers as the Council on Foreign Relations, the Institute for Strategic Studies in London, and the Committee for Economic Development for studies that
have been useful to policy-makers and public alike.

This year, further support went to the Brookings Institution’s foreign policy studies, particularly for analyses of the military and political aspects of U.S. diplomacy. Among the subjects being examined are basic forces at work in world politics; alternate ways of meeting problems which generate the need for U.S. military readiness; and possible ways to achieve national security objectives and world peace without the use of military power.

Brookings staff will discuss their studies with panels composed of a wide range of representatives from private and public life. A series of books based on some of the studies is scheduled for publication in 1971.

With the long-awaited Strategic Arms Limitation Talks under way between the United States and the Soviet Union, scientists and analysts of foreign policy are seeking to widen public understanding of the complex issues involved. The Foundation supported such efforts through grants to the University of Chicago and the California Institute of Technology for establishment of arms control and foreign policy seminars. The California seminar, to include scholars, scientists, and former government officials, will be co-sponsored by the Rand Corporation. The Chicago seminar will include businessmen, labor leaders, and journalists, in addition to scholars and scientists.

The seminars will deal with such subjects as the scientist’s role in arms control policy, budget allocations and the arms race, and deterrence, defense, and U.S. foreign policy. Seminar reports will be widely disseminated.

Similarly, international policy issues dealing with the sea are drawing the attention of scientists and other scholars. The issues concern man’s rapidly growing scientific ability to utilize the ocean, economic and political competition in oceanic development, and the problems of depletion and pollution of ocean resources.

Funds were given to help establish a new Center for Marine Affairs that will help specialists from law, government, and the nontechnical academic disciplines in developing competence and understanding of the ocean sciences. At the same time,
Studies of Cuba
Support for Latin American Committee of Deans of Schools of Administration 
Teaching and research fellowships in Latin America 
Visiting professors at National University of Colombia

**POPULATION**
Consultants on population research and communications
French-language family planning seminar
Staff conferences and information services
Total projects, International

<table>
<thead>
<tr>
<th></th>
<th>25,000</th>
<th>74,912</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies of Cuba</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support for Latin American Committee of Deans of Schools of Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching and research fellowships in Latin America</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visiting professors at National University of Colombia</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>POPULATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultants on population research and communications</td>
<td>63,720</td>
<td>124,101</td>
</tr>
<tr>
<td>French-language family planning seminar</td>
<td>28,000</td>
<td>28,000</td>
</tr>
<tr>
<td>Staff conferences and information services</td>
<td>25,000</td>
<td>20,621</td>
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<tr>
<td>Total projects, International</td>
<td><strong>$11,773,792</strong></td>
<td><strong>$11,012,805</strong></td>
</tr>
</tbody>
</table>

**General**

**APPROPRIATIONS:** The General appropriation approved in 1970 was $2,900,000; these are funds earmarked for grants and projects in the present year or subsequently. At the end of the fiscal year, the uncommitted balance of this and earlier years’ General appropriations was $4,810,480.

**GRANTS:** The first column shows grants approved in 1970. The second column shows payments on old and new grants during the 1970 fiscal year. The third column shows the unpaid balance at the end of the 1970 fiscal year.

<table>
<thead>
<tr>
<th>Grants (Reduction)</th>
<th>Payments (Refunds)</th>
<th>Unpaid Sept. 30, 1970</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reductions</td>
<td>Refunds</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous reductions and refunds of less than $10,000 each from grants made under various programs in past years</td>
<td>$(265,722)</td>
<td>$(265,722)</td>
</tr>
<tr>
<td>Council on Foundations</td>
<td>General support</td>
<td>25,000</td>
</tr>
<tr>
<td>Dunsmuir House Educational and Research Center</td>
<td>Study of feasibility of expanding facilities</td>
<td>(12,500)</td>
</tr>
<tr>
<td>Edison Institute General support</td>
<td>3,999,988</td>
<td>11,999,985</td>
</tr>
<tr>
<td>Institute of International Education</td>
<td>Travel and study grants</td>
<td>24,000</td>
</tr>
<tr>
<td>United Foundation Detroit-area charitable activities</td>
<td>400,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Total grants, General</td>
<td>121,778</td>
<td>$4,070,886</td>
</tr>
<tr>
<td>TOTAL GRANTS</td>
<td><strong>$192,307,414</strong></td>
<td><strong>$239,446,008</strong></td>
</tr>
</tbody>
</table>

*This amount consists of $3,513,613 for grants approved by direct action of the Board of Trustees (after reductions), and $188,793,801 for grants authorized from appropriations previously approved by the Board.*

**PROJECTS** are activities administered directly by the Foundation rather than by grantees. The first column shows projects approved during fiscal 1970. The second column shows total 1970 expenditures for projects approved in fiscal 1970 or earlier. The third column shows unexpendable project balances at the end of fiscal 1970.

<table>
<thead>
<tr>
<th>Projects Authorized (Reduction)</th>
<th>Expenditures</th>
<th>Unexpendable Balance Sept. 30, 1970</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and evaluation studies</td>
<td>$(92,881)</td>
<td>1,883,318</td>
</tr>
<tr>
<td>Travel and study grants</td>
<td>1,883,778</td>
<td>1,883,318</td>
</tr>
<tr>
<td>Total projects, General</td>
<td>$1,944,758</td>
<td>$1,883,318</td>
</tr>
<tr>
<td>TOTAL PROJECTS</td>
<td><strong>$22,127,727</strong></td>
<td><strong>$17,606,578</strong></td>
</tr>
</tbody>
</table>

*Of this amount, $156,697 was approved by direct action of the Board of Trustees (after reductions), and $221,061,026 was authorized from appropriations previously approved by the Board.*

Ocean scientists will study the social and political implications of their discipline. The center will be attached to the Scripps Institution of Oceanography at the University of California (San Diego).

The University of Rhode Island’s Law of the Sea Institute received support for annual conferences of academic experts from various countries and such organizations as the Food and Agriculture Organization and the UN Development Program. Past meetings discussed “The Future of the Sea’s Resources” and “International Rules and Organization for the Seas.” Conference papers and floor discussions are published verbatim in the institute’s *Proceedings.*

**Scholarly Exchanges.** The Foundation has for many years supported academic exchanges between the United States and Eastern Europe and the Soviet Union through various university and scholarly bodies. These exchanges aim at increasing American competence in Soviet and East European affairs and at helping citizens from Eastern Europe and the Soviet Union to better understand the United States. The principal agency for these exchanges now is the International Research and Exchanges Board (IREX), established by the American Council of Learned Societies and the Social Science Research Council.

A $2.7 million grant was made this year for IREX to provide fellowships and travel expenses for American graduate students and scholars to study in the Soviet Union and East Europe for periods of from two months to one year. At the same time, scholars and students from these areas will come to the United States. Part of the expenses are shared by the host countries. About 100 scholars from Eastern Europe and the Soviet Union will study in the United States during the 1970-71 academic year, while seventy Americans will go abroad.

A new program of exchanges between management education institutions in the United States and Hungary and Poland was assisted by the Foundation. It is designed to strengthen management education in those countries and to enable American management specialists to conduct research and teach there.
Bibliography

The following is a list of some of the books and reports published in 1969 and 1970 directly or indirectly under grants from the Foundation. They are not obtainable from the Foundation; rather, the publisher or the institution concerned should be consulted. For additional publications, resulting from work described in the Annual Report, please consult recipient organizations, some of which supply complete lists of their publications on request.

Education and Research


National Affairs


Public Broadcasting

International
Introduction to Financial Statements

The financial statements of the Ford Foundation, a Michigan nonprofit corporation, follow the accrual method of accounting, under which income is recorded when earned, even if not collected, and grants approved and expenses are recorded when incurred, even if not paid.

The financial statements for the fiscal year ended September 30, 1970, begin on page 88. Highlights are summarized below.

Investments. The investment portfolio at September 30, 1970 (see Summary of Investments, page 92) reflects the continued reduction of the Foundation’s holdings of Ford Motor Company Class A nonvoting stock and the reinvestment of the proceeds into other securities. The Foundation held 23,695,705 shares of this class of stock at September 30, 1970, which represented 22.0 per cent of the total capital stock of the Ford Motor Company, as compared to 24.7 per cent in 1969 and 88 per cent in 1956 when the Foundation began a program of portfolio diversification. Dispositions of Ford stock during fiscal 1970 totaled 3,353,054 shares.

The market valuations for securities purchased through direct negotiation (referred to in the summary as “securities with limited marketability”) have been determined in accordance with methods described in Note 1 to the financial statements. In prior years these securities were valued at cost.

A detailed statement on the management of the Foundation’s portfolio, including a complete list of investments, is given in the report on Finances, published separately and available on request.

Program Related Investments. In addition to making grants, the Foundation has for two years conducted a program using various investment alternatives—loans, stock purchases, and guarantees—for financing socially important ventures. Such investments, while primarily of a high-risk, low-yield nature, provide the Foundation with greater flexibility to respond to important needs as well as opportunities to collaborate with banks and other major sources of commercial credit, and with government funding agencies, in achieving philanthropic goals. The trustees have authorized $36 million for these investments of which $23.2 million had been committed as of September 30, 1970. A list of commitments begins on page 28.

Income and Expenses. Gross income from dividends and interest in 1970 amounted to $142.3 million as compared to $149.8 million in 1969. The decrease resulted principally from a reduction in Ford Motor Company dividend income of $7.7 million due to dispositions of Ford stock during fiscal 1970.

Grants approved, project expenditures, and program management and general management expenses totaled $235.0 million in 1970 as compared to $236.9 million in 1969. Since the Foundation was established in 1936, grants and expenses have totaled $3.8 billion, a cumulative excess of $1.4 billion over income (see page 87).

On a cash basis, the net disposition of securities to meet the excess of expenditures over income in 1970 and 1969 was $145.0 million and $134.5 million, respectively.

New Commitments. The Foundation’s new program activity is most significantly expressed in terms of new commitments made during the year. These consist of:

—appropriations approved by the trustees for stated purposes from which grants to outside organizations and Foundation administered projects (program actions managed by Foundation staff) are funded, and

—grants and projects approved directly by the trustees.

New program commitments in 1970 amounted to $205.1 million as compared to $219.3 million in 1969. Grants and projects funded from appropriations approved in prior years are not included in new commitments.
Unpaid Grants and Appropriations. Total unpaid grants and uncommitted appropriations at September 30, 1970 were $431.0 million, compared with $483.0 million at the end of the previous fiscal year. The reduction of $52.0 million resulted from grant and project payments exceeding net new program commitments. Until appropriations are converted to grants or projects, they are not charged against income and thus are not shown in the Income Fund Statement. However, they are planned commitments charged against the fund balances.

Net Worth. The net worth of the Foundation at the close of the fiscal year was $2.390 billion at book value compared with $2.475 billion the previous year.

If the assets of the Foundation were carried at approximate market values instead of book values, their net worth would be approximately $2.458 billion as of the end of the 1970 fiscal year compared with $2.468 billion at the end of the previous year. These amounts include the Foundation’s holdings of Ford Motor Company Class A nonvoting stock, for which there is no quoted market value. However, this stock is convertible or exchangeable under certain conditions into common stock, whose closing price on the New York Stock Exchange on September 30, 1970 was $51.25 per share. Based on this price, the Foundation’s holdings of Ford Motor Company Class A nonvoting stock represented 43.3 per cent of the total market valuation of the Foundation’s investment portfolio, as compared with 40.0 per cent at September 30, 1969.

Tax Reform Act of 1969. The Foundation is subject to the provisions of the Tax Reform Act of 1969 as it relates to private foundations. The impact of the act on the Foundation, including the 4 per cent excise tax on net investment income, will be reflected in the financial statements for fiscal years subsequent to September 30, 1970.

Opinion of Independent Accountants

TO THE BOARD OF TRUSTEES OF THE FORD FOUNDATION:

In our opinion, the accompanying balance sheet and related income and principal fund statements present fairly the financial position of The Ford Foundation at September 30, 1970 and its income, expenses and changes in fund balances for the year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Our examination of these statements was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances, including confirmation of the cash and securities owned at September 30, 1970 by correspondence with the depositaries.

Price Waterhouse & Co.

NEW YORK, N.Y.
DECEMBER 4, 1970
## Assets

### Cash

<table>
<thead>
<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$3,341,641</td>
<td>$6,012,897</td>
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</table>

### Receivables

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<thead>
<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued interest and dividends</td>
<td>13,841,683</td>
<td>12,538,006</td>
</tr>
<tr>
<td>Securities sold but not delivered</td>
<td>11,643,312</td>
<td>974,950</td>
</tr>
<tr>
<td>Other</td>
<td>4,398,269</td>
<td>2,548,583</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29,683,264</strong></td>
<td><strong>16,061,539</strong></td>
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</table>

### Estimated market value

<table>
<thead>
<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investments</strong> (Note 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>$543,482,896</td>
<td>$590,015,726</td>
</tr>
<tr>
<td>Fixed income securities with equity participation</td>
<td>87,477,281</td>
<td>65,451,000</td>
</tr>
<tr>
<td>Equity securities</td>
<td>976,281,888</td>
<td>1,093,965,037</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,607,242,065</strong></td>
<td><strong>1,749,431,763</strong></td>
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</table>

### Ford Motor Company

<table>
<thead>
<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Class A stock</strong> (nonvoting) (Note 2)</td>
<td>$1,226,252,734</td>
<td>$1,166,477,732</td>
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</tbody>
</table>

### Program related investments

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<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td>(net of allowance for possible losses of $2,140,700 in 1970 and $502,500 in 1969)</td>
<td>6,145,505</td>
<td>4,073,125</td>
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</table>

### Foundation land and buildings (Note 3)

<table>
<thead>
<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,654,759</strong></td>
<td><strong>3,275,120</strong></td>
</tr>
</tbody>
</table>

### Other real estate (Note 3)

<table>
<thead>
<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,833,217,710</strong></td>
<td><strong>2,977,612,758</strong></td>
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</tbody>
</table>

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For notes to financial statements, see page 91.
Liabilities, appropriations
and fund balances

<table>
<thead>
<tr>
<th></th>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(as restated)</td>
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<tr>
<td>Accounts payable</td>
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<td></td>
</tr>
<tr>
<td>Securities purchased but not received</td>
<td>$7,996,458</td>
<td>$15,278,954</td>
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<tr>
<td>Other</td>
<td>4,548,030</td>
<td>4,294,376</td>
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<tr>
<td></td>
<td><strong>12,544,488</strong></td>
<td><strong>19,573,330</strong></td>
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<tr>
<td>Unpaid grants and appropriations</td>
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<td></td>
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<tr>
<td>Unpaid grants</td>
<td>332,979,931</td>
<td>380,121,125</td>
</tr>
<tr>
<td>Appropriations for future grants and projects</td>
<td>75,878,367</td>
<td>84,314,075</td>
</tr>
<tr>
<td>Unexpended balances of projects</td>
<td>22,136,000</td>
<td>18,518,855</td>
</tr>
<tr>
<td></td>
<td><strong>430,994,318</strong></td>
<td><strong>482,954,055</strong></td>
</tr>
</tbody>
</table>

Commitments (Note 4)

Fund balances

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,395,678,904</td>
<td>2,475,085,373</td>
</tr>
<tr>
<td></td>
<td><strong>$2,833,217,710</strong></td>
<td><strong>$2,977,612,758</strong></td>
</tr>
</tbody>
</table>
**Income Fund Statement**
FOR THE YEARS ENDED
SEPTEMBER 30, 1970 AND 1969

<table>
<thead>
<tr>
<th>Income</th>
<th>1970</th>
<th>1969 (as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends, including $60,557,165 in fiscal 1970 and $68,269,015 in fiscal 1969 on Ford Motor Company Class A stock</td>
<td>$89,251,478</td>
<td>$94,573,105</td>
</tr>
<tr>
<td>Interest</td>
<td>52,999,089</td>
<td>55,246,985</td>
</tr>
<tr>
<td></td>
<td>142,250,567</td>
<td>149,820,090</td>
</tr>
<tr>
<td>Less—Expenses incurred in the production of income</td>
<td>1,475,212</td>
<td>1,212,784</td>
</tr>
<tr>
<td></td>
<td>140,775,355</td>
<td>148,607,306</td>
</tr>
</tbody>
</table>

**Grants, projects and expenses**

| Grants approved | 192,307,414 | 198,968,415 |
| Foundation administered project expenditures | 17,600,578 | 16,025,242 |
| Program management expenses (Note 3) | 17,650,146 | 14,838,633 |
| | 227,558,138 | 229,832,290 |
| General management expenses (Note 3) | 7,443,643 | 7,050,220 |
| | 235,001,781 | 236,882,510 |

**Excess of grants, projects and expenses over income**

| Current year | $(94,226,426) |
| Prior years | $(1,300,767,215) |
| **Cumulative excess of grants, projects and expenses over income from establishment (1936) to end of year** | $(1,394,993,641) |

**Principal Fund Statement**
FOR THE YEARS ENDED
SEPTEMBER 30, 1970 AND 1969

| Principal fund balance at beginning of year | $3,878,685,518 | $3,735,863,515 |
| **(Deficiency) excess of net proceeds from sale of 2,746,977 shares in fiscal 1970 and 2,576,879 shares in fiscal 1969 of Ford Motor Company stock over the carrying value at September 30, 1969 and 1968, less related expenses** | (6,414,792) | 22,466,480 |
| **(Deficiency) excess of market value over carrying value of 606,077 shares in fiscal 1970 and 407,040 shares in fiscal 1969 of Ford Motor Company stock transferred to grantees in payment of grants, less related expenses** | (273,382) | 4,073,535 |
| Increase arising from adjustment in the carrying value of Ford Motor Company Class A stock (Note 2) | 47,391,410 | 108,195,036 |
| Net (loss) gain on dispositions of other securities | (34,935,322) | 8,851,952 |
| Provision for possible losses on program related investments | (1,766,500) | (565,000) |
| **Principal fund balance at end of year** | $3,882,686,932 | $3,878,685,518 |

**Summary of Fund Balances**
SEPTEMBER 30, 1970 AND 1969

| Principal fund balance at end of year | $3,882,686,932 | $3,878,685,518 |
| **Cumulative excess of grants, projects and expenses over income from establishment (1936) to end of year** | (1,394,993,641) | (1,300,767,215) |
| Appropriations for future grants and projects and unexpended balances of projects | 2,487,693,291 | 2,577,918,303 |
| **Fund balances at end of year** | $2,388,678,904 | $2,475,055,373 |

For notes to financial statements, see page 91.
Note 1: Investments of the Foundation are stated at cost, except for the Ford Motor Company stock more fully discussed in Note 2. Market values are based on quotations where available. Market values for securities purchased through direct negotiation, and thus with limited marketability, have been determined by the Foundation in the following manner:

Fixed income securities are valued on the basis of a comparison of the instrument’s yield with current bond market yields for industrial debt instruments.

Fixed income securities with equity participation are similarly valued and include a value for equity participation in limited instances. All other securities for which quotations are not available, including certain equity securities purchased through direct negotiation, are valued at cost, which, in the aggregate, does not exceed estimated realizable value. Such securities amounted to $70,112,831 at September 30, 1970 and $45,460,000 at September 30, 1969.

Aggregate cost and estimated market value for all securities purchased through direct negotiation are $349,040,619 and $336,531,746 at September 30, 1970 and $350,824,169 and $343,916,023 at September 30, 1969, respectively.

Note 2: The Ford Motor Company Class A nonvoting stock held by the Foundation amounted to 23,695,705 shares at September 30, 1970 and 27,048,759 shares at September 30, 1969. The carrying value of this stock is adjusted on September 30 of each year to an amount equivalent to the approximate equity per share as indicated by the financial statements of the Ford Motor Company at December 31 of the preceding year. Accordingly, the carrying value of the Class A stock was adjusted from $45 to $47 per share at September 30, 1970 and from $41 to $45 per share at September 30, 1969. Class A stock is convertible or exchangeable, under limited conditions, into Ford Motor Company common stock. Market value per share of Ford Motor Company common stock, based on closing prices on the New York Stock Exchange, was $51 2/3 at September 30, 1970 and $45 3/4 at September 30, 1969.

Note 3: Land owned by the Foundation is carried at cost. Buildings are carried at cost less accumulated depreciation. Balances for land and buildings are as follows:

<table>
<thead>
<tr>
<th></th>
<th>SEPT. 30, 1970</th>
<th>SEPT. 30, 1969</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>$3,735,674</td>
<td>$3,735,674</td>
</tr>
<tr>
<td>Office building</td>
<td>$1,187,456</td>
<td>$1,076,919</td>
</tr>
<tr>
<td>in 1970 and</td>
<td>$763,919 in 1969</td>
<td></td>
</tr>
<tr>
<td>New Delhi</td>
<td>19,767,652</td>
<td>20,070,237</td>
</tr>
<tr>
<td>office building</td>
<td>$1,411,330</td>
<td>1,627,926</td>
</tr>
<tr>
<td>(less accumulated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>depreciation of</td>
<td>$104,000 in 1970 and $26,000 in 1969)</td>
<td></td>
</tr>
<tr>
<td>Housing facilities in Kenya and Colombia (less accumulated depreciation of $13,870 in 1970 and $9,761 in 1969)</td>
<td>113,087</td>
<td>117,196</td>
</tr>
<tr>
<td></td>
<td>$25,027,743</td>
<td>$25,551,033</td>
</tr>
</tbody>
</table>

Depreciation on buildings is recorded using the straight-line method based on their estimated useful lives. Depreciation is included in program management expenses and general management expenses and aggregated $305,646 in 1970 and $452,361 in 1969.

Other real estate represents investments and advances for properties held for future charitable purposes. The Foundation expects to dispose of these properties at their cost.

Note 4: At September 30, 1970, the Foundation had made loan commitments totaling $37,708,000. Of these commitments, $7,149,000 was for the purchase of fixed income securities and $30,559,000 for the purchase of fixed income securities with equity participation. In addition, the Foundation has guaranteed to various lending institutions loans totaling $6,550,000, of which $1,908,000 is currently outstanding in connection with program related investments.

Note 5: The Tax Reform Act of 1969 has extensive provisions affecting the operations and tax liabilities of private foundations. In general, the law is effective for years beginning after December 31, 1969 and thus the principal impact of the act on the Foundation (including the 4% excise tax on net investment income) will be for fiscal years subsequent to September 30, 1970.
### Summary of Investments

**SEPTEMBER 30, 1970 AND 1969**

<table>
<thead>
<tr>
<th>Investments</th>
<th>(in thousands)</th>
<th>1970</th>
<th>1969</th>
<th>Per Cent</th>
<th>Per Cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face Amount</td>
<td>Cost</td>
<td>Estimated Market (1)</td>
<td>Total Market</td>
<td>Face Amount</td>
<td>Cost</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Government and U.S. Government Agencies</td>
<td>$155,500</td>
<td>$155,873</td>
<td>$155,907</td>
<td>5.48</td>
<td>$212,000</td>
</tr>
<tr>
<td>Money market instruments</td>
<td>58,100</td>
<td>58,014</td>
<td>57,864</td>
<td>2.04</td>
<td>80,400</td>
</tr>
<tr>
<td>Other marketable bonds</td>
<td>124,335</td>
<td>122,260</td>
<td>113,957</td>
<td>4.02</td>
<td>59,889</td>
</tr>
<tr>
<td>Securities with limited marketability</td>
<td>230,511</td>
<td>229,120</td>
<td>216,545</td>
<td>7.64</td>
<td>275,524</td>
</tr>
<tr>
<td></td>
<td>565,267</td>
<td>543,483</td>
<td>19.18</td>
<td></td>
<td>624,254</td>
</tr>
<tr>
<td>Fixed income securities having limited marketability</td>
<td>83,997</td>
<td>83,997</td>
<td>87,477</td>
<td>3.09</td>
<td>58,185</td>
</tr>
<tr>
<td>Equity securities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convertible debentures and notes</td>
<td>169,592</td>
<td>171,739</td>
<td>125,812</td>
<td>4.44</td>
<td>179,583</td>
</tr>
<tr>
<td>Common and convertible preferred stocks</td>
<td>794,540</td>
<td>817,960</td>
<td>817,960</td>
<td>28.87</td>
<td>821,536</td>
</tr>
<tr>
<td>Securities with limited marketability</td>
<td>35,924</td>
<td>32,510</td>
<td>32,510</td>
<td>1.14</td>
<td>19,042</td>
</tr>
<tr>
<td></td>
<td>1,002,023</td>
<td>976,282</td>
<td>976,282</td>
<td>34.45</td>
<td>1,023,006</td>
</tr>
<tr>
<td>Total diversified portfolio</td>
<td>1,851,467</td>
<td>1,607,242</td>
<td>1,607,242</td>
<td>56.72</td>
<td>1,705,445</td>
</tr>
</tbody>
</table>

**Ford Motor Company Class A stock (nonvoting)**

(23,695,705 shares in 1970 and 27,048,759 shares in 1969)

<table>
<thead>
<tr>
<th>1970</th>
<th>1969</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,113,698</td>
<td>2,126,253</td>
</tr>
<tr>
<td>2,833,495</td>
<td>2,126,253</td>
</tr>
</tbody>
</table>

### Statement of Sources and Uses of Cash

**FOR THE YEARS ENDED SEPTEMBER 30, 1970 and 1969**

**Sources of cash**

- Investment income, less investment expenses $139,471,678
- Decrease in cash balances 2,671,256
- Decrease in other receivables 5,350

Total Sources of Cash $142,142,934

**Uses of cash**

<table>
<thead>
<tr>
<th>1970</th>
<th>1969 (as restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>239,448,608*</td>
<td>245,648,085*</td>
</tr>
<tr>
<td>17,247,623</td>
<td>16,341,269</td>
</tr>
<tr>
<td>17,626,338</td>
<td>13,470,214</td>
</tr>
<tr>
<td>6,877,903</td>
<td>6,700,708</td>
</tr>
<tr>
<td>3,710,580</td>
<td>4,575,625</td>
</tr>
<tr>
<td>2,229,325</td>
<td></td>
</tr>
<tr>
<td>287,140,377</td>
<td>286,735,901</td>
</tr>
</tbody>
</table>

**Net disposition of securities to meet cash deficiency** $144,997,443* $134,488,806*

*Includes $27.0 million market value of 606,077 shares in 1970 and $20.8 million market value of 407,040 shares in 1969 of Ford Motor Company stock delivered in lieu of cash to grantees in payment of grant obligations.
Index

Asterisk [*] indicates agencies directly associated with, or otherwise cooperating in, grant activities; [†] indicates program-related investments. All other organizations and institutions are recipients of grants. Italicized page numbers refer to the financial columns of the report.

A. Phillip Randolph Educational Fund 19, 21
Academia Sinica 69
Academy for Educational Development 35, 42
Academy of Scientific Research 73
†Acadian Delight Bakery 28
Adai E. Stevenson Institute of International Affairs 79
Administration and Management Research Association of New York City 21
Administrative Staff College of India 58, 59
Advisory Commission on Intergovernmental Relations 23
Affiliate Artists 46
African Studies Association 64
African-American Institute 64
Agrarian University 74
Agricultural Development Council 60
Agricultural Sciences, University of 58
*Agro-Economic Survey 60
Ahmadu Bello University 66, 66
*Ayeyoro High School 68
*Al Azhar University 69
Alaska, University of 21, 27, 34, 35
Alaska Federation of Natives Charitable Trust 20
Albany Medical College 76
Albert Einstein Medical Center 76
Aleppo, University of 69
Algeria, Republic of 68
Algiers, University of 68
Allegheny College 51
Alley Theatre 48
Alliance High School 65
All-India Institute of Medical Sciences 59
†All-Pro Chicken, Inc 28
*Althouse College of Education (University of Western Ontario) 30
American Academy of Arts and Sciences 21, 38,
40, 41, 42, 52, 65, 78
*American Academy of Arts and Sciences Assembly on Governance 39
American Arbitration Association 24, 26
American Assembly 18
American Association for the Advancement of Science 54
American Association for the Advancement of Slavic Studies 80
American Association for Higher Education 38
American Association for the International Commission of Jurists 79
American Association of Junior Colleges 44, 58
American Association of State Colleges and Universities 39
American Association of University Professors 41
American Bar Association Fund for Public Education 16, 16, 18, 24
American Bar (Association) Foundation 16, 16,
20
American Conservatory Theatre Foundation 48
American Correctional Association 18
American Council on Education 36, 39, 64
American Council on Germany 81
American Council of Learned Societies 45, 50, 51, 52, 64, 79, 81, 83
American Council of Young Political Leaders 78
American Economic Association 80
American Federation of Arts 49
American Film Institute 49
American Foundation on Automation and Employment 24, 26
American Friends of the Middle East 68
American Friends Service Committee 20
American Historical Association 52, 64
American Indian Historical Society 20
American Institute of Architects Foundation 19
American Institute of Indian Studies 79
American Institutes for Research in the Behavioral Sciences 80
American Jewish Congress 19
*American Judicature Society 16
American Law Institute 16, 23
American Library Association 65
American Numismatic Society 49
American Paper Institute 19
American Place Theatre 49
American Political Science Association 21, 41
American Public Health Association 78
American Public Welfare Association 21
American Research Center in Egypt 70
American School of Classical Studies 50
American School of Rio de Janeiro 82
American Society for Engineering Education 41
American Society for International Law 79
American Society of Landscape Architects Foundation 27
American Society of Planning Officials 19
American Society for Public Administration 21, 80
American Society for Training and Development 19
American Symphony Orchestra 46
American Symphony Orchestra League 46
*American Telephone & Telegraph Company 56
American University 42
American University of Beirut 69
American University in Cairo 66, 70
Americans for Indian Opportunity 20
Amherst College 51
*Amilahiy Vocational Institute 69
Andes, University of the 73
*Ankara University 70
Antioch College 36, 51
Antiquity, University of 73
Arab Development Society 69
*Area Development Institute 25
*Arena Stage 46, 48
Argentine Graduate School in Agricultural Sciences 71
*Argentine Institute for Standardization of Materials 71
*Arid Lands Agricultural Development 65, 69
Ariel Foundation 68, 69
Arizona, University of 26, 30, 42, 50
Arizona Job Colleges 19
Arizona State University 42
Arkansas, State of 35
*Arizona Public Schools 32
Art and Architecture Center 50
Art Institute of Chicago 49
Asian Broadcasting Union 58
Asian Institute for Economic Development and Planning 58
Asian Institute of Management 63
Asian Productivity Organization 58
Aspira of America 21
*Assembly on University Goals and Governance 38
Associated Colleges of the Midwest 39, 66
Association of American Law Schools 18, 27, 80
Association for Asian Studies 64
Association of the Bar of the City of New York 16, 16, 18, 24
*Association of Brazilian Centers for Teaching and Research in Economics 74
Association of Caribbean Universities and Research Institutes 72
Association of College Unions 43
Houston Symphony Orchestra
Howard University 19, 20, 23, 42, 42, 43
Hudson Valley Philharmonic Orchestra 48
Human Resources Institute 21
Huntsville (Ala.) City Board of Education 32

IAPA Technical Center 70
Ibadan, University of 65
IPCo., Provisional Council of the University of 66, 68
Illinois, University of 21, 23, 26, 29, 39, 50, 75, 76
Illinois State Bar Association Foundation 16
Imperial College of Science and Technology 26
Independent Schools Talent Search Program 43
India, Government of 58, 59
Indian Agricultural Research Institute 58
Indian Institute of Management (Ahmedabad) 59
Indian Institute of Management (Calcutta) 59
Indian Institute of Public Administration 59
Indian Institute of Science 59
Indian Institute of Technology 58
Indian Law Institute 59
*Indian Leadership Training and Development Program 24
Indian Statistical Institute 59
Indiana University 19, 43, 79
Indiana University Foundation 34, 60, 62, 81
Indianapolis Museum of Art 49
Indianapolis Symphony Orchestra 48
Indonesia, Government of 60
Indonesia, University of 60, 62
Indonesian Institute of Science 60
Indonesian Planned Parenthood Association 60
Industry Institute 14
Innovation Business Improvement Forum 28
Inner-City Cultural Center 19
*Institute of Administration 64
Institute of Advanced Studies of Administration 74
Institute for Advanced Study 39
Institute of Agriculture 59
Institute of Applied Manpower Research 59
Institute of Asian Affairs 64
Institute of Business Administration 62
Institute of Community Studies 79
Institute of Constitutional and Parliamentary Studies 55
Institute for Defense Analyses 79
Institute for Development of Executives 71
Institute of Development Studies 80
Institute for Educational Development 35
Institute for Educational Management 41
Institute of Executive Management Training 67
*Institute of Human Reproduction 76
Institute of International Affairs 79
Institute of International Education 35, 36, 59, 60, 62, 66, 71, 72, 74, 75, 76, 79, 81, 83
Institute of Judicial Administration 16
Institute of Obstetrics and Gynecology 59
Institute of Politics 26
*Institute of Population Studies 69
Institute of Public Administration 21, 23, 69
Institute of Race Relations 80
Institute of Research and Publications 40
*Institute of Social and Economic Research 72
Institute for Scientific Research 21
Institute of Social Studies 60
Institute of Southeast Asian Studies 64
*Institute of Statistical Studies and Research 70
Institute for Strategic Studies 79, 81
Institute for the Study of Health and Society 76
*Institute for the Study of Human Reproduction 63
Institute for Human Development Bank 70
InterAmerican Planning Society 70
Inter-American Press Association 70
Inter-American Program for Linguistics and Language Teaching 74
*Inter-American University 36
Inter-City Business Improvement Forum 19
Interchurch Conservation Association 49, 49
International Affairs Institute 65
International Association of Chiefs of Police 15
International Association for Cultural Freedom 58, 75, 81
International Association for the Evaluation of Educational Achievement 40
International Association of Students in Economic and Commercial Sciences 40
*International Atomic Energy Agency 79, 81
International Bar Association Office 35
International Bank for Reconstruction and Development 60
International Center for Educational Development 29
*International Center for Theoretical Physics 81
International Center of Tropical Agriculture 73, 75, 82
International Centre of Theatre Research 48
International City Management Association 23, 25
International Council of Museums 49, 50
International Council of Scientific Unions 30
International Economic Association 40
International Education Agency 80
International House of Japan 63
International Institute of Administrative Sciences 24
International Institute of Comparative Music (Venice) 46
International Institute for Comparative Music Studies (Berlin) 46
International Institute of Tropical Agriculture 65, 71
International Legal Center 16, 64, 73, 79
International Library of African Music 65
International Maize and Wheat Improvement Laboratory 62, 64, 73, 75
International Management Development Institute 40
International Marketing Institute 62
International Planned Parenthood Federation 75
International Press Institute 81
*International Research and Exchanges Board 81, 83
International Rice Research Institute 59, 60, 60, 62, 63, 76
International Studies Association 79
International Theatre Institute of the United States 35
International Union for the Conservation of Nature and Natural Resources 26, 30
Interracial Council for Business Opportunity 19
Iowa, State University of 43
Iowa State University 73
Iraq, Republic of 69
Iraq-American Educational Association 69
Islam and the Modern Age Society 59
*Islamabad University 62
Israel Foundation of Trustees 69
Istanbul, University of 67, 70
Istituto Superiore per Imprenditori e Dirigenti d'Azienda 40
Ivy Coast, Republic of 66

Jackson State College 42
Jacksonville Symphony Orchestra 48
Japan Center for Area Development Research 79
Japan Committee for Economic Development 40
Japanese Economic Research Center 63
Jefferson County Improvement Corp. 28
Jefferson Medical College of Philadelphia 76
*Jersey City Public House 19
*Joffrey Ballet (City Center of Music and Drama) 40
John Jay College 18
John Hopkins University 23, 24, 26, 36, 38, 49, 62, 65, 69, 76, 80, 81
Johnson C. Smith University 41
Joint Center for Political Studies 23
Joint Council on Economic Education 32
Joint Council on Educational Telecommunications 32
*Joint Exploratory Committee on Society Development and Peace with the Roman Catholic Church 80
Jordan, Government of 69
Jordan, University of 69
Jordan Development Board 69
Joseph P. Kennedy, Jr. Memorial Hospital for Children 14
Juilliard School 49
Junior College District of St. Louis 34, 44

Kaduna Polytechnic 66, 66
Kalamazoo College 52
Kalamazoo Symphony Orchestra 48
Kansai Economic Research Center 64
Kansei, University of 21, 43, 71
Kansas City Association of Trusts and Foundations 20
Kansas City (Mo.) Philharmonic Orchestra 48
Kansas University (Lawrence) Association 76
Karolinska Institute 76
KCL (Los Angeles) 30, 54, 55
KDEP (New Mexico) 54
*Kellogg Foundation 75
Kent State University 43
Kenyon College 39, 52
Kek Hospital 61
Kerala, University of 59
Khartoum, University of 68
Knock College 54
Kodaly Musical Training Institute 45, 46
Korea-Choongang Educational Foundation 64
KQED (San Francisco) 54, 55
KUAT (Tucson) 55
KUON (Lincoln) 55
Kyoto University 64

La Jara Feedlot, Inc. 28
La Mama Experimental Theater Club 48, 49
*Laboratory for Computer Education 32
Lafayette College 52
Lagos, University of 66, 66
Lake Forest College 36, 52
Lane College 46
Language Research Foundation Trust 35
Latin American Association for Research in Human Reproduction 70, 73
*Latin American Committee of Deans of Schools of Education 71
Latin American Demographic Center 71
Latin American Faculty of Social Sciences 73
Latin American Studies Association 75
Laval University 80
*Law Enforcement Assistance Administration 15
*Law of the Sea Institute 83
Law Students Civil Rights Council 16
Lawrence University 52
Lawyers’ Committee for Civil Rights Under Law 16, 16, 18
*Leadership Development Program 35
League of Cities/Conference of Mayors 20, 21, 24
League of Women Voters 73
Lebanese University 69
Lebanon, Republic of 69
Leeds, University of 64, 79
Lehigh University 43
Leyden, University of 79
Library Company of Philadelphia 42
Lincoln University 42
Lindenwood College 44
Linguistic Society of America 80
Little Orchestra 48
Liverpool, University of 76
London, University of 35, 64, 79
London Business School Charitable Trust 40
London School of Economics and Political Science 38, 40, 64, 76
Los Angeles, City College of 44
Los Angeles County Harbor General Hospital, Attending Staff Association of 76
Los Angeles Philharmonic Orchestra 48
Los Angeles Technical Services Corporation 23, 25
Louisiana State University 60
Louisville Orchestra 48
Low-Income Housing Development Corporation 26
Loyola University (New Orleans) Endowment Committee 82
Loyola University 43
Lund, University of 76

Macalester College 52
McGill University 52, 79
McMaster University 41
Maine, University of 26, 29
Malaya, University of 60
Management Education Foundation 67, 69
*Management Information System 38
Manchester, University of 40, 76, 78
Manhattan School of Music 46
Manitoba, University of 59, 43
Manpower Assistance Project 19
Marine Biological Laboratory 41
Martin Luther King Memorial Center 42, 42
Maryland, University of 59, 43
Massachusetts, University of (Amherst) 32, 32,
33, 34, 35, 36, 39
Massachusetts Audubon Society 26
Massachusetts Council of Churches (for the
Federation of Boston Community Schools) 31, 32
Massachusetts Institute of Technology 27, 36, 38,
39, 39, 73, 79, 80
Massachusetts Institute of Technology 40
†Mecco Enterprises, Inc. 28
Medical Research Council 41, 76
Meharry Medical College 59
Memphis Symphony Orchestra 48
Metro Denver Fair Housing Center 26
Metropolitan Applied Research Center 19, 20, 23,
24, 27
Metropolitan Fund 23
Metropolitan Pittsburgh Educational Television 54
Metropolitan Regional Council 21
Mexican Institute of Social Science 74
Mexican Institute of Social Studies 74
Mexican-American Council of Arts, Letters, and
Science 20
Mexican-American Legal Defense and Educational
Fund 16
Mexico, College of 74
Mexico, National Autonomous University of 74
Miami, University of 38, 75, 76
Michael Reese Hospital and Medical Center 76
Michelson Institute of Science and Intellectual
Freedom 80
Michigan, University of 17, 19, 23, 24, 27, 29, 36,
37, 38, 38, 39, 43, 50, 60, 64, 65, 75, 76, 79, 81
Minnesota, University of 26, 38, 41, 62, 79
Middle East Studies Association 68
Middle East Technical University 70
Middlebury College 52
Midwest Universities Consortium for International
Activities 63
Milan, University of 76
Milwaukee College 36
Minneapolis Symphony Orchestra 48
Minas Gerais, Federal University of 72
Minas Gerais, State of 72
Minnadaha State University 63
Minnesota Society of Fine Arts 49
Minnesota, University of 18, 23, 36, 43, 50, 73, 79
Minnesota Orchestra 48
Minority Contractors Assistance Program, Inc. 19, 20, 28
Minority Rights Group 80
Mississippi, University of 18
Mississippi Action for Community Education 20,
21, 22
Mississippi Research and Development Center 19
Mississippi State University 34
Missouri, University of 43, 50
Missouri Botanical Garden 26
†Mobilitation for Youth 30
Monterrey Institute of Technology and Advanced
Studies 74
Montreal, University of 18, 40
Morgan Community School 31, 32
Morgan State College 42, 43, 43
*Moroccan Association of Young Businessmen
67, 68
Moroccan School of Administration 68
Morocco, Kingdom of 68
†Mortgage Opportunities, Inc. 30
Mount Holyoke College 52
Mount Sinai School of Medicine 76
Muhlenberg College 52
Multi-Culture Institute 32
Mummers Theatre Company 52
Munich, University of 64
Museum of Fine Arts 49
Museum of Modern Art (Children's Art Carnival
in Harlem) 50
Music Educators National Conference 46
*National Review of Investment Trust 30
Mycenaean Foundation 52
NAAACP Legal Defense and Educational Fund
16, 16, 18, 20
NAAACP Social Contribution Fund 18
Naples, University of 40
Nashville Symphony Orchestra 48
National Academy of Sciences 24, 41, 51, 75, 79
*National Aeronautics and Space Administration
56
National Affairs, Inc. 24
*National Agrarian University of Peru 72
National Assembly of Social Policy and
Development 21
*National Association for the Advancement of
Colored People 16, 21
National Association of College and University
Business Officers 38
National Association for Community Development
20
National Association of Counties Research
Foundation 23
National Association of Faculties and Schools of
Engineering 74
National Atomic Energy Commission 71
National Audubon Society 26
National Bank for Economic Development 71
National Bar Foundation 18
National Book Committee 24
National Book Trust 59
National Bureau of Economic Research 39, 76, 79
National Catholic Conference for Interracial
Justice 19
National Center for Voluntary Action 20
National Child Labor Committee 34
National Civil Service League 21
National Commission for Cooperative Education 32
*National Council of Fine Arts 49
National Council Against Discrimination in
Housing 26
National Council on Household Employment 64
National Committee on U.S.-China Relations 64
National Conference of Commissioners on Uniform
State Laws 18, 38, 79
National Congress of American Indians Fund 20
National Council of Applied Economic Research
59
National Council of the Churches of Christ in the
U.S.A. 18, 23, 26, 42
National Council on Crime and Delinquency
16, 17, 30
National Council of Negro Women 26
National Council for Scientific and Technical
Research 71
†National Development Planning Agency 60
National Education Association 26, 34
National Educational Television 26, 32, 53, 54
National Endowment for the Arts 46, 48
National Endowment for the Humanities 36, 37, 50,
51, 52
National Engineering University 74
National Federation of Settlements and
Neighborhood Centers 20
National Foundation for the Improvement of
Education 34
National Fund for Agricultural and Livestock
Research 74
National Institute of Archeology 60
National Institute of Bank Management 59
*National Institute of Development Administration
(Taiwan) 68
*National Institute of Economic and Social
Research (India) 60
National Institute of Economic and Social
Research (London) 40
National Institute for Industrial Design 59
National Institute of Municipal Law Officers
23
National Institute of Public Affairs 24
*National Institute of Research and
Documentation 66
National Juvenile Court Foundation 16
National Legal Aid and Defender Association 16
National Manpower Policy Task Force 24
National Municipal League 68
National Office for the Rights of the Indigent 16
National Opinion Research Center 23
*National Planning Agency (Indonesia) 63
National Planning Association 23, 80
*National Recreation and Parks Association 26
National Scholarship Service and Fund for Negro
Students 43, 43
National School of Administration (Turin) 68
National School of Administration 73
National School of Law and Administration
(Indonesia) 65
National Service to Regional Councils 23
*National Symposium on Children and
Television 54
*National Theater of the Deaf 48
National Universities Commission 66
National University of the South 71
New Lafayette Theatre and Workshop 20, 20, 23, 26, 35
National Urban League 21, 21, 26, 78
Native American Rights Fund 18
Natural Resources Defense Council 16, 17
*nature Conservancy 37, 30
Navajo Community College 20, 24
Nebraska, University of 38, 43
Negro Ensemble Company 46, 49
Negro Student Fund 68
Nepal, Government of 63
*NET Opera Project 54
New College 36
New Deal, Inc. 20
New England Board of Higher Education 39
New England Community Development
Corporation 26
New Hampshire, University of 38
New Hampshire Charitable Fund 26
New Haven Board of Education 34, 34
New Haven Legal Assistance Association 16
New Haven Symphony Orchestra 48
New Jersey, Department of Community Affairs
19, 23
New Jersey, Department of Education 34
New Jersey Symphony Orchestra 48
New Mexico, University of 43, 44, 49
New Mexico State University 32
New Orleans Philharmonic Orchestra 48
*New School for Children 27, 31
New School for Social Research 23, 38
New Theater Workshop 48, 49
New World Foundation 40
New York, City University 33, 43, 44
New York, Research Foundation of the State
University of 60, 76, 81
New York, State University of 35, 49
New York State University (Albany) 16, 23
New York, State University of (Binghamton) 43
New York, State University of (Buffalo) 21, 36, 43
New York, State University of (Stony Brook) 26
*New York City Ballet (City Center of Music and
Drama) 49
New York City Board of Education 34
New York City Mission Society 23
New York City Red Cross 22
New York Committee of Young Audiences 45, 46
New York Institute for Human Development 21
New York Philharmonic Orchestra 48
New York Pro Musica Antiqua 46
*New York State Council on the Arts 48
New York State Historical Association 49, 49
New York Studio School of Drawing, Painting and
Sculpture 49
New York University 18, 34, 36, 38, 42, 43, 48, 49,
50, 79
New York Urban Coalition 19, 20, 26
New York Urban League 32
New Zealand Institute of International Affairs 64
Newark Community Center of the Arts 50
Niels Bohr Institute 80
Nigeria, Government of 66
Nigeria, National Library of 82
PHOTOGRAPHS
17/Declan Haun—Black Star
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