

The Ford Foundation is a private, nonprofit institution dedicated to the public well-being. It seeks to identify and contribute to the solution of certain problems of national or international importance. It works principally by granting funds to institutions and organizations for experimental, demonstration, and developmental efforts that give promise of producing significant advances in various fields. Occasionally, the Foundation itself administers projects. As an additional means of accomplishing program objectives, the Foundation in some instances makes grants to individuals whose professional talent or experience corresponds with Foundation programs and activities. The Foundation was established in 1936 by Henry Ford and Edsel Ford and made grants largely to Michigan charitable and educational institutions until 1950, when it became a national organization. In-

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October 1, 1970 to September 30, 1971

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The President's Review

All foundations, and indeed all philanthropists, are faced with the fact that demand exceeds supply. Because this reality is at once so little understood and so important in the particular case of the Ford Foundation, my report for 1971 is dedicated to a description of our basic financial position.

We recognize that there is a built-in source of frustration and even resentment in the hard fact that the Foundation gets more than fifty applications for every one that it can grant. Some of our most poignant letters of rejection go to those whose hope is that just a little of our money might make their dream come true—even though that dream is far outside the programs authorized by our Trustees.

But we create disappointment too in a much wider circle of men and women who believe—correctly—that what they are doing does fall within the range of problems on which we are trying to help. The only comfort we can offer in many such cases is the simple truth that in the context of what we aspire to do, there are more good applications than our current funds can support.

The following account attempts to advance an understanding of that truth. Experts and others with a taste for statistics will probably find it helpful to consult the ten-year table which is folded in at page 101, and use it as a reference while they read. But the story itself is designed for nonexperts.

For more than six years the Ford Foundation has waged an uphill battle to meet its existing commitments. We have paid the heavy price of two major budgetary reductions and a substantial inflationary erosion of our capital base. We think the struggle is at last behind us, but for the immediate future a continued policy of budgetary austerity is our only prudent choice.

In its first fifteen years of existence as a major foundation, from 1950 through 1965, the strategic financial problem before the Trustees and the staff of the Ford Foundation was to find the best possible ways to spend ever-increasing sums of money. The constantly growing resources of the Foundation not only inspired but even seemed to require such large-scale distributions as our faculty-salary, hospital, and medical-education grants of 1955 (a single Board meeting voted \$500 million for these three purposes) and later large-scale challenge grants

to colleges, universities, and symphony orchestras (these three programs of the early 1960s absorbed \$430 million).

But during the course of the year 1966 it became apparent to us that the shape of our basic financial problem was changing decisively. The general philosophy of earlier years had gradually led us into a sustained high level of annual grant-making. Early in 1966, the capital markets turned downward sharply and while recovery followed in ensuing months, it is a sobering fact that in all the years since then the Dow Jones Industrial Average has never regained its 1966 high. At the end of the 1966 fiscal year, the Foundation's gross assets available for investment had a market value of \$3 billion, the lowest figure in seven years. Its annual level of new commitments had averaged \$300 million a year over the preceding three years — 10 per cent of those gross investable assets. (New commitments are shown on line 2 of the table, and gross investable assets on line 24.)

The Trustees recognized that they must make a fundamental decision about the future of the Foundation. If they intended to sustain its earning assets, they must sharply reduce the level of new commitments, because no responsible financial adviser could tell them in late 1966 that the investable assets of the Foundation could be relied on to produce an average continuing overall return of 10 per cent (including capital appreciation) in the years immediately ahead. (In fact the average annual overall return from equity markets in the next five years was very much lower—about 6 per cent—and on the same basis bonds were even less rewarding.) To continue with new commitments at \$300 million a year would be to run the risk of putting the Foundation gradually out of business.

Claims of Past and Future

As I said in my annual report at the time, the decision of the Trustees was that the Foundation should not run this risk. They found no reason to believe that there would be less need for a large foundation like Ford in 1980 than in 1967 — “the forces we help to counterbalance are not likely to be smaller — the need for an independent agency not likely to be less.” So we accepted “a clear obligation to preserve our endowment for our successors.”

However, the Trustees were faced with the fact that the later 1960s gave every sign of being a time in which the Foundation's help would be needed, at home and abroad, at least as much as in earlier years. By a decision of the Board in June, 1966, I had been authorized to announce a firm commitment to the struggle for equal opportunity as our most important domestic concern, and the Trustees had no intention of leaving that as merely a paper pledge. At the same time the main lines of program concern developed in the early 1960s — population, the environment, public broadcasting, agricultural research, and the arts, for example — were proving themselves fields of the highest importance in which there were as yet no adequate substitutes for the support of the Foundation. So for the first time in the Foundation's history the Trustees faced a painful decision between the claims of the future and those of the present.

The need for decision was inescapable. Our Trustees had never been bound, either by charter rules or by policy decision, to any notion that the Foundation should restrict its spending to its income. They had regularly authorized expenditures well above regular dividend and interest income (twice as much in some years), and they had always accepted the responsibility for a conscious choice between the present and the future.

This conviction was reinforced, from 1966 onward, by a growing recognition, in our own Board as elsewhere, of the proposition that the central criterion for effective investment is the *long-term rate of total return*, with capital gain or loss just as

important, dollar for dollar, year in and year out, as larger or smaller dividends and interest. There was not in 1966, and there is not today, any simple rule or any general consensus as to the means of deciding what rate to spend at in any given year. But the *necessity* for that choice was plain enough. So we had to choose, and we had to choose in a framework of heavy need for both capital reinforcement and current commitment.

Seeking to strike a rough balance between the need to cut back and the need for capital reinforcement to keep our work going, the Trustees adopted a program budget ceiling of \$200 million for fiscal 1968. With administrative expenses included, the new commitments made in 1968 actually worked out at \$210 million. It was a major turnaround, and it appeared at the end of the year that the target we had picked might be about right. We were helped by a recovery in the market so that our year-end figures for September 30, 1968, showed earning assets with a market value of \$3.6 billion. Against such a capital base new commitments in the range of \$210 million did not seem imprudent: Assuming level prices, the anticipated rate of return required by such a rate of expenditure was only 6 per cent.

But our situation at the end of fiscal 1968 was still fragile. In addition to the general economic uncertainty of that year, two special factors required us to recognize that the corner was not fully turned—the “overhang” from large past commitments, and heavy pressure from inflation.

The phenomenon of “overhang” reflected the fact that our Treasurer was still required to find money not only for grants made under our relatively modest new budget level of \$200 million, but also for unpaid portions of large grants voted in earlier years. (At the end of fiscal 1967, for example, such unpaid commitments totaled \$600 million.) Though our new commitments in 1968 were \$210 million, our cash disbursements (shown on line 7 of the ten-year table) were \$270 million. We faced the certainty that it would be three or four years before our actual expenditures would descend all the way to the level implied by our new budgetary austerity. For those years we would need an average total return of 8 per cent, not 6 per cent, if our capital base was not to be impaired. This 8 per cent rate did not seem unattainable, but we could not foresee it with certainty.

Inflation, by the end of 1968, was a far more formidable influence than it had been two years earlier. The impact of rising costs was heavier for us than for most institutions because of the degree to which the activities we spend money on are especially sensitive to inflationary pressures. Most of our money—whether spent by grantees or by ourselves directly—goes for the wages and salaries of people engaged in charitable and educational work, and wages and salaries had been rising about twice as fast as the commodity price index throughout the last five years. Therefore we could maintain our \$200 million program budget ceiling only at the price of a real reduction in charitable purchasing power of some 6 to 8 per cent a year. We compromised by adopting successive budgets—for 1969, 1970, and 1971—in which annual overall increases were held to 5 per cent. These increases limited the damaging effects of inflation on our programs, but they also forced the budgets upward year by year, so that in the spring of 1970, we were projecting total commitments for 1971—for programs and administrative activities together, and also for a new federal tax—of \$247 million.

In the spring of 1970 the capital market—already weak in 1969—took a further sharp drop, and we confronted a situation as serious as the one we had set out to deal with in 1966. The market value of our portfolio on June 30, 1970, was at the lowest point for any quarter in more than a decade, \$2.5 billion. A budget of \$247 million would once again require commitments at a level of 10 per cent of invested assets. More serious still, our “overhang” costs were still high; cash disbursements were still running at \$285 million a year.

The Trustees commissioned another careful review, and although the bleak prospects of mid-1970 were relieved by strong market recoveries later in the year, we eventually decided to cut back our new commitments for 1971 by about 10 per cent and then to adopt an essentially level budget of \$225 million for the present year, 1972. If we allow for inflation, this budget provides for the lowest level of grant-making the Foundation has known since 1961.

Maintaining Financial Stability and Philanthropic Momentum

The consequences of our two major budget cutbacks of 1967 and 1971 are not all done with. But in February, 1972, it does at last seem possible to say that the prospect for a true balance between our commitments and our resources is brighter than at any time in the last six years.

On September 30, 1971, our portfolio had a market value of \$3.3 billion. The problem of cash disbursements made heavy by “overhang” is behind us. We now expect that cash disbursements for 1972 will be about \$250 million, and in future years any increase would be the result of new decisions, not past commitments. It happens that in the first few months of fiscal 1972 our position has strengthened further as we have continued to clean up the “overhang” and as our portfolio has continued to grow in favoring markets. As I write it is correct to say that neither previous commitments nor current program budgets require us to spend at an annual level of more than 7 per cent of our present capital base. The strength of this position should not be overstated; markets have gone down before. But on balance we can take satisfaction in the fact that the Foundation has been able to steer its way through a time of inflation and recession to a new position of financial stability, without losing the basic momentum of its charitable activity.

These sober six years have taught us a number of lessons, but before I discuss them I should make two observations. First, close study of the ten-year table will show that the capital position of this Foundation has been dependent more on our Ford stock — all nonvoting — than on any other single factor. That stock has been strong in recent years. Pursuant to sound investment practice, and now also to rulings of the Internal Revenue Service, we continue to diversify. But in the meantime our Ford stock is a major source of the strength of our capital position.

Another major reinforcement in this same period has been the general effectiveness of our own financial management. There are many ways of measuring such effectiveness, and much argument on their relative merits, but one simple method is to compare one’s total return with those of other institutional investors. We have made our comparisons, and we find that in our diversified investments we have consistently done better than the standard market averages, and better than a large majority of the professionally managed funds against which we can reasonably measure ourselves. We do not intend to rest on our oars, and in the last year we have taken a number of steps designed to improve our overall investing effectiveness, but the achievements of the last six years do justify an expression of thanks to our Treasurer throughout that period, Thomas Lenagh, and to three successive Chairmen of our Finance Committee: Eugene Black, Bethuel Webster, and William Donaldson. And the record of fiscal 1971, which is detailed most soberly by Vice President Roger Kennedy at page 92, is a record for which Mr. Kennedy himself must accept some credit.

To sum up —

We have met the very large commitments undertaken in a more optimistic time.

We have protected the dollar value of our endowment while continuing to spend much more than our dividend and interest income. Between 1965 and 1971 our cash disbursements ran more than \$750 million beyond income, while the market

value of our portfolio (\$3.4 billion on January 31, 1972) is just about what it was if we average the two years 1965 (good) and 1966 (bad).

We have continued and intensified our program of diversification from Ford Motor Company stock.

We have reorganized and modernized our investment processes.

In two hard stages of retrenchment, we have brought our program budgets in line with our prospective rates of return on investment.

And we have done all this during six years of market weakness, inflation, and economic uncertainty.

What lessons shall we draw?

The first lesson is that our overall record can be called successful only if we recognize that in order to meet old commitments without backing away from new ones, we have accepted a substantial inflationary erosion of our capital strength. \$3.4 billion today is not the same as \$3.4 billion in 1965; in terms of the services we pay for, it may be only two-thirds or three-fourths as much.

The second lesson is that in the mid-1960s we too easily allowed ourselves to make larger commitments than hindsight would recommend. It was easy in 1965 and 1966 to believe in the high long-term rates of total return on stocks, the low rates of total return on bonds, and the modest rates of inflation that had been the general pattern for fifteen years. The last six years, to put it very gently, have been different.

The third lesson is more subtle: We have not yet fully settled on a sound and durable way of measuring the claims of the future — capital strength — against the claims of the present — program needs. We shall probably never find an automatic pilot for this choice, but we are not satisfied that we have done all the thinking that needs to be done. Neither the traditional caution, which speaks only of interest and dividends, nor the more recent tendency to assume that one good decade deserves another, seems a sound guide for trustees facing a necessity to choose.

My tentative view is that it makes sense for this organization to set regular budgets at a level comfortably within our best estimate of likely long-term return, and then to make choices year by year as to the further apportionment that is justified between the claims of the present and the claims of the portfolio. For the immediate future, as in the recent past, inflation is a critical element on both sides of the balance. As it drives our costs upward, it leads us to favor larger budgets. But as it reduces the real future power of our earning assets, it drives us to the view that some part of any annual gains in market values should be held in the portfolio. So far our decisions are tentative, and tell us no more than that if we can manage it we should aim to meet this twin objective:

—To sustain our earning assets at a level of not less than \$3.3 billion, measured in 1972 dollars.

—To sustain our annual budget at a level not less than \$225 million, also in 1972 dollars.

If we can do more in the years immediately ahead, we shall face a renewed, but more affirmative choice between the claims of the present and the future. If we can do less, the Trustees will face, for a third time, the kind of hard choice that has been the burden of this narrative.

A particular current burden is the 4 per cent federal tax imposed for the first time in fiscal 1971. Since that tax falls upon realized gains as well as on annual income, it has been especially burdensome to us as we have been selling Ford stock. Our estimated tax bill for 1971 was \$9.4 million, and for 1972 it will be higher. We continue to oppose this tax and we believe that at its current level the tax is proving much too high for its proclaimed and accepted objective: to cover the costs of proper federal regulation of foundations.

Continuing Pressures of Choice

All the while, through these same six years, we have faced a steady, sometimes explosive, growth in the claims and opportunities of the programs to which we are committed. The officers and Trustees of the early 1960s were prescient in their basic program choices. In addition we have honored the pledge we made in 1966 to set the struggle for equal opportunity at the top of our domestic agenda: More than 40 per cent of our current domestic program effort aims at this objective.

Other priorities which we have maintained are our commitments to the developing nations of the world and to international studies in American universities. In neither area have we been able to make up for hopes deferred in Washington, but in both we have refused to leave the field in spite of budgetary pressure and the claims of domestic crises. Our Trustees have held to the view that it makes no sense to let our domestic concerns turn us away from what we have slowly learned to do in the world at large. The Board is presently engaged in a full-dress review of our programs in Asia, Africa, the Middle East, and Latin America, which will undoubtedly lead to changes of emphasis and even of direction in parts of those programs. But it is a safe assumption that this Foundation will reject any form of neo-isolationism. Budgetary constraints have been tight in every part of the Foundation, and in the International Division as elsewhere we have had to refine our purposes and sharpen our techniques. But these changes are not a sign of any plan to leave the international field. They are the necessary condition of our determination to stay in it.

These program choices have only intensified our budgetary troubles. Throughout the last five years the program officers of this Foundation have been living with the reality that even within the tight parameters of our Trustee-approved programs, there was vastly more to do than we could pay for. And so we must ask applicants with even more intensity all the hard and seemingly unresponsive questions of professional philanthropy: Cannot some other source of money be found? If we help now, who will help later? If we help you, what about others with a claim as good? If your plan works, who else will benefit? The questions are painful, but the nature of our objectives and the reality of our financial position make them inescapable.

This is not to suggest that every project we support turns out as well as this list of questions might imply. We are still in risk-taking work, and the possibility of a high return often leads us to give help when certainty is not possible. So projects do fail or fall short, and even our best-directed efforts must often be undertaken in the clear understanding that the program objective may be hard to reach. It takes a certain presumption, for example, even to attempt "success" in so massive a field as population control. All that I am trying to indicate is that the necessity for choice, in every program of this Foundation, is now constrained by budget ceilings which are and must remain low, when measured against both need and opportunity.

Two vacancies on the Board this year were filled with the election of Mrs. Dorothy Nepper Marshall and Mrs. Patricia Wald. Mrs. Marshall, dean of faculties and provost of the Boston campus of the University of Massachusetts, brings us wide experience as an outstanding teacher and administrator in both private and public colleges and universities. Mrs. Wald's career also coincides with many of our interests. She was in the vanguard of lawyers working for bail reform. She has worked in the fields of poverty law, mental health for the elderly, housing, and juvenile law, and she was a co-author of the pathbreaking report which has led us to join with others in founding the Drug Abuse Council. In addition to these particular interests both Mrs. Marshall and Mrs. Wald bring the proven judgment and critical insight

we need in our Trustees. They are the first women to serve as Trustees of this Foundation.

In our staff several women have for years served in important professional capacities. This year, one of them, Mrs. Lilia Clemente, was appointed assistant treasurer of the Foundation. As such, Mrs. Clemente supervises a staff of fourteen investment analysts responsible for providing fundamental research on the Foundation's investment portfolio. The responsibility is great; the research is excellent, and Mrs. Clemente's leadership is outstanding.

Another notable change among senior officers this year was the appointment of our Secretary, Howard Dressner, to the additional and newly created office of General Counsel. In recent years Mr. Dressner's office has held primary responsibility for coordinating both our internal grant-making procedures and our comprehensive relations to the law and to outside counsel—relations made much more extensive, at least for a time, by the Tax Reform Act of 1969. His new appointment as General Counsel is fitting recognition of the distinction with which these duties have been discharged and it also signals our capacity to handle a growing proportion of our legal business inside our building.

During these last six years the chairman of our Board of Trustees has been Julius A. Stratton, who retired this year. When he joined the Board in 1955, Dr. Stratton was vice president and provost of the Massachusetts Institute of Technology, and his service to the Foundation continued through and beyond a distinguished decade as the Institute's president. From the first he established himself as much more than another ambassador from the academy; his wisdom has been part of all the work of this Board. As our chairman, Dr. Stratton has exemplified and encouraged in others the highest standards of collegial decision-making. He has established and sustained a new level of mutual understanding and confidence between the Board and the staff of the Foundation. He leaves the Foundation stronger than he found it, and all who care for its work are deeply in his debt.

We are fortunate in having as Dr. Stratton's successor another distinguished university leader whose interests range widely beyond the campus. Chancellor Alexander Heard of Vanderbilt University has served as a Trustee since 1967, bringing us the insight of a student of political science, the talent of an expert administrator, and a varied experience in public service.

FEBRUARY 25, 1972

McGEORGE BUNDY

National Affairs

The three principal concerns of the Division of National Affairs are poverty, especially among racial minorities; the quality of the environment; and the effectiveness of governmental processes. The Foundation this year actively explored other socially critical fields, especially drug abuse.

DRUG ABUSE

A Foundation-commissioned study, completed this year, identified major gaps in the knowledge, prevention, and treatment of drug abuse. Its chief recommendation was the establishment of an independent national center to sponsor basic research, evaluate modes of treatment and prevention, and provide reliable information to professionals and the public.

With three other major foundations, the Foundation began planning the establishment of a Drug Abuse Council to perform such tasks, and appropriated an initial \$2 million for its support.

The study, which drew on the expertise of scientists, lawyers, and others, identified four major problem areas: heroin addiction in urban ghettos; drug experimentation by the young; overuse of legal stimulants and tranquilizers; and control of deviant behavior, especially children's, by drugs.

ECONOMIC AND SOCIAL OPPORTUNITY

Community Development. For several years the Foundation has supported varied efforts to help disadvantaged minorities achieve parity in American society—from national programs to eliminate discrimination to local programs for housing and economic development. In the course of this work, the accomplishments of local multipurpose organizations, now known as community development corporations, or CDCs, have been impressive. Convinced that they are effective vehicles for the future distribution of large Federal and private resources, the Foundation decided this year to concentrate increased effort on helping to develop such

agencies further or to start a few new ones. At the same time the Foundation will continue supporting organizations that provide CDCs with services or capital.

An effective community development corporation is characterized by broad community support; by the ability to finance and run successful programs of employment, housing, community development, health, and other services; and by leaders sensitive to community desires and skilled in marshaling funds from the larger society.

The Watts Labor Community Action Committee, a paradigm of such organizations, received continued support this year. Rising from the ashes of the 1965 Los Angeles riots, the Watts committee has evolved into an array of black-owned and managed corporations that operate supermarkets, a restaurant, a credit union, recreational facilities, manpower training projects, a housing program, and other enterprises.

Exemplifying a transition in many ghetto organizations from concern about a single pressing issue to concern about a range of needs is the Resident Advisory Board of Philadelphia. Organized to alleviate tenant-management problems in public housing, the agency now helps manage projects, trains managers, and has gained the Housing Authority's agreement to give tenants preference in project jobs. The board was granted \$180,000 to expand its training and employment activities, and to undertake such new ventures as a tenant-run laundry.

In New York, the Bedford-Stuyvesant Restoration Corporation—which operates one of the country's best-known community development programs—received \$843,308 to continue reconstruction and rehabilitation in a Brooklyn black ghetto, including development of a multipurpose civic center. Since it began in 1966, the project has improved forty-five blocks of housing, attracted \$65 million in mortgage capital, placed 3,000 residents in jobs, generated over \$3 million in business loans, and induced a national corporation to locate a branch plant in the area.

Rural minority community organizations receiving grants or loans included the Home Education Livelihood Program, which runs agricultural demonstration projects in once moribund Mexican American communities

in New Mexico, and the Navajo Community College's program to help reservation Indians improve their ranges and livestock and learn modern marketing practices. In Mississippi, grants were made to the Medgar Evers Fund to help attract job-creating industry to Jefferson County, the fourth poorest in the nation, and to the Delta Foundation and the Mississippi Action for Community Education for community development work with blacks in fifteen Delta counties. The Federation of Southern Cooperatives, which helps farmers raise their income by such measures as crop diversification and group purchasing and marketing, received a \$525,000 supplement for loan-grant packages to ten participating cooperatives. For continued comprehensive training and economic development work among blacks in the rural and small-town areas of North Carolina, the Foundation for Community Development was granted \$442,000.

The Center for Community Change was granted \$750,000 for its work in helping such groups as Chicago's Woodlawn Organization to organize economic development, housing, and health, social, and legal services. The National Urban League received \$1,725,000 to advance its "new thrust" program of effecting social change through such means as economic development, consumer protection, and health services; and a \$500,000 grant went to the National Association for the Advancement of Colored People Special Contribution Fund.

Minority Enterprise. In addition to minority businesses that are a feature of community development projects assisted by the Foundation, several independent ventures were supported.

With grants and investments totaling some \$3 million, the Foundation became the largest private contributor to Minority Enterprise Small Business Investment Companies (MESBICs), which mobilize

Opposite: A catfish farm, containing breeding ponds and raceways, is one of the enterprises started by the East Central Committee for Opportunity for low-income rural families, mostly black. This enterprise, which was a project of the Georgia Council on Human Relations, was among community groups assisted by the Foundation in forming Minority Enterprise Small Business Investment Companies.

GRANTS—NATIONAL AFFAIRS: The first column shows grants approved in 1971; the second, payments on new grants or grants approved in earlier years. The original amounts and dates of earlier grants that were not fully paid at the beginning of fiscal 1971 are given in brackets [] after the names of grant recipients.

	Grants Approved (Reductions)	Payments (Refunds)
ECONOMIC AND SOCIAL OPPORTUNITY		
COMMUNITY AND LEADERSHIP DEVELOPMENT		
American Friends Service Committee		
Family aid fund for civil rights workers [\$200,000—1969]	\$100,000	\$50,000
American Indian opportunity and leadership development		
Alaska Federation of Natives	135,829	135,829
American Indian Historical Society	65,225	65,225
Americans for Indian Opportunity	170,000	170,000
Amik Association	50,000	50,000
Central Council of the Tlingit and Haida Indians	100,000	100,000
Navajo Community College [\$250,000—1970]	285,160	240,723
Oklahomans for Indian Opportunity [\$54,450—1970]		20,000
Business assistance for social progress		
National Urban Coalition [\$2,340,000—1969, 1970]		840,000
New Detroit [\$1,442,500—1969]		192,500
United States Jaycees' Foundation [\$250,000—1969]		75,000
Committee for the Collegiate Education of Black Students		
Emergency assistance for University of Massachusetts students	150,000	150,000
Community development and training		
Bedford-Stuyvesant Restoration Corporation [\$1,800,000—1969]	843,308	1,518,308
Center for Community Change [\$3,725,000—1969, 1970]	750,000	1,198,969
City of Oakland	(37,725)	(37,725)
Community Renewal Society (Chicago)	150,000	75,000
East Los Angeles Community Union	123,000	73,000
Foundation for Community Development (North Carolina) [\$540,000—1970]	442,000	478,889
Kansas City Association of Trusts and Foundations [\$2,500,000—1961]		25,000
Mississippi Action for Community Education [\$531,000—1970]	200,000	265,500
Resident Advisory Board (Philadelphia)	180,000	15,000
Woodlawn Organization (Chicago)	100,000	100,000
Zion Non-Profit Charitable Trust [\$575,360—1970]	300,000	422,360
Leadership training for public office and urban affairs		
California, University of (Berkeley) [\$190,300—1969]	200,000	190,300
Howard University [\$820,000—1970]	20,000	452,533
Institute of Politics (New Orleans) [\$159,620—1970]		86,200
League of Cities/Conference of Mayors [\$842,000—1970]	680,000	560,000
Urban Affairs Institute (California) [\$500,000—1968]	210,000	98,000
Metropolitan Applied Research Center		
Civil rights internships and staff expansion [\$1,343,110—1967, 1968, 1970]	300,000	392,938
Mexican American community development and research		
Mexican American Council of Arts, Letters, and Science [\$51,500—1970]		51,500
Southwest Council of La Raza [\$1,303,700—1970]		655,451
National Center for Voluntary Action		
Organization of local volunteer groups for social action [\$600,000—1970]		200,000
National and regional services to black community advancement		
A. Philip Randolph Educational Fund [\$176,000—1968]		18,450
National Association for the Advancement of Colored People [\$586,000—1970]	500,000	537,000
National Urban League	1,725,000	1,725,000
Southern Regional Council [\$1,630,500—1969]	(180,000)	401,000
Voter Education Project		
Voter registration in the South [\$300,000—1970]	180,000	70,000
Youth development and understanding; delinquency prevention		
Arlington Public Schools (Massachusetts)	39,770	39,770
Art and Architecture Center (Washington, D. C.) [\$150,000—1970]	150,000	163,752
Aspira of America [\$750,000—1969]		218,811
California, University of (Berkeley) [\$183,557—1969]	200,000	157,032
Copenhagen, University of	(11,936)	(11,936)
Illinois, University of	4,630	4,630
New York Institute for Human Development [\$80,000—1969]		8,750
United Progress (Trenton) [\$46,500—1969]		20,000



public and private forces to create opportunity for minority groups. Initiated by the U.S. Department of Commerce, MESBICs have great potential leverage. The combination of government loans to a MESBIC and government-guaranteed loans to individual businesses it serves can develop up to \$15 of private financing for every dollar of base capital. The Foundation made grants and loans to MESBICs serving Black, Puerto Rican, Mexican American, and American Indian enterprises. They included the Zion Non-Profitable Charitable Trust in Philadelphia, recipient of past support from the Foundation, which operates such ventures as a shopping center, a garden apartment complex, and an aerospace parts factory. Others were CEDCO, which serves minority business in Chicago; the Georgia Council on Human Relations, which, working in predominantly black and impoverished east central Georgia, has started such promising enterprises as a catfish farm, a concrete block factory, and a construction company; and, serving the Mexican American community, a MESBIC organized by the Southwest Council of La Raza, the Home Education Livelihood Program in New Mexico, and the Colorado Economic Development Association.

The National Council for Equal Business Opportunity received \$240,800 for assisting minority community groups to plan, finance, and operate food stores, construction firms, and other enterprises. In Nashville, the Minority Economic Development Corporation was assisted in helping black businessmen revive enterprises undermined by urban renewal and highway construction.

Joining seven other private and public institutions, the Foundation invested \$200,000 to establish the first major black brokerage firm in the country, First Harlem Securities Corporation. The loan was one of a series of investments in socially important enterprises the Foundation began making in 1968 as an additional philanthropic tool to augment grant-making. Forty-one investments have been made to date (see list page 30), with both successes and failures scored. In 1971 the Foundation sold its interest in a Colorado enterprise, La Jara Feedlots, to a group of local managers after

GRANTS—NATIONAL AFFAIRS	Grants Approved (Reductions)	Payments (Refunds)
MINORITY ENTERPRISE		
Center for the Study of Public Policy		
Conferences and studies on black capitalism [\$12,000—1970]		12,000
Cooperative Assistance Fund		
Collaboration among foundations in inner-city economic development and other social investments [\$225,000—1970]		75,000
Expansion of minority contractors' skills and entrepreneurship		
Association of United Contractors of American Trust (New York) [\$260,000—1969]		70,000
Contractors Association of Boston [\$293,325—1969]		107,929
General and Specialty Contractors Association (Oakland, Calif.) [\$105,000—1969]		62,916
Minority Contractors Assistance Project [\$500,000—1970]		358,000
PATH Association (Cleveland) [\$225,000—1969]		102,500
Minority enterprise financing		
Black Economic Union (Cleveland)	70,000	70,000
Freedom House Enterprises (Pittsburgh) [\$100,000—1969]		12,500
Georgia Council on Human Relations	250,000	78,000
Oklahomans for Indian Opportunity	213,483	34,500
Puerto Rican Forum	250,000	100,000
Southwest Council of La Raza	150,000	
Watts Labor Community Action Committee	675,000	675,000
Zion Non-Profit Charitable Trust	150,000	150,000
Rural cooperatives and development		
Delta Foundation [\$70,000—1970]	100,000	50,000
Federation of Southern Cooperatives [\$760,000—1970]	525,000	562,000
Medgar Evers Fund	50,000	50,000
Navajo Community College	160,000	
Southeast Alabama Self-Help Association	300,000	300,000
Technical and organizational assistance for minority business development		
American Jewish Congress [\$45,000—1969]		7,500
Baltimore Council for Equal Business Opportunity [\$100,000—1969]		15,000
Bishop's Fund (Philadelphia) [\$193,900—1969]		35,000
Black Economic Research Center (New York)	99,600	74,700
Black Economic Union (Cleveland) [\$250,000—1970]	75,000	180,395
Capital Formation (New York) [\$95,000—1970]	95,000	95,743
Chicago Economic Development Corporation [\$130,000—1970]		62,250
Colorado Economic Development Association	75,000	37,500
Greater Philadelphia Community Development Corporation [\$36,385—1970]		9,096
Interracial Council for Business Opportunity [\$145,000—1969]	300,000	356,141
Minority Economic Development Corporation (Nashville)	100,000	35,350
National Committee on Household Employment [\$250,000—1970]	243,424	273,542
National Council for Equal Business Opportunity	240,800	240,800
Pennsylvania, University of [\$100,000—1969]	(12,853)	23,147
JOB TRAINING AND MANPOWER RESEARCH		
Apprenticeship training and upgrading		
A. Philip Randolph Educational Fund	80,000	80,000
Glide Foundation (San Francisco) [\$196,000—1969]	1,950	58,126
Inner-City Business Improvement Forum [\$150,000—1969]	275,000	216,250
Inner-City Cultural Center (Los Angeles) [\$300,000—1968]		75,000
New Jersey State Department of Community Affairs [\$200,000—1969]		200,000
New York Urban Coalition	141,000	141,000
Manpower program assistance		
American Society for Training and Development (Los Angeles) [\$147,600—1968]	(766)	
Jobs Clearing House [\$175,000—1968]		31,500
National Manpower Policy Task Force	120,000	45,000
North Carolina Manpower Development Corporation [\$750,000—1970]		272,860
Project MAP [\$589,872—1969]	150,000	185,333
W. E. Upjohn Unemployment Trustee Corporation	27,000	27,000
Research on minority employment		
California, University of (Berkeley)	(11,234)	(11,234)
Educational Testing Service [\$357,705—1969]		157,705
George Washington University [\$365,260—1968, 1970]	135,878	33,000
Pennsylvania, University of [\$150,000—1969, 1970]		30,713
Rural retraining programs		
Arizona Job Colleges [\$887,834—1969]		205,915
Home Education Livelihood Program (New Mexico) [\$453,450—1968]	375,000	169,184

GRANTS—NATIONAL AFFAIRS	Grants Approved (Reductions)	Payments (Refunds)
PROFESSIONAL TRAINING FOR MINORITIES		
Architecture and city planning		
American Institute of Architects Foundation, New York Chapter [\$595,000—1969, 1970]	50,000	62,334
American Society of Planning Officials [\$500,000—1970]		121,910
Howard University [\$400,000—1969]		33,720
North Carolina, University of [\$180,000—1969]		26,916
Pennsylvania, University of [\$115,000—1969]		54,425
Philadelphia Architects Charitable Trust	50,000	37,500
Pittsburgh, University of [\$130,625—1968]		74,505
Pratt Institute [\$150,000—1970]		87,589
Southern California, University of [\$139,650—1969]		50,119
Tuskegee Institute [\$350,000—1969]		41,511
Young Great Society Building Foundation (Philadelphia)	50,000	37,500
Business education		
Indiana University [\$165,000—1965]	(51,991)	
Texas Southern University [\$575,000—1969]	(8,709)	102,291
George Washington University		
Foreign service preparation [\$76,910—1970]		40,000
Journalism training and placement		
Columbia University	79,500	79,500
Scripps-Howard Foundation [\$143,000—1969]	(143,000)	
Syracuse University [\$30,000—1968]	(15,000)	
United Press International	143,000	143,000
Legal training		
American Bar Association [\$250,000—1969]		100,000
Howard University [\$300,000—1969]		198,032
NAACP Legal Defense and Educational Fund [\$165,000—1970]	517,500	140,000
Texas Southern University [\$550,000—1969]		200,400
Public administration		
American Society for Public Administration	1,000,000	169,116
Georgia State University [\$200,000—1970]		25,250
Syracuse University [\$170,000—1970]		59,000
WELFARE REFORM AND RESEARCH		
Day care services and social policy development		
Black Women's Community Development Foundation	150,000	150,000
Day Care and Child Development Council of America [\$350,000—1970]		350,000
National Assembly of Social Policy and Development [\$300,000—1968]		52,000
Income-maintenance studies		
California, University of (Berkeley) [\$25,000—1969]	(17,678)	(1,978)
Institute for Social Research (Netherlands) [\$80,000—1969]		16,050
New York, State University of (Buffalo) [\$42,515—1970]		27,258
Research, training, and conferences on poverty and public assistance		
American Academy of Arts and Sciences [\$75,000—1968]		23,000
Human Resources Research Institute [\$123,200—1969]		12,900
HOUSING		
American Bar Association Fund for Public Education		
Legal aid for low-income and community-based housing [\$100,000—1969]	5,000	105,000
Expanding access to housing		
Center for Independent Action (Virginia)	40,400	30,400
Chicago Conference on Religion and Race [\$195,000—1968]	(32,245)	8,315
Connecticut Housing Investment Fund [\$200,000—1970]		125,400
Home Investments Fund (Chicago)	152,245	32,245
Housing Opportunities Council of Metropolitan Washington [\$300,000—1969]		169,500
Metro Denver Fair Housing Center [\$300,000—1968]		32,469
National Center for Low and Moderate Income Housing	894,450	589,725
National Committee Against Discrimination in Housing [\$500,000—1969]		250,000
National Council of Negro Women	315,000	165,000
National Urban League [\$1,500,000—1966]	200,000	25,924
Seattle Urban League [\$282,000—1969]		108,628
Urban League of Cleveland [\$180,000—1970]		90,000
Westchester (N.Y.) Residential Opportunities [\$75,000—1970]		28,000
Housing and construction research		
American Society of Planning Officials	9,500	9,500

determining their ability to strengthen the feedlot's economic viability and their intention to operate it to the benefit of the community, including small low-income ranchers, many of them Mexican Americans.

Housing. In addition to the housing component in several Foundation-assisted community development corporations, support has gone to local and national programs devoted exclusively to expanding the supply and quality of housing for low- and middle-income families.

Analyses of the 1970 census show continued migration of poor minorities to the big cities, along with accelerated deterioration and abandonment of onetime middle-class housing. At the same time federally subsidized low- and middle-income housing has picked up, from 280,000 units in 1969 to an estimated 600,000 in 1971. The Foundation this year renewed support of several promising approaches to low-cost housing and placed greater emphasis on rehabilitation, training of housing managers, community repair services, and the encouragement of ownership and cooperative tenure among the poor.

The Stanford Mid-Peninsula Urban Coalition received \$150,000 to expand its development of low- and moderate-income housing in California's East Bay area, from Oakland to San Jose, where many blacks, Mexican Americans, and Orientals live in pockets of poverty. Grants and loans totaling \$775,000 were made or committed to the Watts Labor Community Action Committee and its non-profit development arm for training a housing development staff, providing seed money loans, and underwriting a pilot program of 100 new or rehabilitated houses.

The New York Urban Coalition received funds to help develop three sites in Brooklyn and Queens for factory-built, Federally subsidized low- and moderate-income housing. In North Carolina, the Foundation guaranteed a \$200,000 loan to help Durham Homes, Inc. buy land for single-family integrated housing for low- and moderate-income families as a demonstration of feasible alternatives to public housing.

Among national housing organizations

assisted were the Rural Housing Alliance and the National Center for Low and Moderate Income Housing, which provide services, startup funds, and information for local housing ventures. A grant was also made to the National Council of Negro Women to promote the experimentally successful "Turnkey III" concept, which enables tenants of public housing to buy their dwellings through a combination of government subsidy and monthly credit for self-maintenance.

Training of members of minority groups in housing management was assisted under a grant to the Upper Park Avenue Community Association Non-Profit Housing Foundation, which is redeveloping ten square blocks in New York's East Harlem.

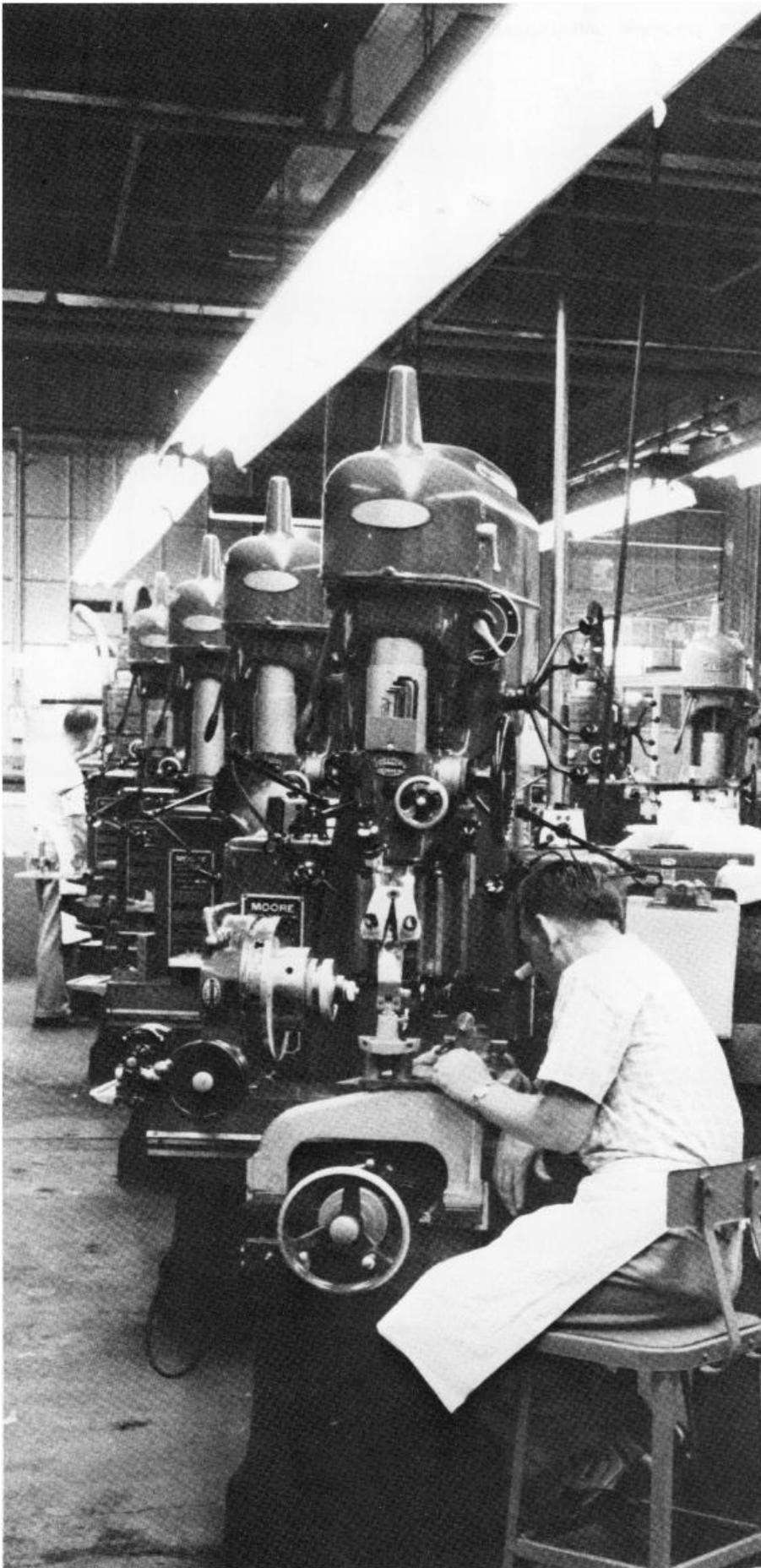
A long-term effort to encourage equal opportunity in housing was sustained through grants to the Home Investments Fund, which helps minority families to buy homes in Chicago suburbs, and the National Urban League, which will help affiliates in four or five metropolitan areas to develop model housing programs.

Training. The training of leaders is intrinsic to most Foundation-assisted programs in community development, minority enterprise, housing, and other fields. In addition, Foundation grants help to train minority group members for leadership in government, political life, and community affairs generally.

More than 2,000 blacks and numerous Mexican Americans, Puerto Ricans, and other members of minorities have been elected to public office in recent years. More are likely to attain office, and far greater numbers of trained minority-group members must be found for nonelective jobs, such as skilled urban affairs specialists. Thus the Foundation this year renewed support for programs that enable young men and women to work closely with top city or county executives for about a year in responsible full-time jobs. The programs, which also provide intensive academic training, are conducted by the National League of Cities/U.S. Conference of Mayors, and the Urban Affairs Institute in California.

One of the most successful efforts to draw

GRANTS—NATIONAL AFFAIRS	Grants Approved (Reductions)	Payments (Refunds)
Foundation for Cultural Development (France)	20,000	20,000
Harvard University [\$131,820—1970]		72,000
Metropolitan Applied Research Center [\$48,000—1970]		21,333
North Carolina, University of [\$277,500—1968]		58,210
Low-income housing development		
East Los Angeles Community Union [\$210,000—1970]		8,560
Foundation for Cooperative Housing [\$28,000—1968]	(28,000)	(5,000)
Greater Boston Community Development [\$100,000—1970]		77,500
Low-Income Housing Development Corporation (North Carolina) [\$75,000—1970]		75,000
National Council of the Churches of Christ in the U.S.A. [\$180,000—1967]	50,000	80,000
National Urban Coalition [\$1,190,000—1968]		39,425
New York Urban Coalition [\$200,000—1970]	150,000	175,000
Philadelphia Council for Community Advancement [\$206,000—1970]		68,664
Rural Housing Alliance [\$380,000—1969]	275,000	132,500
Self-Help Enterprises	50,000	50,000
Southwest Council of La Raza Housing Development Corporation [\$600,000—1970]		304,670
St. Louis Housing Loan Fund [\$233,070—1970]		56,000
Stanford Mid-Peninsula Urban Coalition	150,000	45,000
Technical Assistance Corporation (Illinois) [\$720,000—1970]		298,200
Urban Home Ownership Corporation (New York City) [\$350,000—1970]		106,250
Watts Labor Community Action Committee	325,000	125,000
West Virginia Housing Development Fund [\$400,000—1970]		130,000
Social services and training of housing specialists		
Foundation for Cooperative Housing (Washington, D.C.) [\$26,000—1970]	120,600	105,400
National Association of Housing and Redevelopment Officials	25,000	
Upper Park Avenue Community Association Non-Profit Housing Foundation	235,000	
INTERGROUP RELATIONS AND RESOLUTION OF CONFLICT		
Catholic University of America		
Civil rights and race relations research and technical assistance [\$150,000—1970]	345,000	117,357
Conferences and seminars		
Ecumenical Institute	35,000	35,000
National Council of the Churches of Christ in the U.S.A. [\$80,000—1965]		20,000
W. E. Upjohn Unemployment Trustee Corporation	21,000	21,000
Media and race relations		
Community News Service (New York)	115,000	115,000
Council on Interracial Books for Children	40,000	20,500
George Peabody College for Teachers (Southern Education Reporting Service) [\$427,728—1967]		6,835
New School for Social Research	180,000	180,000
Race Relations Information Center [\$392,000—1969]	150,000	147,000
United Church of Christ [\$100,000—1970]	100,000	20,000
Research and demonstration projects on racial attitudes		
Brandeis University [\$300,000—1969]		115,938
Center for the Study of Public Policy (Cambridge, Mass.) [\$108,775—1969]		29,811
Committee of Southern Churchmen [\$158,000—1969]		59,250
Fisk University [\$300,000—1967]		1,202
National Catholic Conference for International Justice	75,000	65,000
New York City Mission Society [\$50,000—1970]		6,250
Synagogue Council of America [\$90,000—1970]		90,000
Resource centers on civil rights and minority affairs		
Howard University	156,000	85,000
Martin Luther King Memorial Center	100,000	12,500
Puerto Rican Forum	175,000	136,000
Training, studies, and mediation on public employee and community disputes		
American Arbitration Association [\$61,000—1969]	500,000	471,875
American Foundation on Automation and Employment [\$1,100,000—1970]		534,228
Harvard University	79,766	79,766
League of Cities/Conference of Mayors [\$445,200—1970]		142,475
Michigan, University of	45,000	45,000



college-age youth to government service is the Urban Corps, which began in New York City and has expanded nationwide in the last three years with Foundation support. It places thousands of students in summer jobs and in part-time year-round jobs in city government. Funds were granted in 1971 for the establishment of an Urban Corps National Service Center in Washington to enlist the cooperation of universities and other public and private agencies in providing opportunities for more students and in integrating Urban Corps experience more closely into college curricula.

Very few potential leaders among minority groups take graduate training in public administration, which is aimed particularly at appointive and civil service positions. The Foundation granted \$1 million to provide more than one hundred fellowships over the next three years. Administered by an affiliate of the American Society for Public Administration, the program will give special attention to promising mid-career government employees who cannot afford further education and to needy students planning to enter public service in the South.

The National Indian Leadership Training Program was begun this year under a grant to the Navajo Community College in Arizona. The program combines technical assistance to tribal leaders with on-the-job problem-solving in housing, economic development, legislative processes, education, and health.

The Foundation also assisted programs to develop minority group leadership in the manpower and trade union fields. Project MAP, whose technical assistance program is funded by the U.S. Department of Labor, has had Foundation support for internships for promising young officials in the intricacies of establishing successful local manpower programs. A final grant of \$150,000 was given to help train additional interns and to prepare the way for the Labor Department itself to institute a similar program. Minority group union members in the San Francisco Bay area are prepared for leadership roles by a program at the University of

Tedious and unsatisfying work may be critically affecting the lives of lower middle-class workers. The problems of this group are the focus of grants for research and community-assistance programs.

California (Berkeley), which received a \$200,000 supplementary grant.

Intergroup Relations. Support was continued for efforts to probe and resolve misunderstanding and conflict among various groups in American society.

A series of grants totaling \$1 million was made in an attempt to get at the roots of the discontents of the white, lower-middle-class, often called "ethnic," worker. The grants—which assist research, conferences, interviews, examination of literature and archives, and community work—went to universities, the United States Catholic Conference's Center for Urban Ethnic Affairs, the American Jewish Committee's National Project on Ethnic America, and the Center for Policy Research.

The National Center for Dispute Settlement, since it was formed with Foundation support in 1968 by the American Arbitration Association, has effectively applied third-party techniques such as mediation and arbitration, long familiar in labor-management disputes, to other kinds of conflict. The center this year received a \$500,000 supplement. Its achievements include the settlement of a Cleveland sanitation workers' strike and a student-administration deadlock at Ithaca College.

Since the Commission on Civil Disorders in 1968 illuminated the role of the mass media in race relations, the Foundation has assisted several programs to bring more trained minority-group members into newspaper and broadcasting work and to improve media coverage of minority affairs. Among efforts for which assistance was continued in 1971 were Columbia University's summer training in broadcast journalism for minority group members, to which the National Broadcasting Company and the CBS Foundation also contributed, and the United Church of Christ's campaign to curb racial discrimination in broadcasting. The church group—whose work includes education, persuasion, and, where necessary, litigation—will extend its campaign beyond the South.

Grants were given to Howard University and to the Martin Luther King Memorial Center to help preserve for scholars the extensive materials on the nation's civil

GRANTS—NATIONAL AFFAIRS	Grants Approved (Reductions)	Payments (Refunds)
White working-class problems: community work, research, surveys, conferences		
American Jewish Committee	262,536	122,000
Center for Policy Research	205,876	145,500
City University of New York	33,000	24,750
Michigan, University of	65,472	53,104
National Opinion Research Center	264,694	96,000
United States Catholic Conference	163,831	163,831
ADMINISTRATION OF JUSTICE		
American Bar Association Fund for Public Education		
Advisory services for local criminal justice reform [300,000—1969]		100,000
Commission on Correctional Facilities and Services	250,000	84,000
Commission on Standards of Judicial Administration	125,000	
Prepaid legal insurance demonstration	75,000	45,000
Training of judges and court executives [750,000—1970]		460,000
Battelle Memorial Institute		
Research on compensation for crime victims	40,000	16,000
Corrections, criminal law, and criminology research and training		
American Correctional Association [240,000—1968]		10,000
American Justice Institute	192,100	
California, University of (Berkeley) [735,000—1967]		214,656
Canadian Civil Liberties Education Trust [85,500—1968]		15,000
Chicago, University of [700,000—1970]		147,000
Columbia University (with Cambridge University) [320,000—1966]		16,153
Florida State University [300,000—1967]		42,210
Georgetown University [650,000—1970]		162,075
Harvard University [1,000,000—1969]		228,631
Montreal, University of [200,000—1967]	350,000	104,970
Pennsylvania, University of [250,000—1967]		100,000
Stanford University [210,000—1967]		25,204
State University of New York (Albany) [251,000—1969]	102,000	93,174
Toronto, University of [350,000—1967]		93,750
Experiments and research in legal services for the poor and minorities		
California Indian Legal Services [155,000—1970]	95,000	148,250
Lawyers' Committee for Civil Rights Under Law	530,000	245,537
Legal Aid Society of New York	50,000	50,000
Mexican-American Legal Defense and Educational Fund [2,200,000—1968]		572,515
NAACP Legal Defense and Educational Fund [350,000—1969]		116,667
National Office for the Rights of the Indigent [650,000—1970]		216,666
Family law research and counseling		
Home Advisory Council of New York [400,000—1968]		148,935
Minnesota, University of [283,000—1969]		44,435
National Conference of Commissioners on Uniform State Laws [60,000—1967]		18,276
Judicial administration, research, and conferences		
Departmental Committee for Court Administration (New York) [91,000—1970]		68,500
International Legal Center [25,000—1970]		25,000
National Conference of Commissioners on Uniform State Laws		
Preparation of model law for no-fault auto insurance	100,000	
Police training, administration, and research		
Board of Correction, New York City	15,000	15,000
International Association of Chiefs of Police [500,000—1970]		210,000
Northwestern University [365,000—1968]		170,853
Police Foundation	2,773,965	1,546,615
San Francisco, City of [200,000—1970]		174,200
Wisconsin, University of [260,000—1964]		59,941
Public interest law		
American Bar Association Fund for Public Education (for Citizens' Advocate Center)	300,000	112,500
Center for Law and Social Policy [375,000—1970]		235,560
Environmental Defense Fund	285,000	135,000
Georgetown University	224,211	24,000
League of Women Voters Education Fund	171,000	38,000
Natural Resources Defense Council [100,000—1970]	310,000	410,000
Public Advocates (San Francisco)	550,000	68,750
Sierra Club Legal Defense Fund	98,000	12,250

GRANTS—NATIONAL AFFAIRS	Grants Approved (Reductions)	Payments (Refunds)
Studies and demonstration programs in the administration of justice		
American Bar Foundation [\$680,000—1965]		152,526
American Law Institute [\$180,000—1970]		54,000
California, University of (Davis) [\$1,000,000—1967]		116,300
Chicago, University of	120,000	19,500
Greater Cleveland Associated Foundation [\$157,185—1970]		157,185
Greater Hartford Community Council [\$66,000—1970]		33,000
Institute of Judicial Administration	225,000	56,250
International Legal Center	84,847	8,500
National Center for State Courts	25,000	25,000
National Council on Crime and Delinquency [\$260,000—1970]		137,500
United Nations Social Defense Research Institute	165,000	85,000
Vera Institute of Justice [\$1,500,000—1970]		195,025
Vanderbilt University		
Publication of race relations law survey [\$122,700—1969]		40,513
LEGAL EDUCATION		
Council on Legal Education for Professional Responsibility		
Field training of law school students [\$3,400,000—1970]		1,671,250
Criminal law training for law students		
New York University [\$600,000—1968]		113,946
Northwestern University [\$600,000—1967]		130,322
Texas, University of [\$380,000—1967]		65,127
National Bar Foundation		
Research, education, and conferences on professional development of black lawyers and judges	64,300	171,200
New York University		
Conference on medical law	2,000	2,000
Summer training of law professors in urban legal problems [\$443,500—1969]		120,000
Stanford University		
Study of legal education [\$18,000—1970]		18,000
RESOURCES AND ENVIRONMENT		
Advanced training and research in ecology and resource management		
Arizona, University of [\$371,850—1970]		37,030
British Columbia, University of [\$483,200—1968]		127,740
California, University of (Davis) [\$15,300—1970]		15,300
California, University of (Santa Barbara) [\$278,500—1968]		63,999
Chicago, University of [\$1,036,000—1967]		190,824
Imperial College of Science and Technology (England) [\$174,000—1969]		19,470
Johns Hopkins University [\$858,000—1968]		306,442
Manitoba, University of [\$250,000—1968]		49,750
Michigan, University of	100,000	
Missouri Botanical Garden [\$420,000—1968]	(100,000)	118,692
New York, State University of (Stony Brook) [\$368,000—1970]		160,248
Pennsylvania, University of [\$300,000—1970]		100,000
Princeton University [\$372,000—1967]		78,000
Stanford University [\$470,000—1968]		109,178
Washington, University of [\$662,695—1968, 1969]		147,989
Yale University [\$909,655—1968]		164,893
Citizen environmental education		
Colorado Open Space Foundation [\$75,000—1968]		18,824
Concern, Inc.	15,000	15,000
Conservation Foundation [\$500,000—1967]	5,000	130,000
Educational Broadcasting Corporation	35,000	35,000
Massachusetts Audubon Society [\$150,000—1969]		56,674
New Hampshire Charitable Fund [\$84,650—1969]		42,325
North Jersey Conservation Foundation [\$82,270—1970]		24,920
Scientists' Institute for Public Information	50,000	25,000
World Wildlife Fund [\$285,000—1970]		50,000
Environmental law training and research		
American Law Institute	4,922	4,922
California, University of (Berkeley) [\$10,000—1970]		10,000
Colorado, University of [\$112,000—1969]		49,666
Environmental Law Institute [\$152,000—1970]	12,125	76,765
George Washington University [\$251,000—1970]		58,100
Michigan, University of	2,832	2,832
Wisconsin, University of [\$120,000—1966]	(94,955)	

rights struggles. Howard has since 1967 been tape-recording interviews with important civil rights figures and collecting related, unpublished documentation. The Martin Luther King center secures and indexes papers, films, and books on the civil rights movement of the 1950s and 1960s, from which it distills material for school curricula.

ADMINISTRATION OF JUSTICE

The Foundation's concern with effective functioning of the third branch of government ranges from the rights of individuals to the role of law in advancing American society as a whole.

Assisted this year were programs on prisons and crime control, the legal rights of minorities, court reform, police administration, and representation of the public interest.

Public Interest Law. After a month's suspension late in 1970 of tax-exemption for public interest law centers, the Internal Revenue Service issued guidelines within which these law centers can litigate in such fields as environmental and consumer protection, health care, and communications policy.

Broadly defined, public interest law represents people and groups who, though neither indigent nor handicapped in the ordinary sense, have substantial collective or class interests which otherwise would go unrepresented. Public interest law centers bring cases before courts and administrative bodies; often the desired relief comes about without litigation, simply as the result of calling attention to the governing laws and regulations.

Of the public interest law centers assisted by the Foundation in 1971, three specialize in environmental issues (see page 27). Others are Public Advocates, Inc., of California, an experiment with public interest law in a statewide jurisdiction, and the League of Women Voters Education Fund, which is using its grant for a program focused on the electoral process, discrimination in registration and voting, and legislative reapportionment.

A grant to Georgetown University helped

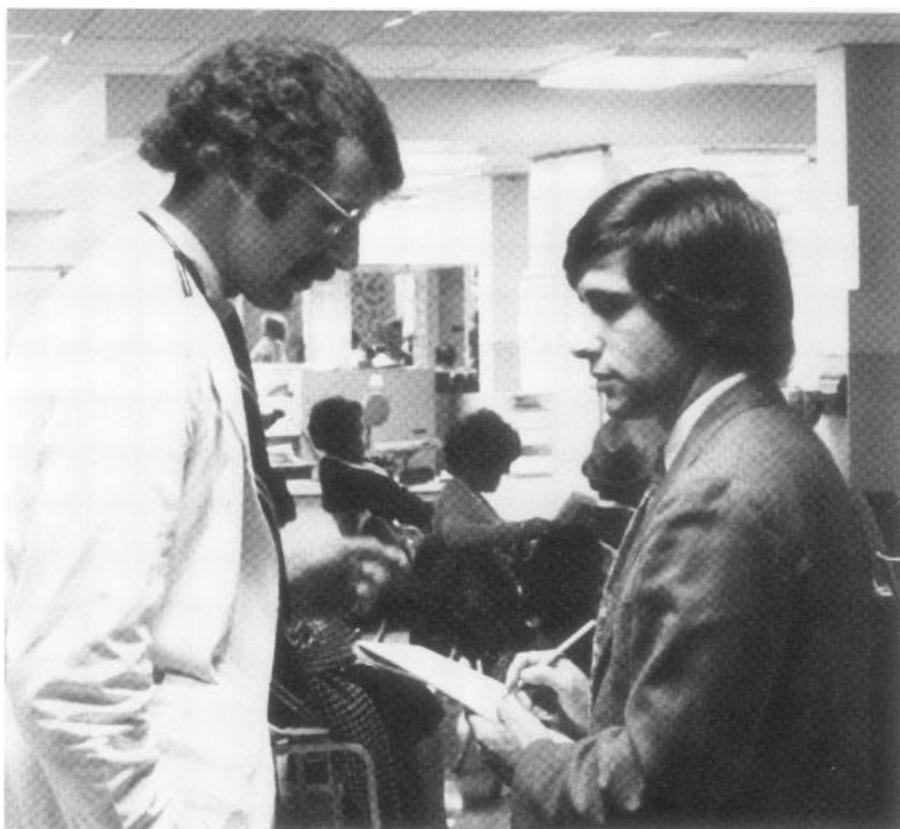
to establish the Institute of Public Interest Representation. The institute offers young lawyers and law students scholarships and research opportunities coordinated with participation in Federal administrative proceedings on major issues.

Corrections, Courts, and Police. Grants relating to corrections were made to the American Bar Association Fund for Public Education for work aimed at such reforms as alternatives to jail, and to the State University of New York's School of Criminal Justice. The SUNY program rests on the proposition that the criminal justice system largely ignores changes wrought by technology and by changing ethical and social values. In cooperation with corrections departments and other agencies in every state, the school will try to develop policies, tools, and procedures to modernize and reform the system.

Among the Foundation's long-standing efforts to help improve court procedures and the control of crime has been aid to the Institute for the Study of Crime and Delinquency, now called the American Justice Institute. This year the institute was granted \$192,100 for research in such areas as burglary prevention, early identification and treatment of potential delinquents, and professional training of prison officials.

Efforts to improve the courts included a grant of \$225,000 to the Institute of Judicial Administration. Its program, which draws on the talents of judges, lawyers, businessmen, and professors, includes training for trial judges and studies of court jurisdiction, juvenile justice, and the jury system. The American Bar Association's Commission on Standards of Judicial Administration received \$125,000 to identify, develop, and promulgate more enlightened principles and practices in judicial administration.

Since many countries share similar problems in the administration of justice, the Foundation continued to fund international studies and comparative research. The University of Chicago was granted \$120,000 for studies in Europe and in the United States on discretionary justice—decisions made on the basis of an official's individual judgment (and often outside the courts)



Experiments in pollution and pest control, waste and resource management

British Columbia, University of [\$372,000—1970]		77,205
California, University of (Berkeley)	262,000	37,605
Citizens for a Quieter City (New York) [\$300,000—1970]		100,000
Erie County, Pa., Commissioners of	297,000	36,812
Hawaii, University of	113,000	56,500
Illinois, University of (Urbana)[\$124,000—1970]		81,700
Maine, University of [\$79,000—1970]		39,500
New England Community Development Corporation [\$235,250—1969]		55,100
Quinault Tribal Council	51,250	51,250
San Diego County, Calif., Board of Supervisors	725,000	238,000
San Francisco Planning and Urban Renewal Association [\$49,000—1970]		33,000

International resource management

Columbia University	77,760	
Georgia, University of	20,000	20,000
International Council of Scientific Unions, Committee on Water Research	14,500	14,500
International Council of Scientific Unions, Special Committee on Problems of the Environment	99,300	99,300
International Union for the Conservation of Nature and Natural Resources [\$650,000—1970]		260,000
Massachusetts Institute of Technology	25,000	25,000
Smithsonian Institution	20,000	

National Audubon Society

Research on environmental issues	138,000	30,000
Training of nature center personnel [\$250,000—1969]		22,348

Preservation of parks and natural areas

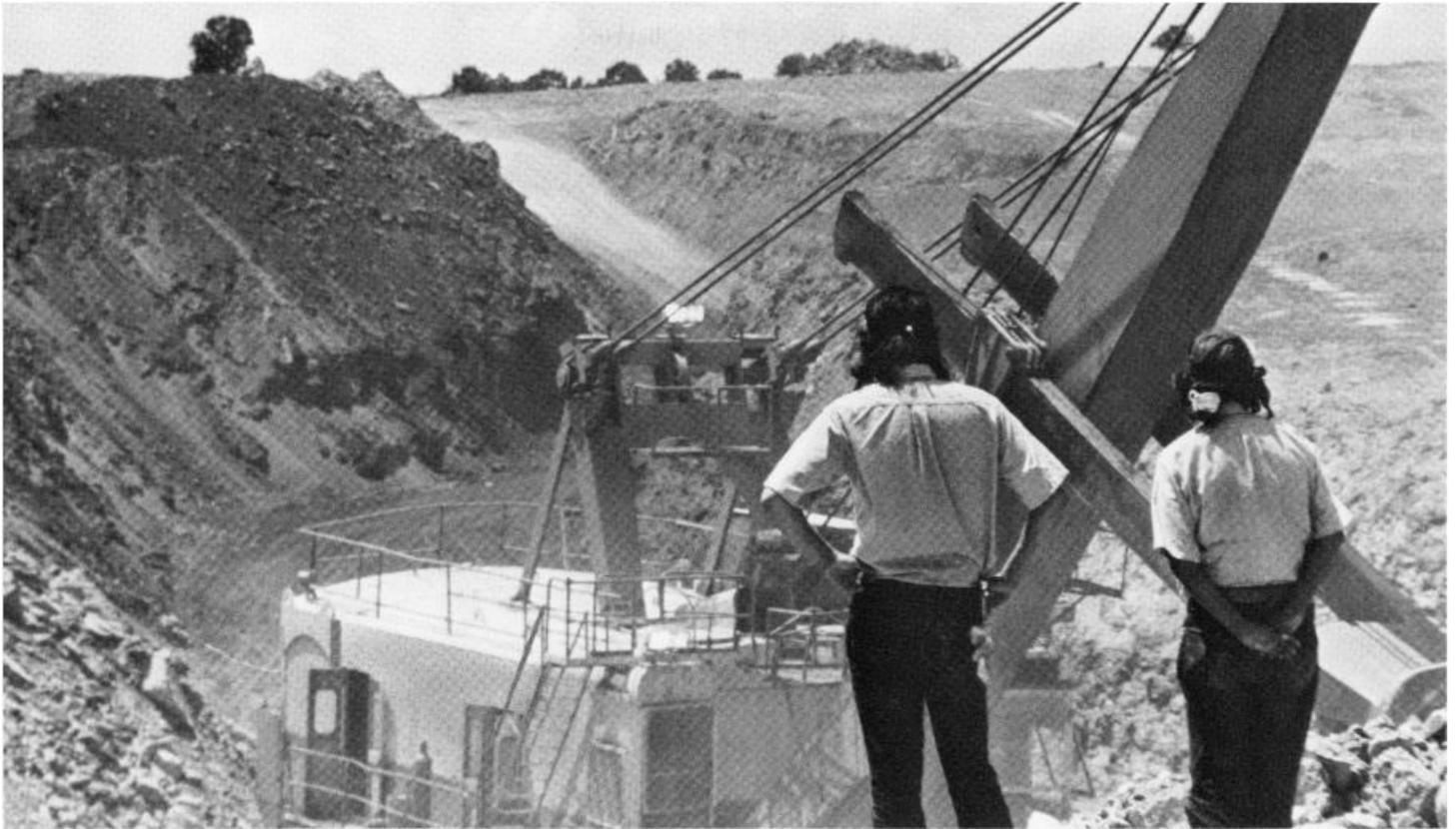
California, University of (Berkeley) [\$500,000—1968]		12,000
Nature Conservancy [\$900,000—1966]	600,000	258,732
Open Lands Project (Chicago) [\$90,000—1969]		30,000
Parks Council (New York)	90,000	45,000

Resources for the Future

Environmental and natural resources research and education [\$8,150,000—1968, 1970]		2,050,000
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School and college environmental education

Colorado, University of [\$175,600—1970]	373,000	129,800
International Center for Educational Development [\$140,000—1970]		54,886
Portland (Ore.) Public Schools [\$135,000—1970]		95,625



San Diego State College [\$182,000—1969]		4,478
Wave Hill Center for Environmental Studies (New York) [\$150,000—1969]	150,000	32,268
Western Ontario, University of [\$223,000—1970]	80,000	119,895

State and local environmental studies

Center for Policy Research (New York)	9,500	
Conservation Foundation	100,000	25,020
Miami, University of	240,000	81,000
Rocky Mountain Center on Environment	75,000	40,000
Rutgers University	85,000	50,000
Smithsonian Institution [\$95,000—1970]		95,000
Southern California, University of	20,000	
Vermont Natural Resources Council	120,000	80,000
Washington State Department of Ecology [\$29,900—1970]		29,900

Student Conservation Association

Scholarships with National Park Service [\$255,000—1967, 1970]		68,500
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Studies and conferences on environmental problems

American Association for the Advancement of Science	63,350	63,350
Association of the Bar of the City of New York Fund	144,000	72,000
Conservation Foundation	81,000	59,200
East Anglia, University of (England)	24,000	24,000
Smithsonian Institution [\$6,870—1970]		6,870

Teachers College (Columbia University)

Study of effect of television on environmental attitudes [\$240,000—1970]		160,000
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STATE, LOCAL, AND REGIONAL GOVERNMENT

American Political Science Association

Graduate internships in state and local government [\$770,000—1966]		215,278
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California Center for Research and Education in Government

Monthly magazine on California governmental affairs	150,000	
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Center for Research Libraries

Making 1970 census tapes more accessible to universities and research institutions	247,500	206,250
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Conferences on governmental problems

American Assembly	100,000	25,000
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rather than through rules and principles. The International Legal Center received funds for an effort to establish more equitable, informed, and consistent designations for convicted persons that would apply throughout the criminal justice system and across national borders.

The Police Foundation, an independent institution established in 1970 with a \$30 million, five-year appropriation from the Ford Foundation, this year embarked on a threefold program:

- large-scale assistance to as many as five cities with promising plans and demonstrated capacity for major institutional changes (grants have been made so far to Dallas and Cincinnati);

- grants to a dozen cities for specific-purpose programs (e.g., a grant to New

Legal problems of minority groups, as well as the public interest generally, are the concerns of several Foundation-assisted programs. Above left, a lawyer for the Center for Law and Social Policy interviews a Washington, D.C., hospital staff member in trying to establish the legal obligations of public hospitals to meet accepted medical standards. Above right, the Black Mesa, an area sacred to the Navajo and Hopi Indians in Arizona, is strip-mined. The Native American Rights Fund, established this year with Foundation help, is challenging the legality of such operations as a threat to Indian homes, farmland, and water resources. The legal fund is also acting on other issues important to Indians.

York City for the creation of a civilian management team to help improve decision-making and planning);

—publication and distribution of analytical reports on such issues as civil service and pension reform.

The Foundation also made grants designed to improve the law's protection of victims of crimes or accidents, and to make legal services more accessible. The Battelle Memorial Institute received funds for a comprehensive study of accident-victim compensation, including a review of attempts to provide redress for injuries resulting from criminal acts. The National Conference of Commissioners on Uniform State Laws was granted \$100,000 to aid in preparation of a model statute for no-fault automobile insurance; the aim is to avoid the confusion of a multiplicity of diverse state laws.

A two-year demonstration of prepaid legal insurance was assisted under a grant to the American Bar Association Fund for Public Education. The plan, being carried out jointly by the Shreveport (Louisiana) Bar Association and a local labor union, is designed to give low- and middle-income people inexpensive access to general legal services.

Minority Rights. Preliminary assistance went to the Native American Rights Fund, a new agency devoted to the assertion and protection of American Indian legal rights. Since it was established a year ago by the California Indian Legal Services under an earlier Foundation grant, the new fund has initiated or joined nationally significant legal actions affecting fishing rights, school discrimination, and despoilment of reservation resources. Three of the fund's best-known cases deal with the threat posed to Indian resources in the Four Corners area of the Southwest (the border points of Arizona, Utah, Colorado, and New Mexico) by plans for six big coal-burning plants.

The Center for National Policy Review, part of the Catholic University Law School, received a two-year supplement to provide nonpartisan research and technical assistance to groups concerned with national policy in civil rights and race relations.

GRANTS—NATIONAL AFFAIRS	Grants Approved (Reductions)	Payments (Refunds)
Detroit, University of [\$45,000—1967]	(37,800)	(15,000)
League of Cities/Conference of Mayors [\$250,000—1969]		24,175
Graduate student and faculty internships in state legislatures		
Kansas, University of [\$114,000—1961]	(38,132)	(19,132)
Oklahoma State Legislative Council [\$117,000—1961]	(44,052)	
International City Management Association		
Urban Corps National Service Center	88,500	46,275
New York City governmental studies and projects		
Fund for the City of New York [\$1,100,000—1970]	1,100,000	500,000
Institute of Public Administration [\$96,910—1969]		21,910
New York City-Rand Institute [\$886,233—1970]		622,233
Public service training and recruitment		
Administration and Management Research Association of New York City [\$110,000—1970]		41,550
American Society for Public Administration	(48,272)	(48,272)
Council of State Governments [\$222,000—1966]		12,500
International City Management Association	30,000	30,000
National Civil Service League [\$100,000—1968]	307,000	96,750
State University of New York Research Foundation	71,000	
Wisconsin, University of [\$50,000—1969]		22,500
Regional and metropolitan planning and research		
Alaska, University of [\$550,000—1967]		45,000
Cornell University [\$250,000—1967]		22,368
National Association of Counties Research Foundation [\$265,000—1969]	90,000	75,000
National Service to Regional Councils [\$305,000—1970]	125,000	95,000
Regional Plan Association (New York, New Jersey, and Connecticut) [\$130,000—1970]	252,600	147,500
Southeast Michigan Council of Governments	100,000	100,000
Spindletop Research [\$400,000—1970]	165,000	237,000
Washington Center for Metropolitan Studies	200,000	120,000
Research and advisory services for state and local government		
Center for Governmental Studies	250,000	140,000
Citizens Conference on State Legislatures [\$600,000—1969, 1970]		175,000
National Municipal League [\$918,500—1965]		42,945
National Urban Coalition [\$194,572—1969]		29,572
New Jersey State Department of Labor and Industry	40,000	
Saint John's University (Minn.) [\$118,000—1970]		65,000
Washington, University of	130,000	50,000
Rutgers University (Eagleton Institute of Politics)		
Education, research, and training in state government	365,000	
South Carolina Council on Human Relations		
Monitoring governmental effectiveness in welfare and law	140,000	34,250
URBAN RESEARCH AND DEVELOPMENT		
Experiments in applying systems analysis, advanced technology, and other innovations to governmental operations		
California, University of (Los Angeles) [\$275,000—1967]		88,097
George Washington University	(11,975)	(11,975)
Institute of Social Technology (San Juan)	75,000	
International City Management Association [\$350,000—1970]		149,000
Los Angeles Technical Services Corporation [\$300,000—1967]		90,000
Michigan, University of	60,000	
Upper Midwest Research and Development Council	5,000	5,000
Vera Institute of Justice	100,000	70,000
International conferences on urban problems		
Greater Indianapolis Progress Committee	100,000	100,000
Resources for the Future	8,500	8,500
Research, study, and training on urban policy and problems		
Boston University	15,200	15,200
Canadian Council on Urban and Regional Research [\$200,000—1969]		101,036
Centre for Environmental Studies (London)	26,000	26,000
Columbia University Urban Center	1,764,339	1,071,110
Harvard University [\$35,000—1970]		35,000
Massachusetts Institute of Technology	(10,048)	(10,048)
Metropolitan Fund (Detroit) [\$200,000—1968]		50,000
Michigan, University of	65,938	49,700
National Planning Association [\$420,000—1967]		96,847
New York City Health Services Administration	100,000	

GRANTS—NATIONAL AFFAIRS

	Grants Approved (Reductions)	Payments (Refunds)
Princeton University [\$228,534—1968]		99,810
Purdue University [\$181,500—1961]	(1,447)	8,553
Rand Corporation	340,000	340,000
Urban Institute [\$400,000—1970]	1,250,000	1,345,000
Virginia Polytechnic Institute [\$94,000—1969]		38,514
Washington Center for Metropolitan Studies [\$300,000—1969]		10,000
Wayne State University [\$102,000—1970]		42,500
Studies of state and local revenue sources		
New York, State University of (Albany) [\$50,000—1970]		18,750
Rand Corporation [\$200,000—1970]		50,000
United Nations area development		
Fund for Area Planning and Development [\$100,000—1969]	(31,208)	
United Nations Development Corporation [\$2,880,000—1969]		521,420
GOVERNMENTAL PROCESSES		
Brookings Institution		
Economic research internships in Federal agencies [\$600,000—1967]	110,000	244,754
Study of government regulation of industry [\$1,400,000—1970]		446,000
California, University of (Los Angeles)		
Analysis of urban representation in Congress [\$35,500—1966]		35,500
National Affairs, Inc.		
Publication of the journal, <i>The Public Interest</i> [\$75,000—1969]		25,000
Public service training and research		
American Political Science Association	(43,179)	(43,179)
Governmental Affairs Institute [\$24,000—1970]		24,000
National Center for Education in Politics	(18,838)	(18,838)
National Institute of Public Affairs [\$70,000—1970]		70,000
Virginia, University of [\$131,000—1969]		39,000
Research, training, and conferences on public affairs		
Allegheny College	(13,112)	(13,112)
Buffalo, University of [\$15,500—1970]		2,000
California, University of (Berkeley) [\$273,406—1970]		12,764
Citizens' Research Foundation [\$300,000—1970]		90,000
National Academy of Public Administration Foundation	208,272	83,272
Sabre Foundation (Wisconsin)	49,320	49,320
Social Science Research Council [\$300,000—1969]		50,577
Washington, University of [\$49,600—1970]		24,798
Studies of political campaigning and election procedures		
Brookings Institution [\$230,000—1970]		138,598
Governmental Affairs Institute [\$179,000—1967]		14,800
League of Women Voters: Education Fund	180,000	52,360
National Municipal League	262,000	55,000
North Carolina, University of [\$391,329—1967]		51,428
Total grants, National Affairs	\$41,223,403	\$54,440,530

FOUNDATION MANAGED CHARITABLE ACTIVITIES are administered directly by the Foundation rather than by grantees. The first column shows activities approved during fiscal 1971; the second, total 1971 expenditures for activities approved in fiscal 1971 or earlier.

	Authorized (Reductions)	Expenditures
Conferences and studies on urban problems	\$(2,936)	
Conferences of white ethnic and nonwhite minority groups		\$45,000
Evaluation of defender program and other projects	(37,622)	
Inventory of urban grants		30,815
Journalism training for minorities	114,700	77,211
Metropolitan Applied Research Center special projects	(93,610)	
Project monitoring and technical assistance	331,190	109,812
Studies of drug abuse	132,000	164,429
Waste management studies	101,065	82,100
Total Foundation Managed Charitable Activities, National Affairs	\$544,787	\$509,367

The Lawyers' Committee for Civil Rights Under Law, to which the Foundation has been a major contributor since 1967, received \$530,000. The committee, which has projects in fourteen cities, has been expanding its role from defending demonstrators against criminal charges to important cases affirming a broader realization of civil rights. For instance, parade ordinances, a requirement that only landowners could hold office, and a provision making more than one illegitimate child a crime were held unconstitutional in cases filed by the committee's Jackson, Mississippi, office.

Additional actions were taken to raise the number and caliber of minority-group lawyers and judges. The National Bar Foundation received funds for a study of the economic status of the black lawyer, and for national conferences of black law professors and judges. The NAACP Legal Defense and Educational Fund received a Foundation grant of \$517,500, along with a similar sum from Carnegie Corporation, to expand its scholarships for black law students in the South. The need was documented by a recent survey that counted only 208 blacks out of a total enrollment of 12,440 students in predominantly white law schools in the South.

ENVIRONMENT

Policy and Administration. Three public interest law centers focusing on the environment received grants this year: the Natural Resources Defense Council (NRDC), the Environmental Defense Fund (EDF), and the Sierra Club Legal Defense Fund. NRDC was established in 1970 to make governmental machinery for protecting the environment more effective. The Environmental Defense Fund, an organization of scientists that began litigating in 1966 to limit the use of DDT, is concerned today with a wide range of issues stemming from technological damage to the environment. The Sierra Club legal fund litigates on its own, chiefly in California, and also oversees a national program carried out by cooperating attorneys.

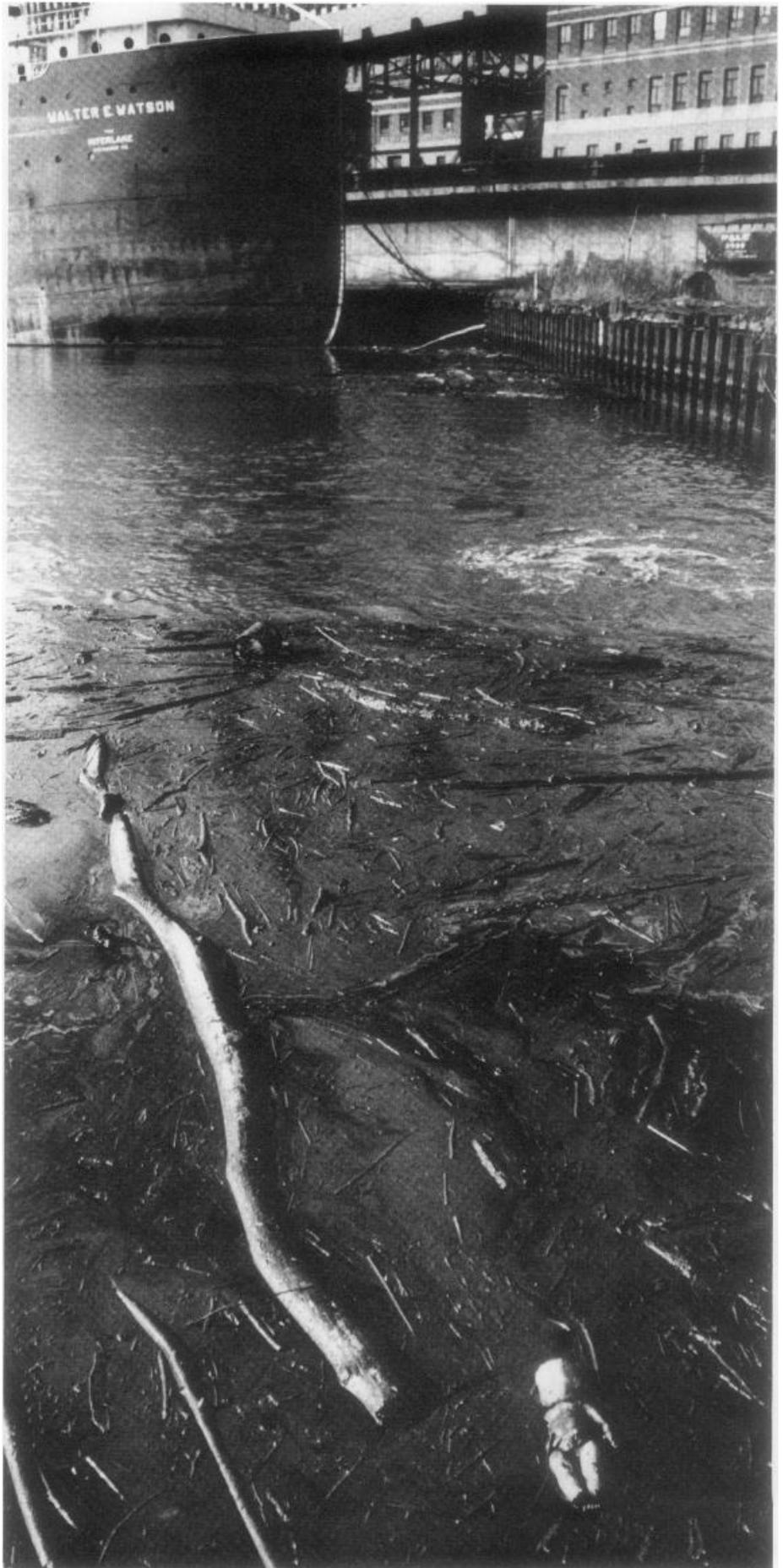
Newly heightened concern with the role of the states was exemplified this year in the

reception accorded *Managing the Environment*, a Foundation-financed survey conducted at the Woodrow Wilson International Center for Scholars. It describes reorganization by nine state governments to combine agencies concerned with environmental management.

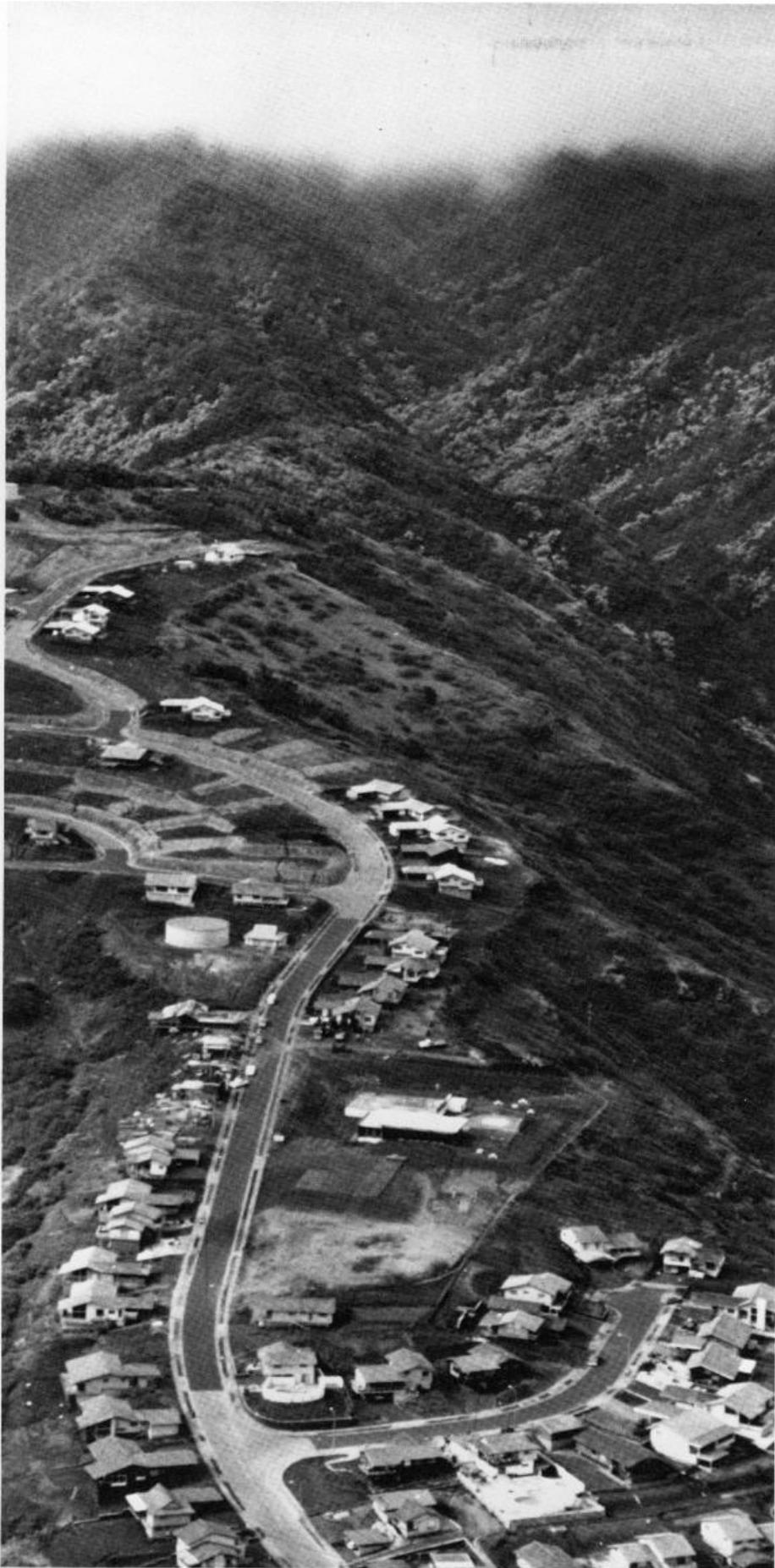
Building on last year's assistance to the Washington State Legislature in creating a consolidated environmental department, the Foundation made grants in 1971 to promote better resource management in Florida and Vermont. The Vermont Natural Resources Council, for example, received \$120,000 to help the state put into effect its new Land Use and Development Act—perhaps the most advanced state program of its kind. The council, a group of volunteers, will provide state planners with data collected by Dartmouth College and the University of Vermont, and will seek to enlist wide participation in the planning process.

The Foundation in 1971 entered the search for means to cope with the leftovers of man's production and consumption without fouling his living space. Grants to San Diego County (California), Erie County (Pennsylvania), and Hawaii helped initiate experiments in treating waste as a single system, whether generated by industry or household and whether disposed of by air, land, or water. The object is to improve the capacity of local and regional governments to deal with environmental management. Erie County's multiple problems, for example, are highlighted by the well-publicized pollution of Lake Erie, the county's primary source of drinking water. The experiments, after computerizing all pertinent data, will devise mathematical models to clarify environmental consequences of alternate land-use and waste-disposal plans.

Studies aimed at power production policies that take into account shifting priorities of consumer need and environmental effect were assisted. The American



Lake Erie suffers the most severe pollution of all the Great Lakes. In Hawaii, opposite, the demand for new housing overlooking beaches and coastal waters threatens the marine environment. Regional environmental management programs designed to control land use and waste disposal are being assisted by the Foundation.



Association for the Advancement of Science received funds to continue its research on patterns of power consumption, including an assessment of how flexible consumer demand may be. Dealing with a more immediate issue, the Association of the Bar of the City of New York Fund was assisted in a study of governmental procedures for licensing of power plants, which entails complex legal, environmental, and policy issues that neither courts nor public service commissions alone are equipped to settle.

Education, Research, Land Use. Control of agricultural pests without exclusive reliance on pesticides is a major environmental challenge. One promising approach was assisted this year through a \$262,000 research and training grant to the University of California's International Center for Biological Control. The center is expanding successful experiments in integrated control—a system of managing pests rather than seeking their total extermination. To minimize the use of poisons, integrated control employs a combination of such techniques as breeding resistant plants and mixed plantings (e.g., alternating rows of alfalfa that the insects eat instead of the cash crop).

For the 1972 United Nations Conference on the Human Environment, the Foundation financed several studies to help develop plans for global monitoring. Grants totaling \$216,500 were made to universities and to the International Council of Scientific Unions.

Completing a three-year program to broaden environmental understanding among elementary and secondary school students, the Foundation made supplementary grants to the University of Colorado's Mountain View Center and to New York City's Wave Hill Center for Environmental Studies. Both projects train teachers to incorporate into regular subjects lessons inspired by students' first-hand encounters with their immediate environment.

The Nature Conservancy, the leading private organization working to preserve natural lands, has saved 150,000 acres of scientifically or aesthetically important land from commercial exploitation since 1965,

when it first received Foundation assistance. The conservancy's primary instrument is a rotating fund from which local chapters or other environmental groups borrow in order to buy land. This year the loan fund was augmented by a \$600,000 Foundation grant, to be matched four-to-one from other private sources. Besides the land thus acquired, the conservancy also uses options and sales contracts to hold other important parcels. Eventually the acreage saved is taken over and maintained by public or private nonprofit agencies.

STATE, LOCAL, AND REGIONAL GOVERNMENT

Efforts were assisted to provide states and localities with more skilled personnel and with the informed analysis necessary for effective planning and delivery of government services.

The National Civil Service League received \$307,000 for a national campaign to make state and local personnel systems more responsive to the needs of the disadvantaged, fill critical shortages, recruit more talented men and women, and improve collective bargaining.

One of the leading university-based centers for work in practical politics and government is the Eagleton Institute of Politics at Rutgers University. The institute this year received \$365,000 in final support of fellowships geared to the problems of state government, and for a two-year program to improve the performance of selected state legislatures through training, research, and technical assistance. Also established under the grant was the Center for the American Woman in Politics. It will examine how women's involvement in the political process has been affected by such factors as college education, family planning, and employment.

The Foundation continued to assist regional approaches to governmental problems. The National Area Development Institute, established with Foundation help a year ago as part of Spindletop Research, received a grant in 1971 for an assessment of such examples of regional cooperation as the Delaware River Basin Commission and

PROGRAM-RELATED INVESTMENTS are principal funds invested in socially important enterprises in various fields of Foundation interest. The first column shows total amounts approved, and the second the amount loaned, invested, or guaranteed as of September 30, 1971. The fiscal year of approval appears after the name of each recipient.

	Total Approvals	Invested or Guaranteed
COMMUNITY HEALTH CENTERS		
Community Health Care Center Plan, Inc. (New Haven)—1970 Note, 4%, September 1975	\$1,000,000	\$925,000
Harvard Community Health Plan, Inc.—1970 Note, 5%, October 1974-79	600,000	600,000
MINORITY BUILDING CONTRACTORS PROGRAMS		
Minority Contractors Assistance Project, Inc.—1970 Guarantee, June 1986	1,500,000	1,500,000
Trans-Bay Engineers & Builders, Inc. (Oakland, Calif.)—1970 Notes, 4%, April 1974-76	400,000	400,000
MINORITY ENTREPRENEURSHIP		
All-Pro Enterprises, Inc.—1969 National food franchise business Common Stock	250,000	250,000
Cheetah Charter Bus Service Co., Inc. (New York)—1970 Note, 6%, April 1974-81	160,000	90,000
CEDCO Capital Corporation (Chicago)—1971 Venture capital for minority business	600,000*	
Coalition Venture Corporation (New York)—1971 Venture capital for minority business Notes, 4½%, February 1977-78	500,000	500,000
Ebony Development Corporation (Baltimore)—1969 Purchase of food stores Guarantee, August 1974 Certificates of deposit, 5%,—1971	100,000	50,000 50,000
Feedinco, Inc.—1970 Food service for black colleges	270,000*	
First Harlem Securities Corporation—1971 Minority-owned securities brokerage Note, 8%, January 1976-81	200,000	50,000
Funds for Self-Enterprise (Cincinnati)—1969 Loan pool for minority business Guarantee, March 1976	300,000	300,000
Inner-City Business Improvement Forum (Detroit)—1969 Note, 4½%, July 1974	500,000	500,000
Mecco Enterprises, Inc. (California)—1969 National magazine for black women Notes, 8½%-10%, March 1970, September 1971	100,000	100,000
Minority Equity Capital Co., Inc.—1971	750,000*	
Our Markets, Inc. (Philadelphia)—1970 Note, 8%, March 1971 (Term Note 8%, April 1971-76)	197,251	47,251
Progress Enterprises, Inc. (Philadelphia)—1968 Commercial and manufacturing operations Demand note, 8%	300,000	300,000
The Third Press—1971 Minority-owned book publishing company	250,000*	
Vic-Way Broadcasting Corporation—1969 Minority-owned St. Louis radio station Note 1, 7%, December 1974, Note 2, December 1979	500,000	500,000
RURAL COOPERATIVES AND BUSINESSES		
Acadian Delight Bakery (Louisiana)—1969 Letter agreement, 8½%, 1971	125,000	104,051
East Central Catfish Operations, Inc.—1970 Fish farming in rural Georgia Note, 5%, October 1972-75 (Term Note: 5%, January 1976-80)	850,000	725,000
Jefferson County Improvement Corporation (Mississippi)—1970 Industrial and commercial development Note, 6%, September 1971 (Term Note: 6%, December 1973-80)	400,000	400,000

PROGRAM-RELATED INVESTMENTS	Total Approvals	Invested or Guaranteed
Southern Cooperative Development Fund, Inc.—1970 Development bank for cooperatives Note, 5%, June 1972-81	400,000	325,000
West Virginia Best Corporation—1969-1971 Vegetable and tomato growing cooperative Notes, 6-8%, March 1971-81 Demand note, 7%	570,000	550,000 20,000
TRAINING AND PROFIT SHARING FOR MINORITY EMPLOYEES		
Congaree Iron and Steel Co., Inc. (South Carolina)—1968 Subordinated Note, 6%, December 1978	1,000,000	1,000,000
Daily Made of Washington, Inc.—1969 Apartment house cleaning service Demand notes, 8-9% Preferred stock, \$10 Cumulative	660,033	169,033 450,000
WIDENING HOUSING OPPORTUNITIES		
Connecticut Housing Investment Fund, Inc.—1969 Second mortgages for minority homebuyers Guarantee, September 1982	500,000	500,000
Durham Homes, Inc. (North Carolina)—1971 Low-income housing development Guarantee, November 1973	200,000	200,000
FCH Services, Inc.—1969 Cooperative housing development Notes, 7½%, June 1972-74	500,000	500,000
Greater Watts Development Corporation (Los Angeles)—1971 Low-income housing development	350,000*	
Mortgage Opportunities, Inc.—1970 Working capital for minority mortgage brokers Note, 6%, October 1973-75	500,000	267,500
Mutual Real Estate Investment Trust—1968 Racially integrated apartment housing Shares of beneficial interest	962,500	962,500
PUBLIC TELEVISION		
Community Television of Southern California (KCET)—1970 Studio purchase and renovation Note, 7½%, January 1972 (Term Note, 7½%, October 1972-81)	2,500,000	1,675,000
Detroit Educational Television Foundation—1971 Purchase of new broadcast facility Note, 8%, October 1971-81	350,000	350,000
OTHER		
National Council on Crime and Delinquency—1970 Participation agreement, 2%, July 1972	200,000	200,000
Nature Conservancy—1968 Parks and open lands acquisition Guarantee, July 1973	6,000,000	6,000,000
	24,544,784	20,560,335**

SUMMARY—PROGRAM-RELATED INVESTMENTS

Total approvals, September 30, 1970		
Invested or guaranteed	\$14,836,205	
In process	8,427,000	23,263,205
New approvals during 1971		
Invested or guaranteed	1,326,476	
In process	2,150,000	3,476,476
		26,739,681
Less		
Investments completed in 1971		
La Jara Feedlots, Inc. (Colorado)	2,182,773***	
Partial return of capital	12,124	2,194,897
Total approvals, September 30, 1971		24,544,784

*Approved but investment agreement not yet executed.

**Of this amount \$8,550,000 represents guarantees of which \$3,678,400 is currently outstanding and \$12,010,335 represents investments. The latter figure is shown in the Statement of Financial Position (page 96), net of allowance for possible losses of \$3,692,700.

***Disposed of during the year after providing for a loss of \$1,231,421.

the Appalachian Regional Commission. The National Association of Counties, a major force in the modernization of county government as a means of addressing problems raised by urbanization, received supplementary funds, continuing Foundation support that began in 1958.

Interest in smaller units to enhance governmental responsiveness is rising too. Municipal decentralization and neighborhood government are the chief concerns of the Center for Governmental Studies in Washington, D.C., which was established in 1969 with Foundation help, and received \$250,000 this year to continue research and technical assistance to localities. Improving government through greater citizen participation in political processes is the purpose of grants to the League of Women Voters Education Fund and the National Municipal League for joint research and education to eliminate impediments in voter registration, election administration, and absentee voting.

Since findings from the 1970 census will be of prime importance to state and local planning and policy-making, the Foundation made grants totaling \$800,000 to encourage the full and informed use of census data. An unprecedented volume of data will be available only on magnetic tapes, with about 2,500 reels to be released over eighteen months. A grant to the Center for Research Libraries will subsidize, for the academic and research community, such services as processing full sets of tapes, training sessions, and development of computer software systems. In addition, regional planning groups in the New York, District of Columbia, and Detroit metropolitan areas received funds for thorough analysis of census data on housing, jobs, population, and transportation.

The Urban Institute, which was founded in 1968 with Foundation assistance and has become the country's chief urban research center, was granted \$1,250,000. The institute relies primarily on Federal financing; Foundation funds support policy-oriented research that is unlikely to receive government funding, such as studies of educational financing, transportation models, and the trade-off between unemployment and inflation.

A Case Against Educational Despair

by **Harold Howe II**

America's schools, colleges, and universities moved into the 1970s with less assurance and more problems than they had experienced for many a decade. Ask the school superintendent or the college president today what is bothering him, and you are likely to get the answer, "not enough money to provide for all the students and for all the services the students need." Ask the man on the street how he feels about education, and he's likely to reply: "it's too expensive and, what's more, the older kids don't appreciate it, and the schools are failing to teach the younger ones." Ask the students, and many will answer, "the schools don't teach about the things we want to know, and the colleges seem to be operated for the benefit of faculty and of research contractors rather than for us." Ask the teachers, and a typical response might be, "we are overworked and underpaid, and some of us work under intolerable conditions." A professor will respond with yearning for the good old days when research was king, when few people worried about teaching, and when the idea of consulting the students wasn't even mentioned. Ask a governor or a mayor, and he will tell you education is only one of his problems; the environment, the urban crisis, and transportation are making new and vigorous claims on public funds and public policy, and, anyway, education has been getting too large a share for a long time without proving much.

This vast reservoir of disenchantment with education is a relatively new phenomenon. It was not the prevailing mood of the 1960s. In those halcyon years, when educators thought they had difficult problems, state and local budgets for schools and colleges generally accelerated at an unprecedented rate. Vigorous new moves by the Federal Government brought substantial national funds to the public schools for the first time, and multiplied support for higher education, increasing radically the Federal investments in undergraduate student aid, in graduate fellowships, in college and university construction, and in research that expanded graduate education. At the same time, private resources for higher education were escalating, as both alumni and corporate giving improved and foundations increased their share of support.

The 1960s were also a time of new educational adventures for America. In those years the junior and community college movement achieved its most rapid expansion, reaching the point of more than one new institution born every week. In the schools the ferment of school desegregation in the South was matched in the

North by a major effort to serve better the children of poverty-stricken Americans. Many educators heralded the promise of the new electronic media, including a new president of Yale, Kingman Brewster, Jr., who devoted a major portion of his inaugural remarks, in 1963, to instructional technology. Significantly, both schools and colleges dedicated themselves with vigor to enrolling and serving more effectively America's neglected minorities, particularly blacks and Spanish-speaking students. The number of Ph.D.s awarded grew from 9,829 in 1959 to 29,872 in 1969, and the budgets of most major universities tripled or quadrupled over the same period. About the only group of institutions to experience decline and frustration in the 1960s were the predominantly black colleges, and since they had been in fiscal and educational trouble right along, few people worried unduly about them.

Overarching Influences

Along with all the astonishing events in American education over those few short years, at least two major outside developments influenced our educational institutions as well as the rest of American society. The Vietnam war has had a special impact on the younger generation, and their reaction has in turn awakened both controversy and change in the colleges and universities. The war-rooted disaffection of the student generation has in various ways contributed to the troubles of higher education as well as to its reform. While some student pressures brought on a new search for important values at colleges and universities, there is little doubt that some of the events that occurred in the process sapped public confidence in higher education and contributed to its present depression.

The other external phenomenon with major implications for education is, of course, the rising frustration of minority groups. Blacks, Puerto Ricans, Mexican Americans, and American Indians in the 1960s saw for the first time some light at the end of the long, dark tunnel into which their lives were segregated. Quite understandably, they wanted to stand in the light sooner than the society at large was prepared to let them. So they turned to new and more aggressive activities and to seeking and using political power for their own purposes. Some younger minority activists, especially, turned to new forms of separatism based on group identity and group pride. All these moves reverberated in educational institutions that were beginning to enroll substantially larger numbers of articulate young minority-group students than before, with results analogous to those coming from war-induced pressures on higher education.

Disenchantment with our schools in the 1970s grows paradoxically from the glowing promises of progress that arose from the infusion of new Federal funds in the previous decade. Late in the 1960s and in the last two years Americans discovered the hard truth that there is no easy way, even with large additional funds from Washington, to guarantee success in school for the children of poverty. Whatever the handicaps of such youngsters are, they are not overcome by the same teacher doing more of the same things that made the child a school failure in the first place, or even by special preschool programs designed to provide a head start. Nor are they overcome by fancy audiovisual equipment and a variety of other new services. To serve all children adequately, the schools themselves must change fundamentally—in what they teach and in the way teachers do their work. Perhaps a million or more teachers need retraining to enable them to work effectively with central city ghetto children, to attune their teaching to children who spend more time before the TV set than they do in school, and to add to their repertoire of teaching skills the most recent insights from psychology. The prospect of loading school budgets with heavy new in-service training costs is not welcome news to taxpayers, who have become even less friendly to the schools as high school students

begin to emulate the restless and sometimes destructive activities of their college counterparts.

The Crisis of Confidence

One way to interpret all the foregoing is to conclude that American education in 1972 is a failure because it has lost its momentum, lost the confidence of its several constituencies, and demonstrated its incapacity to succeed with some of the major tasks it took on in the 1960s. In my view such a conclusion is unwarranted. The fact is, America's schools and colleges have assumed all at once a series of burdens each of which is task enough for a generation of students, educators, school board members, and trustees. A brief listing of a few of the interrelated issues and problems, including some already mentioned, highlights the enormity of these multiple demands:

- Extremely rapid expansion in numbers of students served.
- New emphasis on higher educational opportunities for young people from minority groups.
- Working with the problem of racial isolation in the schools.
- Adapting education to the advance of communications technology.
- Adapting curricula and teaching methods to the demands of a society that is changing its values and its requirements of schools and colleges.
- Turning educational institutions to work on national problems, ranging from the urban crisis, to the threat of world overpopulation, to the deterioration of the environment.

Although none of this is offered as an apology for the glacial pace of educational change, it is worth remarking upon the grandeur—or call it naivete—of Americans' expectations of their educational system. For too long we have tended to believe that if anything is wrong in our society, we can fix it overnight, or at least by next week, or at the most next year. Such optimism is our worst enemy. When problems as deep and complex as those relating to race and to poverty are involved, there are, as the title of one of John Gardner's books says, "no easy victories." Education alone will never solve these problems. Yet it has an important job to do, a role that requires, first of all, changes in educational institutions.

To reform our schools and colleges, which have been by-passed by awesome technological and social revolutions, is a long, tough job. Yet, we are on the way, partly because of what we did in the 1960s. Now we are in a period of disillusionment and even despair. No prophet has appeared to guide us, although an army of critics and pamphleteers has grown, offering everything from insightful analysis to patent-medicine nostrums, and including the ultimate solution to the crisis of education—closing the schools and colleges. Some educators and students have been quick to grasp the more simplistic notions of reform and to find in them educational salvation. I hope they do, but I'll bet they won't.

Scattered through our educational institutions, and sometimes entirely outside them, are individuals and groups who have thought hard about the problems of our schools and colleges. They are working on them quietly and persistently. They are not shouting about the millennium, nor are they always sure of themselves. They have to offer us some clear analysis of what is wrong, some hopeful experiments with solutions, and an open-minded willingness to learn from others. This Foundation believes it can best serve education by trying to find and to back such people and institutions. In addition, it believes that the most pressing problem in the United States is to bring minority groups and poor people to the enjoyment of full citizenship so long promised and so long denied. Therefore, the Foundation's work in education focuses first of all on that concern. How we go about that task and others is illustrated in the following account of our work in 1971.

Education and Research

A major review of objectives and programs of this division during 1971 led to a wider commitment to help expand educational opportunities for America's racial and cultural minorities.

The work of the Division of Education and Research is now organized in an Office of Public Education and an Office of Higher Education and Research. The latter is responsible for some two-thirds of the division's budget, and the trustees this year approved a sharp increase in the proportion of its funds devoted to minorities. About 75 per cent—or a total of \$100 million over the next six years—will be granted to increase minority opportunities in higher education. The principal focus of the Public Education office, which works on problems of elementary and secondary schools, also is the educational needs of minority students.

These choices flow in part from an examination of competing priorities in American education. Although considerable progress has been made in recent years in reducing the educational deprivation of minority youth, especially the black minority, inequality of educational opportunity is still severe. Another underlying proposition—one both obvious yet too often overlooked—is that the expansion of opportunity for minorities is in the fundamental interest of the society at large as well as of those directly assisted.

The work of the division in 1971 illustrates this concern for pluralism and equal opportunity in education as well as for other problems in American schools, colleges, and universities.

HIGHER EDUCATION AND RESEARCH

The policy decision to increase sharply the proportion of the Education and Research division's support of higher education for minorities will of necessity mean a reduction in funds in other areas. Thus, 1971 marked the peak of the Foundation's assistance for management education in Europe. Also grants under the Foundation's six-year, \$42 million program to assist reform of the doctoral degree will conclude in 1972. And

a program of social science research fellowships for young faculty members, funded this year at \$693,604, will continue at about one-third the former level.

The Foundation will also continue, on a somewhat more modest level than in the last few years, assistance to promising new approaches in undergraduate and graduate instruction, the financing and management of colleges and universities, the development of leadership for higher education, and policy issues affecting the academic enterprise.

Nearly half of the \$100 million the Foundation will commit over the next six years for minority opportunities in higher education will be applied to scholarship and fellowship assistance to American Indians, Mexican Americans, Puerto Ricans, and black Americans. Most of the rest will be granted to a relatively few traditionally black private colleges.

Undergraduate Education. Among the more modest yet widely noted analyses of higher education published in 1971 was the so-called Newman Report, the work of an independent task force initiated by the U. S. Department of Health, Education and Welfare and financed by the Foundation. Concluding that most reform attempts "leave unaffected the institutionalized past decisions as to what higher education is all about," it called for fundamental changes that eliminate outmoded programs, reflect the differing needs of students, clarify educational goals, and create new and different types of institutions.

In this spirit, several efforts assisted by the Foundation this year seek wider access to higher education, greater flexibility in institutional arrangements, and truer measures of intellectual attainment. Two such patterns are the "university without walls" and the "external degree." For a "university without walls" involving twenty colleges and universities in the Midwest and on the Eastern seaboard, the Foundation granted \$400,000 to the Union for Experimenting Colleges. Participating institutions will award degrees without requiring students to meet traditional residency and course conditions. Instead, the program

relies on the student's motivation and initiative as the main engine of learning. Students and faculty advisors together design a course of study, for which the student may draw upon resources of several educational institutions and the community-at-large. In place of a fixed calendar, students enter and graduate from the program when they and their advisors feel they are ready. Evaluation includes the student's own assessment of his learning experiences and appraisals by faculty advisors and outside examiners, by oral as well as written examination.

The State University of New York received \$500,000 each from the Foundation and from Carnegie Corporation to establish a similar nonresidency curriculum. The SUNY alternative offers three choices: all off-campus study, alternating on-campus and off-campus semesters, and off-campus study punctuated by on-campus seminars.

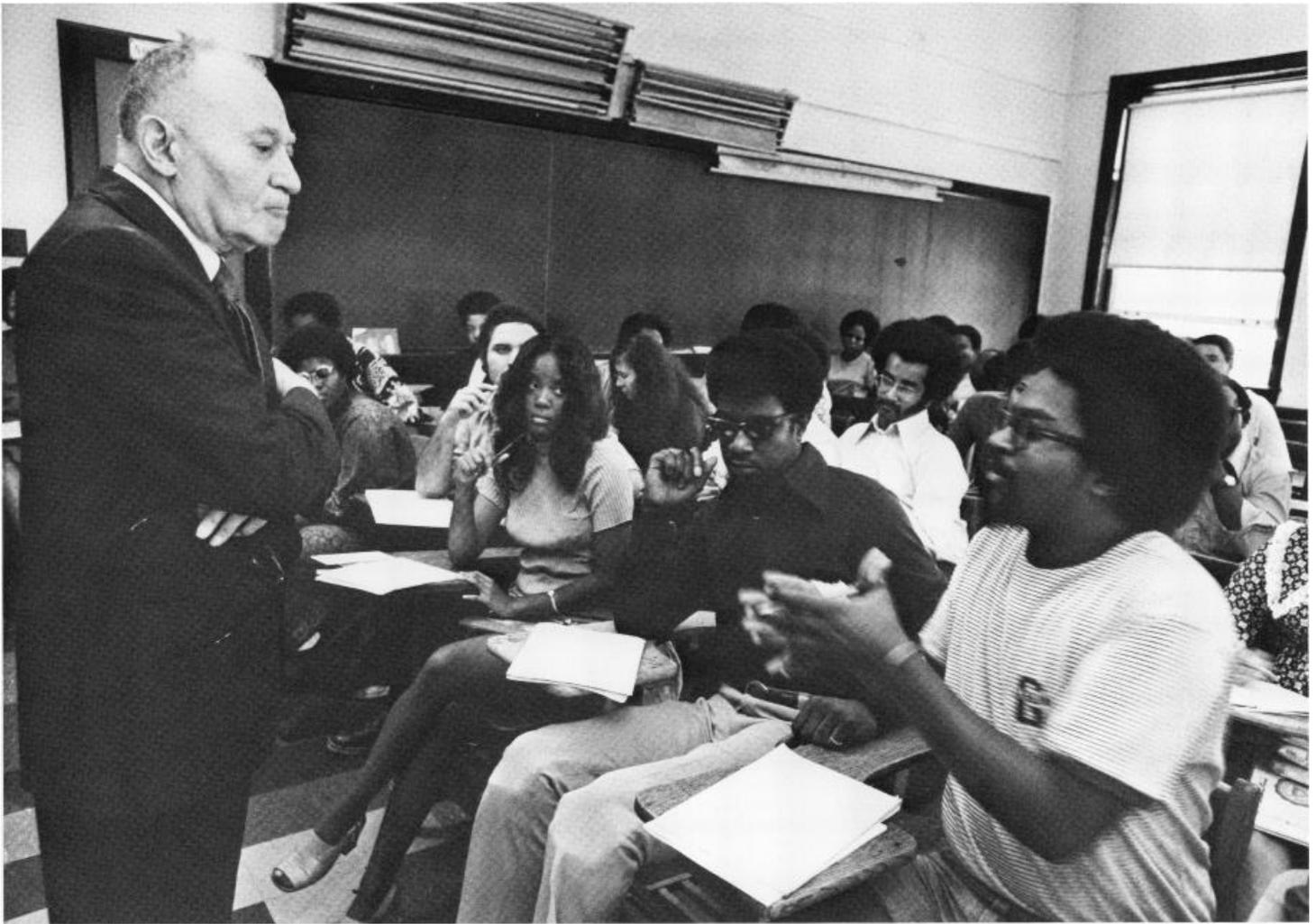
External degrees are intended for men and women who have not had four years of college but have equivalent experience and knowledge. The Foundation granted \$400,000 to enable the Regents of the State of New York to design a program of certification and guidance for such candidates. Scholars will seek to ensure that external degree examinations for largely self-taught candidates are as rigorous measures of proficiency as the grading and testing of students who complete conventional programs.

The Foundation's Venture Fund program, in its second year, made grants totaling \$2.2 million to help thirteen undergraduate colleges (listed on page 38) break out of traditional patterns. Ranging from \$75,000 to \$250,000, the grants serve as "internal foundations," enabling presidents and deans to respond to new ideas more rapidly than their regular budgets permit.

A number of efforts directed at expanding minority opportunities at the undergraduate level were assisted. For a second year, the Foundation financed a national scholarship competition enabling Black, Mexican American, Puerto Rican, and American Indian students who successfully complete work at two-year community colleges to continue studies at four-year institutions of

GRANTS—EDUCATION AND RESEARCH: The first column shows grants approved in 1971; the second, payments on new grants or grants approved in earlier years. The original amounts and dates of earlier grants that were not fully paid at the beginning of fiscal 1971 are given in brackets [] after the names of grant recipients.

	Grants Approved (Reductions)	Payments (Refunds)
HIGHER EDUCATION AND RESEARCH		
INSTITUTIONAL DEVELOPMENT		
Faculty, administrative, and curriculum strengthening in minority colleges and universities		
Benedict College [\$75,000—1970]		\$14,000
Bishop College [\$300,000—1970]		69,150
Clark College [\$70,000—1969]		45,000
Fisk University [\$875,000—1968, 1970]		217,691
Hampton Institute [\$875,770—1968]		167,617
Howard Institute [\$300,000—1970]		190,000
Institute for Educational Management [\$15,000—1970]		15,000
Johnson C. Smith University [\$316,000—1970]		89,000
Lincoln University (Pa.) [\$164,000—1968]		40,847
Miles College [\$346,000—1968]		101,759
Paul Quinn College [\$57,255—1970]		39,399
Shaw University [\$1,221,872—1968]		157,479
Southern Education Program [\$130,200—1968]		21,700
Talladega College [\$250,000—1970]		49,500
Tougaloo College [\$350,000—1966]		22,501
Matching grants for academic development of selected private universities and liberal arts colleges (1960-69)		
Columbia University [\$25,000,000—1967]		4,996,970
Duke University [\$6,542,716—1966]	\$1,400,000	500,000
Hampshire College [\$3,000,000—1969]		372,001
Hofstra University [\$1,000,000—1961]		27,807
Radcliffe College [\$2,500,000—1967]		587,784
Teachers College (Columbia University) [\$2,500,000—1967]		965,392
UNDERGRADUATE EDUCATION		
Afro-American studies, conferences, and materials		
American Academy of Arts and Sciences [\$99,500—1970]		44,000
Association for the Study of Negro Life and History [\$300,000—1969]		118,432
Atlanta University [\$540,680—1970]		192,990
Atlanta University Center Corporation [\$46,000—1970]		23,000
Boston University [\$116,350—1970]		80,000
Duke University [\$100,000—1970]		45,600
Fisk University [\$154,120—1970]		58,885
Historical Society of Pennsylvania [\$50,000—1970]		25,000
Howard University [\$143,567—1969]		103,079
Jackson State College [\$23,000—1970]		23,000
Library Company of Philadelphia [\$60,000—1970]		20,000
Morgan State College [\$150,000—1969]		56,250
National Endowment for the Humanities	(35,876)	(35,876)
New York University [\$150,000—1970]		60,000
Princeton University [\$88,300—1969]		22,000
Rutgers University [\$69,800—1969]		67,450
Tuskegee Institute [\$33,900—1970]		25,425
Vanderbilt University [\$47,100—1970]		14,742
Yale University [\$184,000—1969]		51,750
California, University of (San Diego)		
Curriculum development in new college focusing on racial and cultural minority experiences [\$149,428—1970]		92,628
College Entrance Examination Board		
Research on college admission criteria and tests [\$200,000—1970]		71,500
Scholarships for minority-group graduates of two-year colleges	2,098,000	1,075,000
External degree and other experiments in instructional patterns		
Dartmouth College	250,000	
Lake Forest College	(43,850)	(43,850)
National Endowment for the Humanities (for the University of Vermont) [\$25,000—1970]		25,000
New College (Sarasota, Fla.) [\$1,000,000—1970]		250,000
New York, State University of	500,000	71,430
Regents of the State of New York	400,000	150,000
Syracuse University Research Corporation	300,000	135,000
Union for Experimenting Colleges and Universities	400,000	277,500
Improvement of student services and career guidance		
College Placement Services [\$227,700—1969]		75,900
Howard University [\$188,232—1969]		48,100
Illinois State University	15,000	6,400
Trinity University	41,450	



Recruitment of minority students

Benedict College	50,000	
Bethune-Cookman College	50,000	
Clark College	50,000	
Johnson C. Smith University	50,000	
Lincoln University	50,000	
Morehouse College	50,000	
National Scholarship Service and Fund for Negro Students [\$685,000—1969, 1970]		335,000
Negro Student Fund [\$175,000—1968]		40,000
St. Augustine's College	50,000	30,000
Spelman College	50,000	15,000
United Negro College Fund	15,000	

Student involvement in educational research and reform

Antioch College (Ohio) [\$17,200—1969]		830
California, University of (Los Angeles) [\$79,000—1969]	(27,185)	51,815
Chicago, University of [\$10,000—1969]	(1,744)	3,256
Notre Dame, University of	25,000	25,000
South Carolina, University of	20,000	
United States National Student Association [\$315,000—1968]		75,000

Syracuse University

Study of black student adjustment to white campuses [\$30,067—1970]		30,067
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Tutoring and counseling of minorities in predominantly white colleges

American Association of Junior Colleges [\$100,000—1969]		30,000
Boston Theological Institute [\$47,100—1969]		15,700
California Council for Educational Opportunity [\$100,000—1969]		37,500
Claremont Graduate School and University Center [\$33,510—1969]		11,170
Connecticut Commission for Higher Education [\$97,450—1970]		57,450
Fort Lewis College [\$40,000—1970]		14,060
Higher Education Coordinating Council of Metropolitan St. Louis [\$399,908—1969]		95,343
Junior College District of St. Louis-St. Louis County [\$35,000—1969]	(6,451)	11,049

their choice. Community colleges and other two-year institutions enroll a growing proportion of low-income minority students—perhaps as many as half of the 1971 freshmen—but senior colleges are generally more expensive and scholarships for transfer students are limited. Administration of the program, for which \$2.1 million was granted, was transferred to the College Entrance Examination Board. Nearly 1,000 scholarship recipients began upper-division work in the fall of 1971.

The problem of retaining minority students once they are enrolled was addressed in a grant to Trinity University in San Antonio, Texas. Trinity has initiated for Mexican American students such special services as a week-long orientation to ease the transition from high school to college life, a university-community Chicano

Howard University graduate students in a discussion with Professor Rayford W. Logan, a specialist in American Negro history. Howard and Atlanta Universities are being assisted in efforts to strengthen their doctoral programs in the social sciences.

cultural center, and intensive tutoring and counseling.

To help private traditionally black colleges recruit more students, grants were made to eight institutions listed on page 37 and to the United Negro College Fund. Since 1964, mainly white colleges have attracted most of the national increase in black enrollment, and some traditionally black institutions have suffered enrollment declines. The grants have enabled the colleges to enlarge their admission staffs and expand recruitment efforts.

Graduate Education. Two of the nation's leading predominantly black universities, Howard University and Atlanta University, received grants of \$1,750,000 each to carry forward efforts to become graduate centers of excellence in the social sciences. Graduate education did not begin in traditionally black institutions in America until after World War I. Although both institutions are integrated, they hope to offer fresh insights and methods for the social science disciplines from a black perspective. The departments of history and political science at Howard, guided in earlier years by such scholars as John Hope Franklin and Ralph Bunche, will hire new faculty members and expand library holdings to improve their doctoral offerings. Atlanta will use the new funds to endow three chairs in political science and hire additional faculty.

Support for wider scholarly understanding of America's ethnic minorities was expanded. Grants totaling \$1.5 million were given to three university centers to help develop scholars and scholarly materials in ethnic studies over the next five years. Interdisciplinary work at the University of California (Los Angeles) will center on the history and culture of Black Americans, Mexican Americans, Asian Americans, and American Indians. The University of Arizona received funds to establish a graduate curriculum centering on the American Indian. The University of Notre Dame, already a leading resource for Mexican American studies, was granted funds to develop a graduate center for Mexican American scholarship.

In addition, the Foundation continued for a second year a fellowship program in ethnic studies. Stipends totaling \$403,746 were

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
Lindenwood College [\$217,700—1968, 1969]		67,815
New York, City University of [\$224,000—1969]		74,000
Pacific, University of the [\$60,000—1969]		20,000
Peralta Junior College District (Oakland) [\$59,438—1970]		19,812
San Francisco Consortium [\$360,270—1970]		157,743
Wofford College [\$39,805—1969]		15,680
Venture Fund for Innovation in Undergraduate Education		
Antioch College (Washington-Baltimore)	200,000	
Austin College (Texas)	150,000	50,000
Benedict College (South Carolina)	100,000	
California, University of (Santa Cruz)	250,000	85,000
Colorado College [\$150,000—1970]		50,000
Eastern Montana State College (Billings)	75,000	30,000
Hendrix College (Arkansas)	150,000	50,000
Immaculate Heart College (California)	100,000	
Montana, University of (Missoula)	100,000	40,000
Nebraska, University of (Lincoln)	250,000	85,000
Ottawa University (Kansas)	150,000	
Prescott College (Arizona) [\$150,000—1970]		150,000
South Carolina, University of	250,000	
Tennessee, University of (Martin)	250,000	
Washington, University of (Seattle) [\$200,000—1970]		66,664
Whitman College (Washington)	150,000	50,000
GRADUATE EDUCATION AND RESEARCH		
Association of Universities for Research in Astronomy		
Construction of a 150-inch optical telescope in Chile at the Cerro Tololo Observatory [\$5,000,000—1967]		121,992
Atlanta University		
In-service and graduate training for librarians [\$278,050—1968]		98,500
Dissertation fellowships for Ph.D. candidates writing on subjects dealing with minority groups		
American University [\$1,504—1970]		1,504
Arizona, University of [\$5,000—1970]		5,000
Arizona State University [\$3,200—1970]		3,200
Auburn University [\$1,200—1970]		1,200
Boston University	4,900	4,900
Brandeis University	13,760	13,760
Bryn Mawr College	4,265	4,265
California, University of (Berkeley) [\$48,546—1970, 1971]	33,631	48,546
California, University of (Davis) [\$500—1970]		500
California, University of (Los Angeles) [\$11,500—1970]	16,439	27,939
California, University of (San Diego) [\$2,100—1970]	9,719	11,819
California, University of (Santa Barbara)	5,000	5,000
Carnegie-Mellon University	5,000	5,000
Case Western Reserve University [\$1,800—1970]		1,800
Catholic University of America	2,000	2,000
Chicago, University of [\$12,065—1970]	8,910	20,975
Claremont Graduate School [\$5,000—1970]		5,000
Colorado State University [\$1,720—1970]		1,720
Columbia University [\$6,300—1970]	5,000	11,300
Connecticut, University of	5,000	5,000
Cornell University	3,500	3,500
Denver, University of [\$4,500—1970]		4,500
Duke University [\$1,000—1970]		1,000
Emory University	4,025	4,025
Florida, University of [\$4,547—1970]		4,547
Georgetown University [\$3,000—1970]		3,000
Georgia State University [\$2,900—1970]		2,900
Harvard University [\$23,050—1970]	13,300	36,350
Hawaii, University of [\$4,700—1970]	9,875	14,575
Howard University [\$750—1970]	3,500	4,250
Illinois, University of	5,000	5,000
Indiana University [\$3,330—1970]	8,850	12,180
Iowa, State University of [\$2,000—1970]		2,000
Iowa, University of	7,000	7,000
Johns Hopkins University [\$15,000—1970]	4,000	19,000
Kansas University [\$2,265—1970]	10,827	13,092
Kent State University [\$5,000—1970]	5,000	10,000
Kentucky, University of	3,000	3,000
Lehigh University [\$3,000—1970]		3,000
Loyola University (Chicago)	5,000	5,000
Loyola University (New Orleans) [\$1,500—1970]		1,500
Maryland, University of [\$3,500—1970]	4,000	7,500
Michigan, University of [\$5,170—1970]	7,500	12,670
Minnesota, University of [\$5,700—1970]	4,300	10,000
Missouri, University of [\$3,500—1970]	3,900	7,400
Nebraska, University of [\$2,565—1970]	2,500	5,065
New Mexico, University of [\$5,000—1970]		5,000
New York, City University of [\$5,000—1970]	5,000	10,000

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
New York, State University of (Albany)	4,602	4,602
New York, State University of (Binghamton) [\$4,870—1970]		4,870
New York, State University of (Buffalo) [\$3,000—1970]	(3,000)	
New York University [\$9,800—1970]	10,000	19,800
North Carolina, University of [\$3,500—1970]	6,160	9,660
Northwestern University [\$19,131—1970]	9,825	28,956
Ohio State University	5,000	5,000
Oklahoma, University of [\$4,500—1970]		4,500
Oregon, University of [\$7,450—1970]	4,040	11,490
Pennsylvania State University	5,000	5,000
Pennsylvania, University of	5,000	5,000
Pittsburgh, University of	4,771	4,771
Princeton University [\$8,000—1970]	3,150	11,150
Purdue University	9,100	9,100
Rochester, University of [\$7,400—1970]		7,400
Rutgers University [\$3,450—1970]	6,090	9,540
St. John's University (Jamaica, New York) [\$2,400—1970]		2,400
South Carolina, University of	4,000	4,000
Southern California, University of [\$9,000—1970]	7,000	16,000
Stanford University	16,000	16,000
Syracuse University [\$8,000—1970]	10,000	18,000
Temple University	5,000	5,000
Tennessee, University of [\$1,500—1970]		1,500
Texas Christian University	1,700	1,700
Texas Tech University [\$4,600—1970]		4,600
Texas, University of (Austin)	10,000	10,000
Tulane University [\$1,200—1970]		1,200
U.S. International University [\$5,000—1970]		5,000
Utah, University of [\$900—1970]		900
Vanderbilt University	5,000	5,000
Washington State University [\$5,970—1970]	5,000	10,970
Washington, University of	8,600	8,600
Wisconsin, University of	5,000	5,000
Wyoming, University of	4,500	4,500
Yale University [\$14,500—1970, 1971]	6,900	14,500
Doctoral studies in the humanities and social sciences		
California, University of (Berkeley) [\$650,000—1970]	650,000	643,000
Chicago, University of [\$1,478,000—1969, 1970]	739,000	885,687
Cornell University [\$2,756,000—1965, 1970]	539,000	686,624
Denver, University of [\$200,000—1968]		30,626
Emory University [\$300,000—1968]		59,620
Harvard University [\$888,000—1969, 1970]	444,000	716,104
Johns Hopkins University [\$400,000—1968]		76,028
Massachusetts Institute of Technology [\$200,000—1969]		60,000
Michigan, University of [\$625,000—1969]	625,000	489,174
Minnesota, University of [\$300,000—1968]		64,173
New York, State University of (Buffalo) [\$250,000—1969]		60,000
Pennsylvania, University of [\$620,000—1969]	620,000	469,911
Princeton University [\$1,200,000—1969, 1970]	600,000	800,501
Rice University [\$1,000,000—1968]		315,428
Stanford University	425,000	
Washington University [\$300,000—1968]		49,525
Wisconsin, University of [\$1,338,000—1969, 1970]	669,000	688,205
Woodrow Wilson National Fellowship Foundation [\$2,200,000—1969, 1970]		1,093,226
Yale University [\$3,063,000—1967, 1969, 1970]	665,000	1,995,000
Engineering faculty and curriculum development		
American Society for Engineering Education [\$708,000—1968]	(2,410)	132,590
California, University of (Berkeley) [\$110,000—1966]		8,250
Tennessee, University of (with Oak Ridge National Research Laboratory) [\$750,000—1964]		50,000
Ethnic studies centers		
Arizona, University of	497,000	
California, University of (Los Angeles)	527,508	
Notre Dame, University of	499,545	56,370
Journalism seminars and advanced training		
American Political Science Association [\$750,000—1966]		178,256
Columbia University [\$195,000—1967]		40,885
Northwestern University [\$966,000—1966]		120,000
Southern Newspaper Publishers Association [\$425,000—1968]		90,000
Stanford University [\$1,000,000—1969]		89,214
Washington Journalism Center [\$295,500—1968]		70,519
Michigan, University of		
Society of Fellows of senior scholars and outstanding graduate students [\$2,000,000—1970]		1,250,000
New School for Social Research		
Special master's degree for adults [\$300,000—1966]		79,654

awarded to ninety-five young white and nonwhite scholars in fifty-seven universities. They are preparing dissertations on various aspects of the history and culture of Black Americans, Mexican Americans, Asian Americans, Puerto Ricans, and American Indians.

Also continued were two series of advanced study awards for present and prospective college and university faculty and administrators who are members of minority groups. The first affords present staff members a year of advanced work to complete doctoral dissertations or otherwise to strengthen their competence; awards totaling \$858,805 were granted this year to 151 blacks, Mexican Americans, Puerto Ricans, and American Indians. The second series consists of five-year doctoral fellowships for younger minority-group members; 103 fellowships were awarded in 1971, and \$2.1 million was provided to continue these awards through 1976.

Assistance was given in a newly developing academic area known as policy studies. The programs involve interdisciplinary graduate training and research in public-policy issues to improve the intellectual preparation of men and women as scholars or government officials. Following support for the new Graduate School of Public Affairs at the University of California (Berkeley) in 1970, the Foundation this year made grants for graduate research seminars on public-policy issues at the University of Texas Lyndon B. Johnson School of Public Affairs and for faculty research at Harvard's Kennedy School of Government.

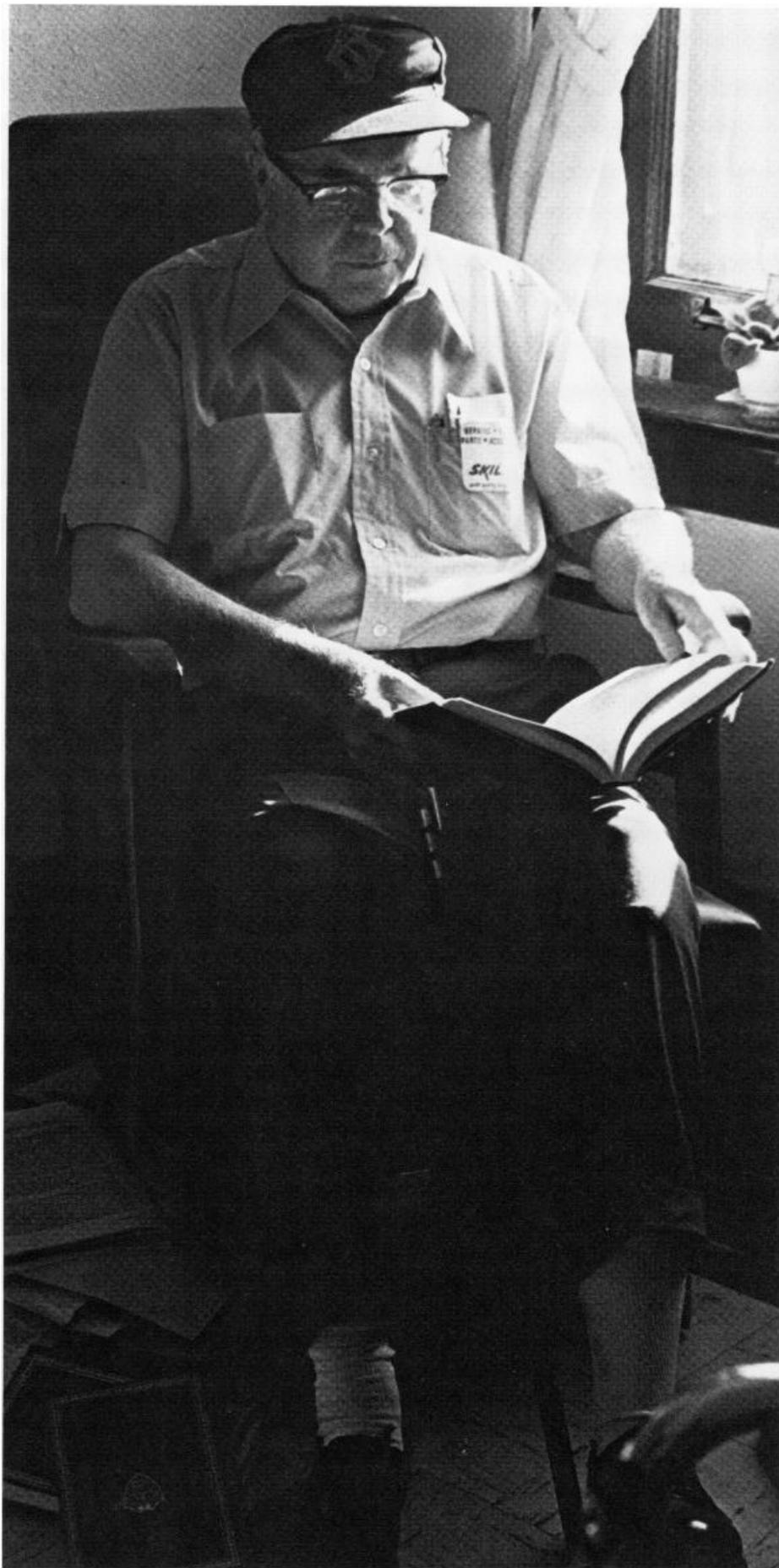
Finance and Management. America's colleges and universities will run an estimated deficit of about \$1 billion during the 1971-72 academic year. Although the Foundation cannot directly alleviate this crisis, it continued in 1971 to support improved budgeting, management policies, and other efforts to stretch higher education's resources. For example, the new Common Fund for Nonprofit Organizations began operations this year. The Common Fund, whose planning the Foundation has assisted since 1969, will handle the port-

folios of member colleges, universities, and independent schools, particularly small institutions that have not previously benefited from professional money management. The fund will also conduct a program of research and publications in endowment management and fiscal operations. The fund is expected to exceed \$200 million within the next few years; by the end of the year, it had 135 members.

Among the fiscal and managerial research projects for which grants were made were a financial analysis by the Association of American Universities of twenty-six large universities that conduct a high proportion of academic research; continued development of a computer-based management information system at Stanford University; and an assessment of the financial problems peculiar to a special science and engineering institution (the Polytechnic Institute of Brooklyn) at a time when government-sponsored research is declining.

To help stimulate giving to higher education by the business community, the Foundation made a grant to the Committee for Economic Development to work with businessmen and educators in seeking new sources of contributions and in examining the principles of college management. An internship program for training fund-raisers from traditionally black colleges and universities was assisted under a grant to Howard University.

Rising tuition is one of the most serious consequences of the financial plight of higher education. The Foundation appropriated \$500,000 for analyses by its own staff and consultants and for pilot studies by others of various means of meeting the need for increased tuition while preserving access to higher education regardless of a student's ability to pay. Most interest centered on "pay-as-you-earn," a plan that postpones a portion of the student's tuition until he has graduated and begins to earn a living. Yale University, which inaugurated such a plan this year, received a grant of \$100,000 for evaluation, and the United Negro College Fund received \$30,000 for exploration. Linking repayment with ability to pay over periods of as long as thirty years, the plan is designed so that high earners repay more





than low earners. The Great Lakes Colleges Association and the Associated Colleges of the Midwest received funds for other studies of combined scholarship and loan aid, with particular emphasis on financing the education of low-income students.

Academic Leadership and Policy. The University of California (Berkeley) received \$250,000 to continue wide-ranging studies it began in 1968 of the managerial problems that face deans, provosts, presidents, and other administrators. Numerous practical and theoretical reports have emerged from this project, which has involved leading economists, management experts, and graduate students.

The criteria and methods for singling out young teacher-scholars with administrative talent is the subject of a study for which a grant was made to the University of Wisconsin. There are few programs for training university administrators, and there is little systematic knowledge about the personal and professional characteristics that senior administrators look for in younger colleagues.

Academic tenure, an issue of growing policy discussion, will be examined under a grant of \$125,000 made for the Association of American Colleges (AAC) and the American Association of University Professors (AAUP). Tenure was designed to protect freedom of teaching and research and to provide enough economic security to make the profession attractive to able men and women. In recent years, however, the tenets of tenure have been challenged, and some new colleges have substituted short-term contracts. An AAC-AAUP study will examine the effects of tenure on hiring



Young and old students in "University Without Walls" programs throughout the country fulfill degree requirements in an assortment of on-campus and off-campus work and study projects. Opposite page, an older student at the University of Minnesota pursues independent study; above, a Loretto Heights College (Denver) degree candidate discusses her off-campus project with an advisor and another faculty member; center, Chicago State University faculty member Regnal Jones assists Mrs. Saundra Lightfoot in a laboratory analysis; below, a University of Minnesota faculty advisor confers informally with a student. Twenty institutions now participate in the Foundation-assisted experiment, in which students design their programs with faculty advisors who accredit self-motivated community activities as well as research papers, seminar participation, and on-the-job training.

practices, fiscal priorities, junior-senior faculty relations, and professional teaching standards.

A prime medium for discussion of such issues and trends in higher education since 1969 has been *Change*, an independent, nonprofit magazine. The Foundation granted the magazine \$250,000 this year to expand from bimonthly to monthly publication and to develop collaboration with educational research and policy groups. The magazine anticipates a threefold increase over its present circulation of 20,000 in the next few years.

Social Research. Fellowships were awarded to assist thirty-three young sociologists, political scientists, and economists at twenty-seven universities in research on topics of their own choosing. The awards provide full salary plus a research allowance for a one-year absence from teaching and administrative duties.

From time to time, the Foundation also makes long-term grants to senior scholars. Recipients this year were sociologist Shmuel Eisenstadt of Hebrew University, who will pursue his study of the relation between societal tradition and modernization in Africa; George Katona, formerly of the University of Michigan, who will investigate psychological variables in economic theory; and economist Charles E. Lindblom of Yale University, whose studies will compare the market system with such other forms of social organization as government or family.

Management Education in Europe and Japan. In recent years European businessmen, government agencies, and educators have demonstrated strong interest in modern management education trends in American graduate schools of business, such as the sophisticated use of quantitative techniques, the application of social science insights, and learning through cases drawn from business life. For the development of such programs, the Foundation this year made grants of \$1 million each to the European Institute of Advanced Study in Management, a new graduate center in Brussels, and to the European Institute of Business Administration (INSEAD) in Fontainebleau, France,

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
Preparation of teachers for colleges and universities		
Georgia, University of [\$442,500—1966]		148,046
Goucher College	(16,965)	(16,965)
New Hampshire, University of [\$367,500—1965]		47,227
Public policy seminars and curricula		
California, University of (Berkeley) [\$150,000—1970]		125,000
Harvard University (Kennedy School of Government)	125,000	40,000
Texas, University of	195,000	
Research and advanced training in the sciences		
Churchill College (Cambridge University) [\$150,000—1968]		31,840
Cornell University [\$4,400,000—1965]		161,573
Marine Biological Laboratory [\$2,500,000—1964]		679,000
Medical Research Council (London) [\$220,000—1963]	(30,000)	12,000
Research and advanced training in the social sciences		
Atlanta University	1,750,000	1,025,000
Howard University	1,750,000	468,038
FINANCE AND MANAGEMENT		
Business aid to higher education		
Corporate 1% Program for Higher Education [\$250,000—1968]		50,000
Council for Financial Aid to Education	15,750	
Common Fund for Nonprofit Organizations		
Management of investment pool of endowment funds and research on educational finances [\$800,000—1969]		800,000
Deferred tuition planning		
United Negro College Fund	30,000	30,000
Yale University	100,000	
Development and testing of systems and management techniques in higher education		
California, University of (Berkeley) [\$750,000—1968]	250,000	100,000
Carnegie-Mellon University [\$300,000—1970]		56,436
George Washington University [\$163,000—1969]		64,350
Georgia, University of [\$250,000—1969]		62,499
Massachusetts Institute of Technology [\$466,000—1969]		118,081
Princeton University [\$400,000—1968]	190,000	23,053
Stanford University [\$890,000—1968]	190,000	123,000
Toronto, University of [\$750,000—1968]		158,590
Western Interstate Commission for Higher Education [\$526,329—1970]		258,329
Great Lakes Colleges Association		
Study on student financial aid resources	30,000	
Improvement of fund-raising and business management		
Benedict College [\$287,000—1968]		18,626
Brandeis University [\$1,000,000—1970]		333,333
Howard University	310,497	34,148
St. Augustine's College [\$117,500—1970]		83,500
Stony Brook Foundation [\$90,000—1968]		10,000
Texas Southern University [\$189,360—1968]	(4,835)	29,096
Yale University [\$5,000,000—1968]		1,125,000
National Conference of Commissioners on Uniform State Laws		
Preparation of a uniform act on endowment administration [\$25,500—1970]		25,500
Research on educational costs		
Association of American Universities	22,000	11,000
California, University of (Irvine) [\$130,000—1969]		21,670
Chicago, University of [\$46,350—1970]		15,527
Committee for Economic Development	75,000	25,000
London School of Economics and Political Science [\$120,000—1969]		17,004
Massachusetts Institute of Technology [\$17,000—1970]		8,500
National Association of College and University Business Officers [\$34,000—1970]		9,000
ACADEMIC LEADERSHIP AND POLICY		
American Council on Education		
Internships to develop college and university administrators [\$2,650,000—1964]		116,000
National activities on behalf of higher education [\$3,100,000—1967]		620,000

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
Association of American Colleges		
Commission to study tenure practices	125,000	
California, University of (Berkeley)		
Study of California higher education system [\$61,200—1970]		61,200
Dissemination of information		
Change Magazine	250,000	62,500
Editorial Projects for Education [\$300,000—1969]		75,000
Intercollegiate cooperation		
Alabama Center for Higher Education	75,000	
Associated Colleges of the Midwest [\$120,926—1968]		27,480
Atlanta University Center Corporation [\$204,600—1968]		31,600
Benedict College [\$99,775—1970]		35,025
Consortium of Universities (Washington, D.C.)	23,500	23,500
Stillman College [\$40,000—1970]		20,000
Texas Association of Developing Colleges [\$270,000—1967, 1969]		41,753
Vanderbilt University [\$75,000—1969]		25,000
Studies and other programs related to academic goals and governance		
American Academy of Arts and Sciences [\$63,000—1969]		30,000
American Association of State Colleges and Universities [\$50,000—1970]		34,500
American Association of University Professors [\$86,121—1969]		14,733
American Council on Education [\$200,000—1970]		100,000
Board of National Missions of United Presbyterian Church, U.S.A.	(14,683)	(14,683)
City University of New York (Medgar Evers College) [\$442,039—1968]		236,313
Massachusetts, University of	50,000	
Minnesota, University of	59,000	59,000
Polytechnic Institute of Brooklyn	50,000	50,000
Princeton University	75,000	27,150
Stanford University [\$1,000,000—1968]	5,000	113,666
Syracuse University [\$10,325—1970]		10,325
Wisconsin, University of	10,700	10,700
Xavier University [\$24,400—1970]		24,400
SOCIAL RESEARCH AND ADVANCED TRAINING		
Faculty research fellowships in economics, political science, and sociology		
Brown University	13,107	
California, University of (Berkeley)	15,816	15,816
California, University of (Los Angeles)	11,450	11,450
California, University of (San Diego)	20,614	20,614
Carnegie-Mellon University	18,300	18,300
Chicago, University of	78,909	78,909
Columbia University	24,500	24,500
Cornell University	12,457	12,457
Duke University	11,100	11,100
Harvard University	21,150	21,150
Iowa State University	15,410	15,410
Minnesota, University of	25,895	25,895
New York, City University of (Brooklyn College)	27,821	27,821
New York, City University of (Hunter College)	31,746	31,746
New York, State University of (Buffalo)	15,683	15,683
New York, State University of (Stony Brook)	19,452	19,452
North Carolina, University of	14,402	14,402
Northwestern University	51,665	51,665
Pennsylvania, University of	17,500	17,500
Princeton University	28,791	28,791
Rochester, University of	31,743	31,743
Stanford University	44,912	44,912
Teachers College (Columbia University)	22,400	22,400
Texas, University of (Austin)	15,310	
Washington, University of	29,173	29,173
Wisconsin, University of [\$14,700—1970]	43,385	58,085
Yale University	30,913	30,913
Institute for Religion and Social Change		
Studies of religious consciousness among youth	137,500	
Research by senior scholars		
Chicago, University of	82,500	16,500
Colorado, University of [\$35,000—1969]		7,000
Harvard University [\$232,462—1969, 1970]		43,152
Michigan, University of	46,500	
Stanford University [\$62,100—1970]		31,050
Yale University [\$28,000—1970]	39,600	22,134

Europe's leading center for training business managers.

The Brussels institute combines European and American methods in training advanced students for careers in management teaching and research. It offers research and educational programs for resident scholars, who spend from three months to two years at the institute, and for associate scholars who attend periodic seminars.

INSEAD, which enrolls students from fifty countries, is designed to help meet the need in Europe for more professional education for business. It will use its grant to integrate its curriculum for business practitioners with the programs of other management centers and for an applied research and documentation program.

Exchanges of economists and management education specialists between the United States and Western Europe, Eastern Europe, and Japan were assisted. The purpose is to provide comparative analysis in management training techniques and multinational enterprise.

A fourth annual series of doctoral fellowships in management was awarded, enabling nineteen European graduate students to study in the United States.

PUBLIC EDUCATION

At precollegiate levels of learning, the Foundation, in addition to its concern with students from minority groups, supports and expects to continue to support experiments and promising pilot programs in improved patterns of instruction in a variety of settings, promising approaches to better staffing and financing of schools, and international contacts that may have something to offer for the advancement of American education.

Alternatives in Learning. The Foundation supported several efforts at more "open," or informal, modes of elementary and secondary education. The aim is to improve learning by stimulating student interest and increasing individual responsibility.

The Berkeley, California, public schools received a \$250,000 grant for a program that offers students a choice among several dis-

tinct styles of learning. One option, called "Other Ways," enables about 100 students from Berkeley High School to supplement their courses with work in neighborhood hospitals, museums, and businesses. The approach resembles Philadelphia's Parkway Program, a "school without walls," for which the Foundation provided supplemental support of \$290,000. Similar, too, is a new community-based experiment in East Harlem, New York, to prepare the way for a comprehensive public high school that will combine vocational and academic programs both within school and in the outside community; \$176,580 was granted for the experiment through New York's Committee for a Comprehensive Education, which is working closely with the City's Board of Education.

Another Berkeley option is a "mini"-school within the high school where 300 students share all decision-making with staff and parents and devote half their day to traditional subjects, the remainder to community-oriented projects. Various options are offered in the elementary grades as well, including traditional and nongraded classes and a bilingual, multi-cultural program reflecting the ethnic backgrounds of black pupils and children of Mexican, Chinese, and Japanese descent.

Community Participation and Understanding. The Foundation continued to assist efforts by city school systems to engage parents and the community generally in educational change. New York City's Public Education Association received funds to respond to requests for technical assistance from the thirty-one school community boards elected in 1970 under the city's new decentralization pattern, on matters ranging from budgeting to program evaluation. A grant was made to the University of California to help implement school-community seminars in Los Angeles, where new Citizens Advisory Councils have been mandated by the city school board. Los Angeles parents, students, teachers, administrators, and concerned citizens will meet in private homes, storefront centers, and schools in an effort to iron out problems in schools that are undergoing major racial change.

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
Research centers and organizations		
Association of Social and Behavioral Scientists	25,000	
Center for Advanced Study in the Behavioral Sciences [\$70,000—1970]		70,000
Institute for Advanced Study (Princeton) [\$1,500,000—1969]		239,949
Kenyon College [\$71,000—1966]		12,500
National Bureau of Economic Research [\$2,000,000—1969]		400,000
Research in business and economics		
California, University of (Los Angeles) [\$200,000—1970]		40,139
Columbia University	(10,117)	(10,117)
Harvard University [\$100,000—1970]		20,000
Michigan, University of [\$770,000—1966]		48,500
Yale University [\$475,000—1965, 1968]	(68)	99,932
Urban affairs research and training		
Chicago, University of [\$1,850,000—1970]		867,000
Harvard University	800,000	133,333
Johns Hopkins University [\$500,000—1969]		109,408
Massachusetts Institute of Technology [\$1,500,000—1970]		920,000
Miami, University of [\$300,000—1969]		125,000
Morgan State College [\$565,000—1970]		128,000
Northwestern University [\$700,000—1969]		287,000
Princeton University [\$650,000—1969]		84,143
Southwest Center for Urban Research [\$450,000—1970]		245,428
Vanderbilt University [\$350,000—1969]		62,000
Yale University [\$320,625—1969]		135,000
INTERNATIONAL EDUCATIONAL DEVELOPMENT AND RESEARCH		
Advanced studies and scholarly exchange		
Austrian Institute for Economic Research [\$250,000—1970]		50,000
Massachusetts Institute of Technology/Technical University of Berlin [\$250,000—1970]		50,000
Naples, University of [\$150,000—1967]		37,619
Organisation for Economic Cooperation and Development (Paris) [\$1,000,000—1968]		406,423
Queen's College (Oxford) [\$280,000—1967]		24,000
Business and economics studies and conferences		
Columbia University [\$1,010,000—1967, 1970]		119,801
Harvard University [\$1,494,000—1967, 1969, 1970]	130,000	297,833
Institute of Research and Publications [\$365,000—1964]	(94,468)	
International Economic Association (Paris) [\$250,000—1968]		67,700
Japan Economic Research Center [\$100,000—1967]	40,000	20,000
London School of Economics and Political Science [\$75,000—1969]		22,256
Cross-national studies and conferences in higher education		
American Academy of Arts and Sciences [\$55,000—1970]		15,400
International Association for the Evaluation of Educational Achievement [\$150,000—1968]		37,500
Montreal, University of	(32,000)	(32,000)
Management education, research, and exchange		
Cambridge University [\$93,000—1968]		17,080
Center for Social and Industrial Research (Turin) [\$150,000—1969]		76,850
European Association of Management Training Centers [\$150,000—1970]		50,000
European Institute of Business Administration (Fontainebleau)	1,000,000	
European Institute of Business Administration (Paris) [\$150,000—1965]		32,500
European Institute for Advanced Study in Management (Brussels)	1,000,000	
Harvard University	300,000	18,600
International Management Development Institute [\$57,000—1968]		15,353
Istituto Superiore per Imprenditori e Dirigenti d'Azienda (Palermo) [\$50,000—1969]		18,155
London Business School Charitable Trust [\$300,000—1969]		32,040
Manchester, University of [\$300,000—1969]		70,200
Stockholm School of Economics	75,000	60,000
Vanderbilt University [\$150,000—1970]		45,970
Warwick, University of [\$250,000—1968]		100,000
York University (Toronto) [\$500,000—1969]		5,000
Young Men's Christian Associations	10,000	
Social science research and training		
Association for the History of Civilization—Marc Bloch Association (Paris) [\$380,000—1967, 1969, 1970]		53,500
Bristol, University of [\$80,000—1969]		10,000
Catholic University of Louvain [\$400,000—1968]		125,140
Center of Human Sciences (Paris) [\$110,000—1970]		110,000
Chicago, University of [\$36,500—1970]		9,125

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
Essex, University of [\$272,500—1970]		14,070
Social Science Research Council [\$400,000—1969]		75,000
U.S. Educational Foundation in Greece [\$70,000—1969]		24,000
	25,737,141	41,110,355
PUBLIC EDUCATION		
ALTERNATIVES IN TEACHING AND LEARNING		
Adaptation of British primary-school reforms		
City College Research Foundation (New York) [\$56,900—1970]		42,675
Education Development Center (Newton, Mass.) [\$90,000—1969]		40,000
Illinois, University of	29,270	29,270
Philadelphia Board of Public Education [\$15,000—1970]		15,000
Schools Council for Curriculum and Examinations (London)	9,478	9,478
Community participation and options in urban education		
Berkeley (Calif.) Unified School District	250,000	250,000
Boston Community Schools (Federation of)	500,000	250,210
California, University of (Los Angeles)	110,700	
Children's Community School (New York)	86,000	86,000
Committee for a Comprehensive Education Center (East Harlem)	176,580	125,618
Demonstration in Navajo Education [\$110,152—1970]		25,377
Detroit Board of Education [\$180,000—1970]	25,000	60,000
Harlem Preparatory School [\$284,496—1970]		170,698
Hartford (Conn.) Board of Education	105,534	(1,966)
Hollow Corporation [\$91,000—1970]		41,000
Morgan Community School (Washington, D.C.) [\$30,000—1970]		18,000
Multi-Culture Institute (San Francisco)	202,100	184,000
Philadelphia Board of Education	290,000	140,000
Public Education Association (New York)	100,000	100,000
San Francisco Unified School District	300,000	260,000
Southwest Council of LaRaza	150,000	106,000
Instructional technology		
Educational Products Information Exchange Institute [\$135,240—1970]		20,715
Illinois, University of	163,021	17,000
Joint Council on Educational Telecommunications [\$149,900—1970]		25,000
Washington, University of [\$90,143—1968]		25,196
National Council for the Advancement of Education Writing		
Strengthening of mass media coverage of education	100,000	
Special educational services for disadvantaged students		
Education Development Center (Newton, Mass.) [\$86,990—1970]	86,990	21,745
National Child Labor Committee	725	725
New Haven Board of Education	95,588	95,588
Southern Association of Colleges and Schools, Inc.	250,000	115,592
Yale University (Child Study Center) [\$582,200—1968]		128,000
Vocational and work-study programs		
National Commission for Cooperative Education	80,000	
New Jersey State Department of Education [\$303,460—1969]		96,460
New York, City of, Board of Education	(14,804)	(14,804)
CURRICULUM EXPERIMENT AND INNOVATION		
Athenian School		
Internships in urban institutions	166,680	17,738
Center for Understanding Media		
Course development centered on modern communications media	123,040	64,742
Children's Television Workshop		
"Sesame Street" and "The Electric Company"	2,000,000	1,000,000
Comprehensive school improvement programs		
Emory University [\$3,084,900—1965]		634,157
Huntsville (Ala.) City Board of Education [\$2,707,500—1965]		462,375
Early education		
Bank Street College of Education	105,971	12,100
Geneva, University of [\$75,960—1968, 1969]		27,690
Pittsburgh, University of (Learning Research and Development Center) [\$200,155—1970]		47,900

One of the most striking symbols of heightened parental concern has been the creation of new independent schools, especially to serve children in low-income neighborhoods. The Foundation this year renewed support for three pioneering community schools in Boston—the Highland Park Free School, the New School for Children, and the Roxbury Community School—which have been successful in motivating students who had difficulties in public schools. The Children's Community School on Manhattan's West Side received funds for efforts to build closer community education programs into its tuition-free education for children of heterogeneous ethnic and economic backgrounds; the school concentrates on personalized teaching, flexible scheduling, and nongraded classes.

A persistent shortage of funds threatens the idealism and innovation common to these and other community- and parent-directed new schools. The Foundation provided planning funds for an "ability to pay" tuition experiment at the racially and economically diverse Manhattan Country School. Under the plan, all parents would disclose (to an independent agency to ensure confidentiality) their annual income after taxes and pay tuition according to a progressive-rate schedule.

Curricular Experiment and Innovation. A national effort to improve reading was assisted through a grant to the Children's Television Workshop. The workshop received \$2 million to continue "Sesame Street," its successful program for pre-school children, and to present a new television series, "The Electric Company," aimed at seven-to-ten-year-olds who have reading difficulties. The new program draws from the many methods available for the teaching of reading and features music, color, comedy, and animated cartoons.

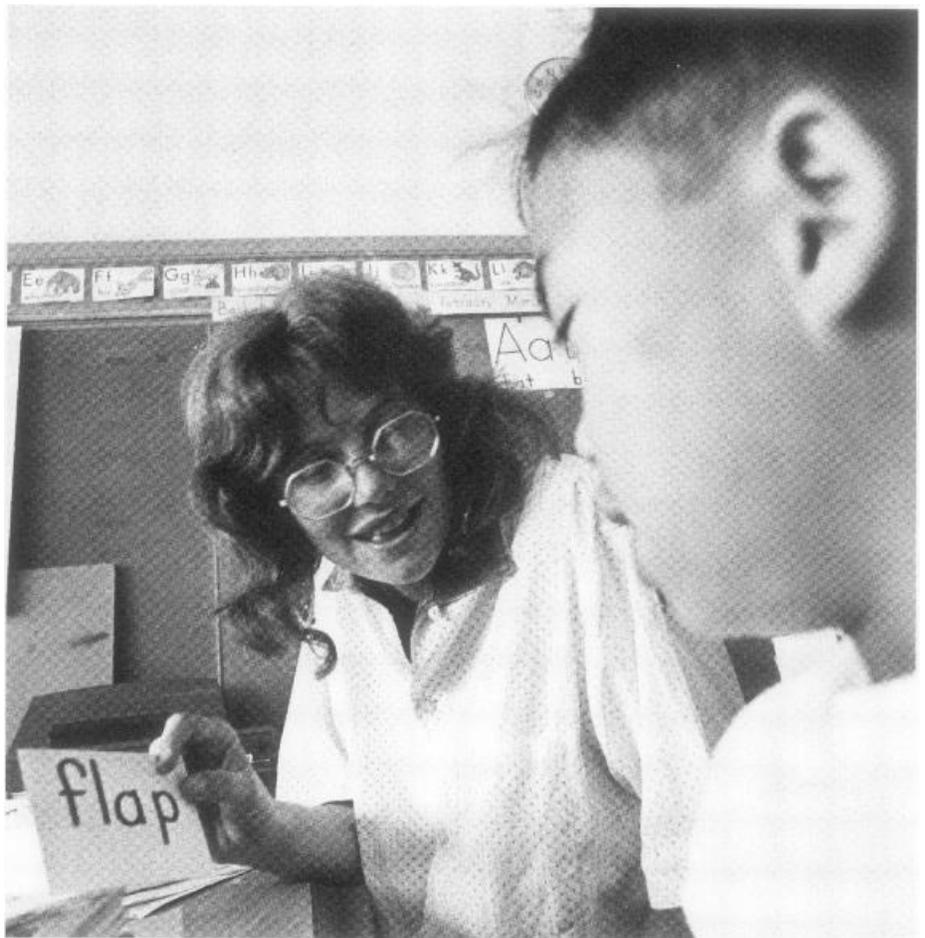
The Foundation granted funds for research at Brooklyn College on the barriers to mastery of standard English encountered by the limited number of black students whose speech is sufficiently distinct as to constitute a dialect. The purpose is to improve the teaching of standard English

by pinpointing and taking into account linguistic contrasts. The development of new teaching materials for bilingual education was supported under a grant for the Navajo Reading Study at the University of New Mexico. The program is based on findings that children who enter school without knowledge of spoken English are more likely to learn to read it if they are taught to read first in their own language.

Resource materials necessary for more informal approaches and multi-cultural curricula were also supported. A series of twenty-three paperbound books on the "open" classroom, describing the British experience in primary schools, was published under grants to Britain's Schools Council. The reports, written by men and women who pioneered this individualized instruction technique, are intended to help teachers on the job gain insights into the philosophy and practice of informal schooling. The Education Development Center in Newton, Massachusetts, was assisted in the preparation of a pilot curriculum in African art and culture, designed especially for urban, integrated schools. The new study units aim to communicate understanding of the African arts in the context of geography, history, and social customs.

The Foundation also assisted experiments and research in using technology to enhance instructional appeal and effectiveness. Through a grant to the Center for Understanding Media, the Larchmont-Mamaroneck, New York, public schools designed a course in which elementary and secondary students are helped to understand how media affect their lives; in addition, they use photography, film, and radio techniques in their study of literature and art. Researchers at the University of Illinois were aided in preparing new computer-assisted mathematics and reading units. Their sophisticated computer system, called PLATO IV, is

Students in the Berkeley, California, schools choose from a variety of options: teenagers in mini-schools within Berkeley High School tutor young children and conduct independent art projects, upper and lower left; a high school student in a community-oriented program constructs a model home, upper right; a morning reading class in a nongraded junior-high program, lower right, alternates with afternoon community apprenticeships. Many new grants in public education focus on alternative approaches to learning and teaching.





capable of presenting several hundred lessons simultaneously to as many as 4,000 student consoles within a 150-mile radius. The system is said to be considerably cheaper than most computer-assisted instruction and most traditional classroom teaching.

Support was given to professional and mass-media efforts to disseminate more widely information on new educational trends and techniques at the professional and general-public levels. A grant of \$265,000 was made for Indiana University's Social Studies Development Center to test new ways of spreading innovations. Over the next three years experimental work will include the training of field agents to visit ten schools within a 300-mile radius regularly and provide up-to-date information on new materials and practices.

To strengthen reporting and interpretation of educational developments, a grant was made to the National Council for the Advancement of Education Writing. The council's program includes journalism student internships with seasoned reporters or editors, award contests, and background papers for the working press on major issues in education.



Staffing for Change. Assistance went to a number of centers that are training or retraining teachers and other instructional personnel to encourage necessary change and sensitivity to the social and political factors that affect the educational process.

Two of the centers seek to develop effective instructional leadership in urban education among teachers and administrators already in service. In Boston, the University of Massachusetts' Institute for Learning and Teaching received a supplementary grant of \$400,000. It serves public, private, and community schools by training teachers for new "open space" public schools, acquainting teachers of Spanish-speaking children with Puerto Rican culture, and enabling community residents who work in the schools to earn bachelor's degrees and full teacher certification. In New York, the Community Resources Institute, affiliated with the City University of New York, received a \$250,000 supplement to continue

workshops in pilot schools for teachers, aides, parents, and principals and to assist in the development of advisors who can work effectively with teachers in the classroom.

The development of new educational leaders, both as administrators in the schools and as educational policy makers in public and private agencies, was assisted through three major actions: the establishment of the Institute for Educational Leadership at George Washington University and continuation of both a doctoral fellowship program in educational administration and a Leadership Development Program for rural educators.

With the aid of a \$410,000 grant the new Washington institute will run two programs the Foundation has assisted for several years. One is the Washington Internships in Education—internships in government agencies and nongovernmental education associations for young educators being trained as policy makers. The other, called Education Staff Seminars, affords Federal executive and legislative staff members responsible for education policy opportunities to visit projects and attend meetings in the field with their counterparts and with educators. In addition, the institute will plan programs to improve understanding of and training for educational policy making.

Seven universities that have participated since 1969 in a Foundation-assisted doctoral program in educational administration received an additional \$1.7 million to attract and train imaginative men and women from business, government, and other career backgrounds as well as from education. The programs consist of university-wide study, based on individual interests and talents rather than on required departmental curricula, and internships in a school system, governmental agency, or education-related organization. The Foundation also granted funds to organize a consortium through which the universities can cooperate in exchanging information, recruiting and placing students, and designing clinical experiences.

The Foundation's Leadership Development Program, begun in 1967, made awards to seventy-five men and women this year, many of them members of minority groups.

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
Research on adolescent youth		
Harvard University [\$150,836—1970]		150,836
Michigan, University of [\$103,420—1970]		103,420
Language and reading studies and experiments		
City University of New York, Research Foundation of [\$64,456—1970]	90,498	48,342
Harvard University Graduate School of Education [\$118,346—1968]		38,550
Language Research Foundation Trust (Cambridge, Mass.) [\$49,775—1970]		49,775
New Mexico, University of Smithsonian Institution (Reading is FUN-damental program) [\$400,000—1970]	20,000	261,498
Social studies curriculum development		
Foreign Policy Association [\$103,600—1969]		43,600
Indiana University Foundation	265,000	
Syracuse University		
Adult educational materials [\$100,000—1969]		23,050
University-based centers for curriculum development		
California, University of (Santa Barbara) [\$320,179—1970]		104,629
Massachusetts, University of (Amherst) [\$182,700—1970]		76,250
STAFFING FOR CHANGE		
Advanced training for educational administrators and policy-makers		
Academy for Educational Development	115,000	115,000
Atlanta University [\$104,985—1970]	19,315	72,985
Chicago, University of [\$123,694—1970]	152,163	123,694
Claremont Graduate School and University Center [\$199,729—1970]	333,722	99,837
George Washington University [\$634,500—1967]		105,600
George Washington University (Institute for Educational Leadership)	410,000	235,000
Massachusetts, University of (Amherst) [\$198,200—1970]	287,750	198,200
Ohio State University	292,404	
Organization for Social and Technical Innovation Pennsylvania, University of [\$284,562—1969]	33,890	
Research Council of the Great Cities Program for School Improvement [\$119,814—1970]	280,264	180,500
Stanford University	60,000	9,814
Teachers College (Columbia University) [\$140,750—1970]	312,391	140,750
Wisconsin, University of [\$318,620—1970]		318,620
City University of New York		
Training for leaders of teacher organizations	101,900	
Education Development Center (Newton, Mass.)		
Feasibility study of nongovernmental licensing agency for public school personnel [\$115,000—1970]		40,000
Teacher-training programs		
Alaska, University of [\$558,830—1965]	(20,170)	
City University of New York, Research Foundation of (Community Resources Institute) [\$250,000—1970]	250,000	187,500
Fairleigh Dickenson University [\$350,000—1962]	(2,115)	57,885
Howard County (Md.) Board of Education	50,000	
Junior College District of St. Louis [\$500,000—1966]		79,685
Massachusetts, University of (Boston—Institute for Learning and Teaching) [\$218,650—1970]	400,000	186,425
Mississippi State University [\$555,600—1967]		88,907
Puerto Rico Department of Education	(31,342)	(31,342)
Shaker Heights (Ohio) Board of Education [\$165,547—1969]		53,000
Teachers College (Columbia University) [\$1,000—1969]		1,000
Teachers, Inc. [\$150,000—1970]		112,500
Tennessee, University of [\$265,000—1966]		19,750
National Foundation for the Improvement of Education		
Studies of National Teacher Corps [\$136,934—1970]	146,920	102,434
FINANCE AND MANAGEMENT		
Educational Facilities Laboratories		
School design and educational equipment [\$6,000,000—1970]		1,450,000
Manhattan Country School		
Exploration of an ability-to-pay tuition system	30,295	30,295
National Catholic Educational Association		
Organization of joint public and parochial school councils	162,200	87,207



Young candidates from poor rural areas and small towns are selected on a regional basis for a varied program of internships, travel, and study.

The training patterns of school principals and other administrators is the subject of an inquiry for which a \$115,000 grant was made to the Academy for Educational Development. Many states have an over-supply of certified school administrators, and under the present certification system many teachers pursue graduate work toward supervisory positions solely with a view to higher salaries—not necessarily because they are challenged by leadership opportunities. The academy will survey administrative training programs of the nation's 250 graduate schools of education, assessing such quantitative aspects as the actual costs to individuals, graduate schools, and school systems of preparing school officials.

Educational policy is now influenced increasingly by unions and other professional associations that bargain collectively on classroom conditions as well as wage issues. To plan training for some of the 2,000 teachers who work as full-time professionals for teacher organizations in the areas that affect educational policies—e.g., taxation, housing, social services, health, employment, and law enforcement—the City University of New York received a grant of \$101,900.

Financing the Schools. Among the structural problems facing public education are the wide disparities in per-pupil expenditures, among and within states; archaic budgeting and accounting systems; scarcity of information on how local school boards are elected; and the need to improve regulatory and auditing functions in state education departments. Several Foundation actions this year were directed to these matters.

To help equalize expenditures between wealthy and poorer school districts, the Foundation supported studies on the possi-

Seven- to ten-year-olds with reading difficulties benefit from the new Foundation-assisted TV series, "The Electric Company." Here, actor Bill Cosby requests help in deciding which letter is missing from his sign. The series is produced by the Children's Television Workshop, the same group responsible for the preschool series, "Sesame Street." Programs draw from the many methods of teaching reading.

bility of state-wide financing and management of public education. A grant was made to the Citizens' Commission on Maryland Government to document disparities among school districts, to analyze fiscal alternatives, and to design ways of emphasizing performance accountability. (The grant was made, coincidentally, as a historic decision was handed down by the California Supreme Court declaring that the system of financing schools through local property taxes violates the equal protection clause of the Fourteenth Amendment.) The District of Columbia schools received an \$87,000 grant for a six-month budgeting study aimed at more effective expenditure control, evaluations of accounting and financial procedures, and personnel-payroll and data processing services.

In many urban areas, constitutionally permissible opportunities now exist for public and parochial schools to help one another and save funds in the process. The Foundation made a grant to the National Catholic Education Association to assist in organizing councils where public and parochial school representatives can work jointly to eliminate wasteful duplication and improve instruction.

International Educational Exchange. Dissatisfaction with educational practices and patterns is not confined to the United States. The Foundation, therefore, assists a limited number of programs to examine educational problems and trends in other industrialized, urbanized countries. With the Foundation's support, twenty Japanese educators and twenty Americans exchanged visits for six weeks to observe schools and discuss urban education, educational planning, instructional media, and in-service teacher training. A grant was made to enable scholars at Teachers College (Columbia University) to analyze educational problems common to four major metropolitan areas (New York, London, Paris, and Moscow), and the International Association for the Evaluation of Educational Achievement (Stockholm) was assisted in planning studies of cross-national projects in pre-school education, primary reading, student motivation, and learning strategies.

GRANTS—EDUCATION AND RESEARCH	Grants Approved (Reductions)	Payments (Refunds)
Studies on financing of public education		
Advisory Commission on Intergovernmental Relations	18,000	18,000
Arkansas, State of [\$90,000—1969]	(9,696)	24,054
Citizen's Commission of Maryland Government	62,100	62,100
District of Columbia Board of Education	87,000	
Syracuse University Research Corporation [\$249,532—1970]		65,813
Stanford University [\$40,700—1970]		40,700
INTERNATIONAL PROJECTS		
Alaska, University of		
Conference on cross-cultural education [\$4,996—1970]	20,170	25,166
Association for Cultural Development (Paris)		
International symposium on schools as community centers [\$20,000—1970]		20,000
Curriculum studies, publications, and exchange		
Atlantic Information Centre for Teachers (London) [\$116,000—1968]	70,300	63,700
International Association for the Evaluation of Educational Achievement (Stockholm)	86,000	65,000
International Baccalaureat Office (Geneva) [\$100,000—1969]		100,000
Teachers College (Columbia University)	31,000	31,000
Institute of International Education		
Assistance to Spanish leaders on the full-scale reform of Spain's educational system [\$400,000—1970]		100,000
Revision of the manuscript, <i>American Education Through Japanese Eyes</i>	3,300	3,300
Japanese-American education leadership exchange		
Center for Understanding Media	17,335	17,335
Early Development Association (Tokyo)	112,310	112,041
Hartford Board of Education	22,644	22,644
National Foundation for the Improvement of Education	19,632	19,632
Syracuse University Research Corporation	29,568	29,568
	9,821,621	10,534,528
Total grants, Education and Research	\$35,558,762	\$51,644,883

FOUNDATION MANAGED CHARITABLE ACTIVITIES are administered directly by the Foundation rather than by grantees. The first column shows activities approved during fiscal 1971; the second, total 1971 expenditures for activities approved in fiscal 1971 or earlier.

	Authorized (Reductions)	Expenditures
Adaption of British primary-school reforms	\$30,000	\$61,387
Advanced study and internships for minority college administrators, faculty, and others	982,028	1,148,795
Analysis of experimental urban ghetto schools		43,638
Conferences on citizenship education, teacher education, and urban community colleges	(26,972)	
Conferences, studies, fellowships, and visits of specialists on European management education	550,000	589,183
Consultants for urban and technical education projects	86,361	44,666
Development of new programs in higher education	150,000	18,500
Doctoral fellowships for minority students	2,100,000	1,248,436
Educational activities in Spain	94,468	30,594
Educational programs and fellowships for school leaders	95,000	1,269,085
Evaluations of business education projects	(20,989)	
Improvement of instructional television	(2,563)	5,000
Management and financing of public education	75,000	14,916
Management of small colleges		573
Model tutorial school		236,181
Negro college improvement efforts		93,271
Research and training awards for social scientists		66,116
Residencies in industry for engineering professors		309
Specialists on Negro enrollment in higher education		14,759
Studies and experiments in student loan options	215,000	181,727
University management studies and experiments	175,000	109,683
Upper division undergraduate scholarships for minority group graduates of two-year colleges	2,000	184,674
Total Foundation Managed Charitable Activities, Education and Research	\$4,504,333	\$5,361,493

Humanities and the Arts

In addition to continuing its regular national program of support for the creative and performing arts, the Foundation this year took three major steps on which long-range planning had been under way for several years:

- a nationwide survey of the economics of nonprofit performing arts organizations;
- a program of cash reserve grants to enable performing arts groups to eliminate accumulated operating losses and create a capital reserve fund;
- support of the long-range training resources of first-rank conservatories of music.

The Foundation also continued assistance to a small number of leadership groups in the arts to consolidate their operations.

Since 1957 the Foundation's regular program in the arts has emphasized the development of individual talent for professional careers in music, theater, and the dance, and the strengthening of key artistic groups and institutions through which that talent may be displayed. Support has also gone to experimental projects and demonstrations that show promise of revealing new artistic dimensions or setting higher standards in the whole art field concerned. The Foundation-wide commitment to enlarging opportunities for minorities is reflected in grants to further the professional development of artists from minority groups.

Support for humanistic scholarship is given at the postdoctoral level through grants to the American Council of Learned Societies (ACLS). Assistance to the ACLS programs of postdoctoral fellowships and grants-in-aid to scholars began in 1956 and now totals \$16.5 million.

ECONOMIC SURVEY

To obtain more accurate data for performing-arts managers, for potential donors, public and private, and for all those concerned with public policy about the arts, the Foundation this year commissioned a searching survey of the economics of the nonprofit performing arts in the United States. The lack of systematically compiled

and comprehensive financial data has long handicapped performing arts managers trying to appraise their own current economic situation and plan rationally for the future. Furthermore, actual and potential supporters need a clearer notion of how the performing arts are financed, why they cost what they do, and how these costs are met. One of the premises of the survey is that such information is essential to the development of an effective national policy for the arts.

The survey, which is scheduled to be completed and published in 1972, includes a financial history and analysis of some 200 nonprofit professional groups in the theater, opera, symphony, and dance. A long questionnaire solicited detailed information on each group's income, earned and contributed, and expenses of all kinds for each of five years ending with the 1969-70 performance season. The data bank thus established is to be updated each year; updating through the 1970-71 fiscal year has already begun. A separate market study is being conducted in twelve cities to determine actual and potential audience size and interest.

The survey is being conducted with the help of experienced economists and systems analysts. The audience survey is being carried out by a market research firm. Some 8,000 interviews will be analyzed to learn, for example, what factors affect people's decision to buy or not to buy tickets.

CASH RESERVE

A new program consisting of "cash reserve" grants was designed to attack the recurring economic problems of most performing arts groups in the United States. Chief among these are accumulated operating losses, a chronic shortage of cash to meet current expenses, and, because of inadequate capital, a crippling inability to plan for future seasons. Money from contributions, subscriptions, or the box office comes in irregularly, leaving critical periods when there is a lack of cash to meet payrolls, rehearsal costs, or other current financial obligations. Although some companies are able to raise emergency funds, others must borrow on a short-term basis to bridge the gap. These debts must be paid out of subsequent income.

The first grants in the new program provided some \$5.3 million to five theaters, one dance company, and fifteen opera companies (see list at right). Funds will be allocated to additional groups, primarily in the theater and dance.

Each grant is made on a one-time, non-renewable basis, and has two key features: First, if a group has an accumulated operating loss, as indicated by certified audit, the Foundation will supply 50 per cent of that figure, providing the group has liquidated the other half within a specified time, usually one year. Second, the grants will provide each company with a revolving cash reserve fund, separate from the company's operating account, over a four-year span. The reserve will amount in the first year to 15 per cent of the company's operating budget for a given base year, and an additional 10 per cent for each of three subsequent years if all conditions of the grant are met. Funds withdrawn from the reserve during the year to meet current operating expenses must be replaced at the end of the year from earned or contributed income, not from loans.

A group that does not replace withdrawals from the reserve, or fails to liquidate 50 per cent of its accumulated operating loss within the specified time, will be dropped from the program.

The program thus gives the group and its board of directors powerful incentives both to broaden the base of contributors and to avoid the creation of new operating losses. Since the new program does not involve the Foundation in operating budgets, which are more properly the responsibility of local committees and public agencies, operating funds will have to be raised every year from other sources. Nevertheless, the groups that can meet the terms of the program will have established, in four years, the working capital to set their sights on the future. That in itself will represent a major shift for performing arts groups in the United States.

In planning the cash reserve program over the last four years, the Foundation staff tried to estimate as accurately as possible what other sources of support for nonprofit performing arts groups could be projected, in particular what rate of governmental

GRANTS—HUMANITIES AND THE ARTS: The first column shows grants approved in 1971; the second, payments on new grants or grants approved in earlier years. The original amounts and dates of earlier grants that were not fully paid at the beginning of fiscal 1971 are given in brackets [] after the names of grant recipients.

	Grants Approved (Reductions)	Payments (Refunds)
CASH RESERVE PROGRAM		
Theater		
American Place Theatre (New York City)	\$365,474	
Center Stage Associates (Baltimore)	320,545	
Hartford Stage Company	239,650	
Seattle Repertory Theatre	305,240	
Trinity Square Repertory Company (Foundation for Repertory Theatre of Rhode Island)	357,606	
Dance		
Ballet West (Salt Lake City)	287,491	
Opera		
Baltimore Opera Company	110,260	
Opera Company of Boston	492,226	
Center Opera Company (Minneapolis)	105,144	
Cincinnati Summer Opera Association	153,131	
Dallas Civic Opera Company	751,110	
Fort Worth Civic Opera Association	86,197	
Houston Grand Opera Association	233,090	
Kansas City Lyric Theatre	137,202	
Kentucky Opera Association ((Louisville)	61,593	
Lake George Opera (New York)	76,370	
New Orleans Opera House Association	134,935	
San Diego Opera	162,630	
Seattle Opera Association	508,334	
Opera Society of Washington, D.C.	269,365	
Western Opera Theater (San Francisco)	165,747	
MUSIC		
Advanced training		
Cleveland Institute of Music	1,000,000	
Goldovsky Opera Institute (Brookline, Mass.) [\$175,000—1969]		\$28,264
Juilliard School	7,275,000	
Manhattan School of Music [\$2,000,000—1965]		219,496
Marlboro School of Music (Vermont)	675,000	
New England Conservatory of Music (Boston)	2,500,000	
San Francisco Conservatory of Music [\$41,500—1969]		12,400
Affiliate Artists		
Residences for young performers [\$235,000—1969]		60,000
American Symphony Orchestra League		
Advisory services for member orchestras [\$360,000—1968]		49,031
Greek Association of Contemporary Music		
Concerts and commissions for experimental music [\$57,000—1970]		57,000
International Institute of Comparative Music (Venice)		
Preservation and dissemination of non-Western music [\$105,000—1970]		35,000
Kodaly Musical Training Institute (Wellesley, Mass.)		
Development of Kodaly method of music education [\$298,265—1970]		178,260
Mills College		
Use of the Electronic Music Studios by selected composers	35,200	
Music Educators National Conference		
Improvement of creative programs in schools and colleges [\$1,340,000—1968]		332,002
New York Pro Musica Antiqua		
Production of early music and musical dramas [\$465,000—1963]		20,000
Opera development and productions		
Center Opera Company (Minneapolis) [\$89,750—1970]		26,000
City Center of Music and Drama/New York City Opera [\$422,000—1961]		50,000
Seattle Opera Association [\$32,500—1969]		20,000
Roberson Memorial Center		
School concerts and musical exposition by professionals [\$200,000—1970]		77,285

GRANTS—HUMANITIES AND THE ARTS	Grants Approved (Reductions)	Payments (Refunds)
The Saint Paul Civic Philharmonic Society		
College residency and community programs [\$96,500—1970]	(17,000)	23,500
Experimental chamber orchestra program	444,275	189,625
Society of Friends of Nikos Skalkottas		
Editing of manuscripts of noted modern composer, and related archival work [\$15,000—1970]		5,000
Symphony of the New World		
Training and performance opportunities for nonwhite musicians [\$223,952—1970]		84,031
Symphony orchestras*		
American Symphony, New York City (\$1,000,000) [\$500,000—1966]		100,000
Atlanta Symphony (\$1,000,000) [\$750,000—1966]		144,650
Baltimore Symphony (\$1,000,000) [\$750,000—1966]		150,000
Boston Symphony (\$2,000,000) [\$500,000—1966]		100,000
Buffalo Philharmonic (\$1,000,000) [\$750,000—1966]		250,000
Chicago Symphony (\$2,000,000) [\$500,000—1966]		100,000
Cincinnati Symphony (\$2,000,000) [\$500,000—1966]		100,000
Cleveland Orchestra (\$2,000,000) [\$500,000—1966]		100,000
Columbus Symphony (\$500,000) [\$100,000—1966]		20,000
Dallas Symphony (\$2,000,000) [\$500,000—1966]		100,000
Denver Symphony (\$1,000,000) [\$750,000—1966]		150,000
Detroit Symphony (\$1,000,000) [\$2,500,000—1964, 1966]		100,000
Fort Wayne Philharmonic (\$250,000) [\$75,000—1966]		15,000
Hartford Symphony (\$1,000,000) [\$350,000—1966]		66,500
Honolulu Symphony (\$750,000) [\$350,000—1966]		90,000
Houston Symphony (\$2,000,000) [\$500,000—1966]		100,000
Indianapolis Symphony (\$2,000,000) [\$500,000—1966]		100,000
Kalamazoo Symphony (\$500,000) [\$100,000—1966]		20,000
Kansas City (Mo.) Philharmonic (\$1,000,000) [\$750,000—1966]		150,000
Little Orchestra, New York City (\$350,000) [\$75,000—1966]		15,000
Los Angeles Philharmonic (\$2,000,000) [\$500,000—1966]		200,000
Louisville Orchestra (\$500,000) [\$200,000—1966]		40,484
Milwaukee Symphony (\$1,000,000) [\$250,000—1966]		50,000
Minnesota Orchestra, Minneapolis (\$2,000,000) [\$500,000—1966]		100,000
Nashville Symphony (\$500,000) [\$200,000—1966]		40,000
New Haven Symphony (\$500,000) [\$100,000—1966]		20,000
New Jersey Symphony, Newark (\$500,000) [\$150,000—1966]		20,000
New Orleans Philharmonic (\$1,000,000) [\$750,000—1966]		185,039
New York Philharmonic (\$1,000,000) [\$500,000—1966]		100,000
North Carolina Symphony, Chapel Hill (\$750,000) [\$250,000—1966]		50,000
Oakland Symphony (\$1,000,000) [\$350,000—1966]		55,724
Oklahoma City Symphony (\$600,000) [\$150,000—1966]		30,000
Omaha Symphony (\$400,000) [\$100,000—1966]		20,000
Oregon Symphony, Portland (\$1,000,000) [\$250,000—1966]		50,000
Philadelphia Orchestra (\$2,000,000) [\$500,000—1966]		100,000
Phoenix Symphony (\$600,000) [\$250,000—1966]		50,000
Pittsburgh Symphony (\$2,000,000) [\$500,000—1966]		100,000
Puerto Rico Symphony, San Juan (No trust participation) [\$375,000—1966]		31,501
Richmond Symphony (\$500,000) [\$150,000—1966]		30,000
Rochester Philharmonic (\$1,000,000) [\$750,000—1966]		150,000
Sacramento Symphony (\$500,000) [\$200,000—1966]		39,800
St. Louis Symphony (\$2,000,000) [\$500,000—1966]		100,000
San Antonio Symphony (\$1,000,000) [\$750,000—1966]		150,000
Seattle Symphony (\$1,000,000) [\$750,000—1966]		150,000
Shreveport Symphony (\$350,000) [\$75,000—1966]		15,000
Syracuse Symphony (\$750,000) [\$250,000—1966]		50,000
Toledo Symphony (\$500,000) [\$150,000—1966]		29,825
Tulsa Philharmonic (\$500,000) [\$100,000—1966]		20,000
Utah Symphony, Salt Lake City (\$1,000,000) [\$500,000—1966]		100,000
Wichita Symphony (\$500,000) [\$150,000—1966]		35,000

* Figures in parentheses represent endowment funds held in trust by the Bank of New York; they required matching by the orchestras on or before June 30, 1971. Principal of the endowment trust will be distributed in 1976. In addition to the trust, direct grants (indicated in brackets) were made, payable over a five-year period on a non-matching basis. Figures in the column on the far right are payments on the direct grants during the 1971 fiscal year.

THEATER

Actors Theatre of Louisville		
Assistance in acquiring and renovating a new facility	360,000	
Athens Drama Society-Greek Art Theatre		
Performances of ancient and modern drama [\$151,342—1970]		93,600
Eugene O'Neill Memorial Theatre Center		
Workshop by the National Theater of the Deaf [\$15,290—1970]		15,290

support might be forthcoming, and how the Foundation might best contribute to the groups' financial stability without duplicating the efforts of other donors, public or private, and without committing the Foundation to long-term support.

At the outset the new program is confined to professional companies with independently audited financial statements and budgets ranging from \$100,000 to approximately \$1 million. For operatic groups, an additional requirement is that they stage more than one performance of at least three productions. The program does not include symphony orchestras, which the Foundation is assisting with a ten-year, \$80.2 million program that began in 1966.

MUSIC

To strengthen the long-range resources of three major conservatories, the Foundation granted some \$10.8 million to the Cleveland Institute of Music, the Juilliard School, and the New England Conservatory of Music. These independent schools of music and a few others of like quality have been the major training grounds for professional musicians in the United States. Enrollments are small, and staffs are made up of professionals still active in their careers. The Foundation funds supported endowment drives and required matching funds in varying ratios.

The Marlboro School of Music received a five-year matching grant of \$675,000 for endowment and operating support of its program of advanced training of professional musicians. Founded in 1951, Marlboro is a summer institute built around the study and performance of chamber music.

The Foundation also contributed to the support of an experimental chamber orchestra conducted by the Saint Paul Civic Philharmonic Society. The chamber orchestra consists of twenty-three musicians organized into two string quartets, a woodwind quartet, and a baroque ensemble. These groups provide programs to various Minnesota communities, including schools, colleges, and universities.

THEATER

The main thrust of the Foundation's program in drama has been support for

resident repertory theaters that help set standards of quality in the field and for off-off Broadway groups that are leaders in experimental theater. The Foundation has also encouraged the development of playwrights, actors, directors, and administrators, and supported the extension of training resources to theater technicians, designers, and managers.

Grants reflecting these emphases this year included renewed support for San Francisco's American Conservatory Theatre (ACT). Besides being a leading resident repertory company performing classical and contemporary works, ACT conducts an important program of dramatic training. With a new two-year matching grant, Foundation assistance to ACT now totals \$2.4 million, supplementing a somewhat greater sum from San Francisco contributors.

The Foundation also continued support for the La Mama Experimental Theater Club, the most active of the off-off Broadway workshops in disseminating new plays. Composed of seven performing troupes, La Mama has developed a workshop approach closely followed by young theater professionals as well as students, teachers, universities, colleges, and professional schools here and abroad. The new grant assures continuation of La Mama's activities over a two-year period, in conjunction with support from the National Endowment for the Arts and the New York State Council on the Arts.

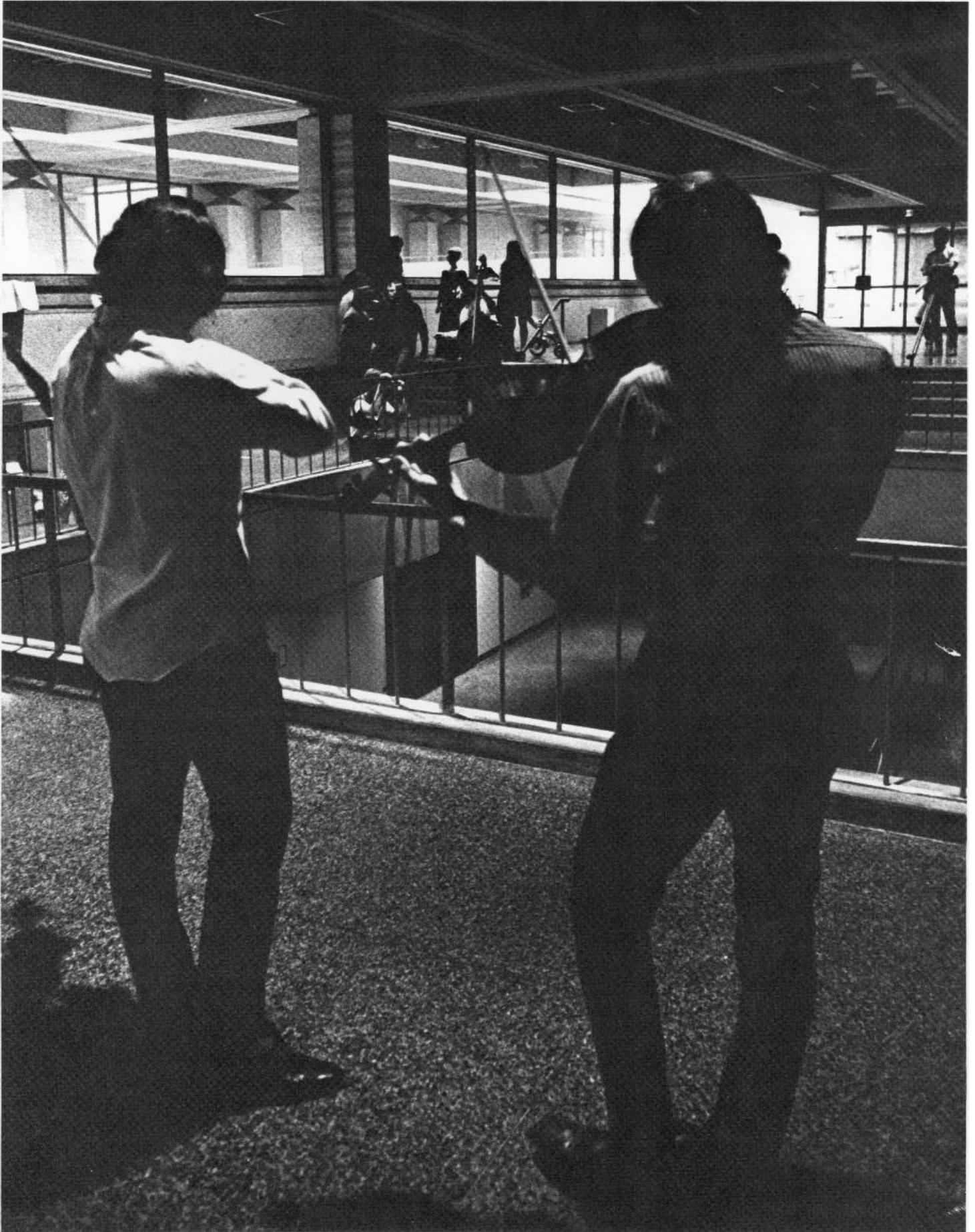
Renewed support for one year went to the Negro Ensemble Company and to the New Lafayette Theatre and Workshop, both in New York City. Part of the grant to the New Lafayette will be used for film production of one of the plays of Ed Bullins, the company's resident playwright.

DANCE

The Foundation's major emphases since it began working in the dance in 1963 have been on the development of permanent pro-

Opposite: Student violinists hold an informal practice session at The Juilliard School, one of three major conservatories to receive matching grants this year to increase their endowment funds and to strengthen their resources as principal training grounds for professional musicians in the United States.

GRANTS—HUMANITIES AND THE ARTS	Grants Approved (Reductions)	Payments (Refunds)
International Centre of Theatre Research (Paris) Training workshops under Peter Brook [\$200,000—1970]		175,000
International Theatre Institute of the United States Exchange of American and foreign theater professionals and information about theater in the U.S. [\$150,000—1968]		46,775
Professional theater		
American Conservatory Theatre (San Francisco)	700,000	
Arena Stage (Washington, D.C.) [\$600,000—1970]		187,500
Center Theater Group/Mark Taper Forum (Los Angeles) [\$500,000—1967]		35,050
Cincinnati Playhouse in the Park [\$350,000—1969]		100,000
Mummers Theatre (Oklahoma City) [\$535,000—1966]		31,224
Washington (D.C.) Theater Club [\$250,000—1969]		40,000
Theatre Communications Group Casting, information, and audience development services for resident professional theater companies [\$374,300—1969]	199,415	104,935
Workshops and productions for development of playwrights, actors, and directors		
La Mama Experimental Theater Club [\$146,615—1970]	373,722	169,001
Negro Ensemble Company [\$447,805—1970]	262,693	226,198
New Lafayette Theatre and Workshop [\$529,350—1969]	497,270	330,974
New Theatre Workshop [\$53,592—1969]		24,068
The Open Theatre [\$48,250—1969]		15,000
The Wooster Group (The Performance Group)	15,000	15,000
Yale University Development of theatrical materials and design [\$80,000—1966]	5,000	16,102
DANCE		
Ballet training and strengthening of ensembles		
Boston Ballet [\$350,000—1969]		118,224
City Center Joffrey Ballet (New York City) [\$1,170,000—1968]		125,150
National Ballet Society (Washington, D.C.)	228,500	145,000
New York City Ballet [\$2,000,000—1964]		200,000
Pennsylvania Ballet Company (Philadelphia) [\$1,165,000—1966]	2,900,000	1,051,864
San Francisco Ballet Company [\$664,000—1964]		64,400
School of American Ballet (New York City) [\$3,925,000—1964]		484,406
Dance Theatre of Harlem Professional training and performances	347,225	347,225
Greek Folk Dances and Songs Society Performances of ethnic dances and research on costumes [\$152,130—1970]		86,667
Modern dance performances		
Brooklyn Academy of Music [\$166,000—1969]		63,000
Chicago Dance Foundation	53,846	
Research and preservation of repertoire		
Columbia University [\$81,729—1969]	5,000	18,622
Dance Notation Bureau [\$40,000—1970]		14,000
VISUAL ARTS		
American Film Institute Center for Advanced Film Studies (Beverly Hills, Calif.)	800,000	399,332
Catalogues of fine arts museum collections		
American Numismatic Society (New York City) [\$790—1970]		790
Art Institute of Chicago	(12,500)	(12,500)
Bowdoin College [\$11,130—1970]		5,565
Colonial Williamsburg Foundation	36,597	18,298
Indianapolis Museum of Art [\$2,500—1970]		2,500
Isabella Stewart Gardner Museum (Boston)	20,816	10,678
Minneapolis Society of Fine Arts [\$2,723—1970]		2,723
Museum of Fine Arts (Boston) [\$37,500—1966, 1969, 1970]		31,250
Philadelphia Museum of Art	37,500	18,750
Rhode Island School of Design (Providence) [\$4,011—1970]		4,011
Winterthur Museum (Delaware) [\$12,500—1970]		6,250
College Art Association Art history training slides	149,000	20,075
Committee to Rescue Italian Art Conservation and restoration [\$260,000—1969]		93,532



fessional companies with regular seasons and support for the recruitment and training of dancers.

The Pennsylvania Ballet Company, one of the major ballet ensembles in the United States, was granted \$2.9 million this year to help stabilize its financial position. During the five-year period of the grant, the company will attempt to increase its earned income and raise more than \$3 million in contributions from other sources. The Foundation's grant will also help the company to create a capital reserve fund reaching approximately \$1 million by 1975.

The Foundation made a further grant to the National Ballet Society in Washington, D.C., to help stabilize its financial condition over a two-year period. The National Ballet has a longer season than most, thirty weeks, and therefore is a major outlet for the careers of professional dancers. The first part of the grant, which required one-to-one matching funds, enabled the society to finish the 1971 season; to receive the second part of the grant the society must raise sufficient funds to retire its current obligations.

To help the Chicago Dance Foundation build a wider base of financial support for its expanded program in the modern dance, the Foundation provided a three-year grant of \$53,846, to be matched on a dollar-for-dollar basis. The Chicago Dance Foundation has encouraged struggling modern dance companies for the past five years, organizing annual dance programs in a small theater near the University of Chicago. The operation was expanded this year and moved to a larger theater in downtown Chicago.

THE ARTS AND SOCIAL DEVELOPMENT

The Foundation's assistance to minority-group arts projects is limited to those that train for professional careers, have promise of permanent support either within the community or from other sources, and have at least as much potential for achieving artistic quality as social importance.

The Inner City Cultural Center in Los Angeles, which has developed performing arts programs designed to reach all four minority groups in the area—Black, American Indian, Mexican American, and Asian American—received a three-year \$688,700

GRANTS—HUMANITIES AND THE ARTS	Grants Approved (Reductions)	Payments (Refunds)
Intermuseum Conservation Association Training in conservation of artistic objects [\$545,250—1970]		54,625
International Council of Museums Strengthening of central services [\$285,000—1968]		25,000
New York Studio School of Drawing, Painting and Sculpture Scholarships for professional art training [\$450,000—1968]		23,603
Tamarind Lithography Workshop Development of lithographic art [\$705,000—1970]		200,000
Whitney Museum of American Art Exhibits of contemporary work [\$155,000—1966]		30,000
ARTS AND SOCIAL DEVELOPMENT		
Brooklyn College Training of professional theater technicians [\$47,647—1970]	81,979	47,647
Dallas Theater Center Development of theater serving minority communities in the Southwest	18,250	18,250
Inner City Cultural Center (Los Angeles) Performing arts programs serving minority communities	688,700	257,300
James Van DerZee Institute Preservation and cataloguing of the Van DerZee photographic collection	25,190	
Training programs in the arts Art Students' League of New York	45,000	
Elma Lewis School of Fine Arts (Boston) [\$400,000—1969]		80,000
Henry Street Settlement (New York City) [\$70,000—1970]		20,000
Museum of Modern Art/Children's Art Carnival in Harlem [\$60,000—1969]		20,000
Newark Community Center of the Arts [\$200,000—1970]		80,000
Performing Arts Workshop (San Francisco) [\$62,000—1969]		10,500
Yale University School of Drama scholarships for minority students	150,000	60,000
MISCELLANEOUS GRANTS IN THE ARTS		
Business Committee for the Arts Programs to increase business support of the arts [\$225,000—1968]		18,750
Grants-in-aid and fellowships Administrative interns [\$50,000—1969]	(16,003)	(810)
North Carolina School of the Arts Foundation [\$1,500,000—1966]		250,000
International Council of Museums Study of European artists and institutions [\$109,500—1970]		22,698
Iowa, University of Fellowships for Eastern European writers in the International Writing Program	100,000	40,000
HUMANITIES		
Advanced field training in archaeology Arizona, University of [\$28,000—1968]		4,990
Brown University [\$11,000—1968]		4,706
Bryn Mawr College [\$45,000—1968]		10,874
Chicago, University of [\$120,000—1968]		30,796
Cornell University [\$35,000—1968]		7,000
Harvard University [\$90,000—1968]		34,693
Hebrew Union College [\$45,000—1968]		14,190
Minnesota, University of [\$87,000—1968]		14,000
Missouri, University of [\$55,000—1968]		13,000
New York University [\$90,000—1968]		20,405
Pennsylvania, University of [\$395,000—1968]		61,906
Texas, University of [\$45,000—1968]		10,000
Toronto, University of [\$19,500—1968]		6,425
Tulane University [\$25,000—1968]		3,445
American Council of Learned Societies Grants-in-aid, postdoctoral fellowships, and conferences [\$7,000,000—1970]		575,000



International congresses in the United States [\$250,000—1968]		29,000
Postdoctoral fellowship program [\$1,200,000—1970]		225,000
Strengthening of American Studies in foreign universities [\$3,662,500—1970]		725,000
American School of Classical Studies (Athens)		
Research by Dr. Paul Mylonas on the art and architecture of Mt. Athos [\$15,000—1970]		10,000
Athens Technological Organization		
Archaeological and historical research on ancient Greek cities [\$264,000—1970]		110,000
Bicentennial of the American Revolution		
Library of Congress	500,000	20,000
National Archives Trust Fund Board	150,000	28,500
Center of Interdisciplinary Study of Science and Technology		
National Endowment for the Humanities [\$50,000—1970]		50,000
Northwestern University [\$56,786—1970]		18,800
Cooperative humanities programs with regional colleges		
Duke University [\$20,000—1969]		10,000
North Carolina, University of [\$20,000—1969]		10,000
Council on Library Resources		
Research and experiments in library problems [\$5,000,000—1968]	5,000,000	1,775,031
Faculty development in the humanities		
Allegheny College [\$40,000—1968]		8,500
Antioch College [\$50,000—1968]		10,000
Beloit College [\$18,000—1968]		3,600
Bennington College [\$10,000—1968]		2,000
Boston College [\$40,000—1968]		4,000
Bryn Mawr College [\$50,000—1968]		10,000
Bucknell University [\$50,000—1968]		5,000
Chatham College [\$29,591—1968]		6,648
Colgate University [\$50,000—1968]		5,000
Colorado College [\$50,000—1968]		15,000
Connecticut College [\$50,000—1968]		10,000

grant. The center has its own theater company and sponsors performances by other minority-group companies on tour. It also provides an outlet for artistic events organized by local minority groups.

The Dance Theatre of Harlem received a one-year supplementary grant for its training program for young black dancers and for the theater's resident dance company, which is one of the first classical ballet ensembles whose staff—dancers, contributing artists, and choreographers—is predominantly black. The school consists of about 800 students, ranging in age from seven to twenty-five.

Support also went to the Dallas Theater Center for its Janus Players, a group of young blacks and Mexican Americans who are trying to develop a regional theater serving minority communities throughout Texas and possibly elsewhere in the Southwest. The Foundation's grant will assist the

The resident dance company of the Inner City Cultural Center is part of a performing arts program designed to reach minority groups in the Los Angeles area. Community support of the center is supplemented by Foundation assistance.

group during an experimental eighteen-month tryout period and pave the way for support from other sources that have indicated interest if the experiment is a success.

The Foundation also provided a second round of three-year scholarship assistance to black students enrolled at the Yale School of Drama. Funds supported tuition and living stipends for twenty-one students.

THE HUMANITIES

Although the Foundation has no program of support for individual libraries, it has assisted the Council on Library Resources since 1956 with grants totaling \$23 million. The latest of these, a grant of \$5 million made this year, continues support of the council's activities until 1976. The council administers research in such fields as automation, library management and administration, and the preservation of books, films, and other library materials. In the last fifteen years it has sought ways for libraries to use computers, television, microforms, and other developing technologies to save time, space, and manpower, and to improve scholars' access to the monumental increase in information, which is straining the resources of libraries everywhere.

With the 1976 American Bicentennial approaching, scholars are exploring the documents and papers recording the onset of the American Revolution and the birth of a new nation. To assist in the reordering of the records of the Continental Congress, the Foundation granted \$500,000 to the Library of Congress and \$150,000 to the National Archives Trust Fund Board. The Library of Congress will revise and add to Edmund C. Burnett's eight-volume *Letters of Members of the Continental Congress*. Since the collection was published, between 1921 and 1936, hundreds of other letters have been discovered. The first volume of a four-volume supplement is scheduled for publication in 1976. The National Archives project consists of reorganizing the papers of the Continental Congress. There are tens of thousands of documents, all badly jumbled. Teams of archivists and scholars expect to finish reindexing them in about two years.

GRANTS—HUMANITIES AND THE ARTS	Grants Approved (Reductions)	Payments (Refunds)
Cornell College (Iowa) [\$50,000—1968]		5,000
Dartmouth College [\$85,000—1968]		7,000
Davidson College [\$50,000—1968]		10,000
Denison University [\$50,000—1968]		5,000
De Pauw University [\$50,000—1968]		15,000
Dickinson College [\$42,400—1968]		3,450
Earlham College [\$40,000—1968]		5,000
Franklin and Marshall College [\$50,000—1968]		15,000
Gettysburg College [\$29,000—1968]		2,900
Grinnell College [\$57,500—1968]		12,500
Hamilton College [\$45,000—1968]		8,750
Hollins College [\$50,000—1968]		5,000
Holy Cross, College of the [\$50,000—1968]		15,000
Kalamazoo College [\$40,000—1968]		5,000
Kenyon College [\$50,000—1968]		10,000
Knox College [\$50,000—1968]		5,000
Lafayette College [\$50,000—1968]		10,000
Lake Forest College [\$50,000—1968]		5,000
Middlebury College [\$46,500—1968]		16,500
Mount Holyoke College [\$50,000—1968]		5,000
Muhlenberg College [\$35,000—1968]		2,500
Oberlin College [\$50,000—1968]		15,000
Occidental College [\$50,000—1968]		10,000
Pomona College [\$50,000—1968]		5,000
Randolph-Macon Woman's College [\$30,000—1968]		3,000
Redlands, University of [\$40,000—1968]		8,000
St. Lawrence University [\$50,000—1968]		10,000
St. Olaf College [\$30,000—1968]		4,000
Scripps College [\$48,000—1968]		4,800
Skidmore College [\$50,000—1968]		15,000
Smith College [\$50,000—1968]		10,000
South, University of the [\$25,000—1968]		2,500
Union College [\$50,000—1968]		5,000
Vassar College [\$50,000—1968]		5,000
Washington and Lee University [\$60,000—1968]		5,000
Wellesley College [\$16,000—1968]		2,000
Wesleyan University (Conn.) [\$40,700—1968]		8,700
Wheaton College [\$50,000—1968]		15,000
Williams College [\$30,000—1968]		9,000
Wilson College [\$40,000—1968]		5,000
Wooster, College of [\$15,750—1968]		
	(15,750)	
Humanities research projects		
American Academy of Arts and Sciences [\$60,000—1967]		111,000
California, University of (Davis) [\$220,000—1967]		58,045
Columbia University [\$24,000—1970]		6,000
McGill University		
Materials for teaching classical Greek [\$65,520—1968]		8,500
Mycenaean Foundation (Greece)		
Archaeological scholarship [\$15,000—1970]		7,500
Princeton University		
Support of the Council of the Humanities [\$700,000—1969]		188,758
Total grants, Humanities and the Arts	\$30,942,265	\$16,346,421

FOUNDATION MANAGED CHARITABLE ACTIVITIES are administered directly by the Foundation rather than by grantees. The first column shows activities approved during fiscal 1971; the second, total 1971 expenditures for activities approved in fiscal 1971 or earlier.

	Authorized (Reductions)	Expenditures
Contemporary American music recording program		\$214,236
Economic and financial survey of nonprofit performing groups	\$618,150	174,321
Evaluation of American studies abroad	(16,501)	
Grants-in-aid to concert artists, creative writers, and theater directors		32,670
Resident theater program for playwrights		11,382
Training of museum curatorial personnel		49,135
Total Foundation Managed Charitable Activities, Humanities and the Arts	\$601,649	\$481,744

Public Broadcasting

The Foundation's twenty-year support for public broadcasting passed the \$200 million mark in 1971. The objective has been to help build a first-rate public broadcasting service as an independent source of information, entertainment, and discussion reflecting the variety of interests and opinion in the United States.

Although the Foundation continues to be the major single source of private aid to non-commercial broadcasting, it works closely with the Corporation for Public Broadcasting (CPB), which is now the central element in the field. CPB, established under the 1967 Public Broadcasting Act, was funded by Congress at \$23 million in fiscal 1971, far below the level recommended by the 1966 Carnegie Commission Report on Educational Television. Other elements of this system are public television stations, including major production centers (in New York, Boston, Washington, Los Angeles, and San Francisco), and a national distribution system called the Public Broadcasting Service (PBS), which is a membership corporation of public television stations. PBS schedules and distributes programs produced by station-based production centers. The centers are funded by CPB and by the Foundation.

The Foundation also continued this year to support local news and community affairs programming, research on the public television audience, and the study of such telecommunications issues as the implications of cable television.

PROGRAMMING

The central challenge in public broadcasting is to develop national programming that is diversified, balanced, and professionally produced. The production centers and the national distribution system, PBS, work together toward this goal.

Prior to the 1971 season, the Public Broadcasting Service invited individual production centers to submit a list of program ideas. After the choice of programs actually to be produced was agreed upon by PBS and production center staffs, PBS

arranged a national schedule and submitted it to funding agencies, principally CPB and the Foundation, which provided funds to the centers to produce the programs. This year a total of twenty-two organizations—twenty-one stations and the Southern Educational Communications Association—provided programming for public television.

Foundation support for the Educational Broadcasting Corporation in New York, which operates the largest national production center, included \$8 million this year, principally for national programming; the center also received \$4 million from CPB. The New York center provides PBS with 156 hours of new programming a year, an average of three hours a week, including at least fifteen hours of special-events programs and five hours of children's programming. The Children's Television Workshop, producers of "Sesame Street," continued to receive support through the Foundation's Office of Public Education (see page 45).

The Foundation made grants totaling some \$1.7 million to other station-based production centers, in Boston, Los Angeles, and San Francisco. These funds were matched by \$2.7 million from CPB. Among the programs produced were Boston's "Evening at Pops," with Arthur Fiedler, and "The Advocates," a weekly courtroom-style debate of both sides of a controversial issue. New programs included "Boboquivari," a musical series.

The Foundation also granted \$400,000 for the second season of plays produced by Hollywood Television Theatre of KCET, Los Angeles, and \$520,000 to enable NET Opera to continue for a second year. A \$79,605 grant to the Greater Washington Educational Television Association (WETA) supported the interview series, "Thirty Minutes With . . .," conducted by Elizabeth Drew, columnist and political affairs analyst.

Foundation support for local news and public affairs programming focuses on the "Newsroom" format, which originated in San Francisco during a newspaper strike in 1968 and was later adapted by public television stations in Dallas, Pittsburgh, and Washington, D.C. The nightly programs feature critical analysis of events by experi-

enced reporters. Assistance to Newsroom programs in these four cities totaled about \$2 million this year.

Public affairs and local news shows by public television stations in Boston and Connecticut were also assisted, and the Foundation granted \$1.2 million for WNET, New York, to develop a daily news program that will concentrate on coverage of the New York metropolitan area.

The Foundation continued partial support, with CPB, of WJCT-Jacksonville's "Feedback" with a grant of \$125,000. The program involves various groups of the city in discussion of governmental and community affairs, either through telephone call-ins or a two-way mobile hookup that enables citizens in different parts of the city to offer on-the-spot, televised comment.

RESEARCH AND DEVELOPMENT

To extend the public's awareness of the quality and diversity of public television programming, the Foundation this year gave the Public Broadcasting Service a \$1 million supplement to continue and expand a national advertising campaign. Funds were used to publicize such new programs shown through the PBS distribution system as the productions of Masterpiece Theatre ("The First Churchills," set in seventeenth-century England, Henry James' "Spoils of Poynton," and Dostoevsky's "The Possessed"), the full-length plays of Hollywood Television Theatre ("Big Fish, Little Fish," "Poet Game," and a reshewing of the award-winning "Andersonville Trial"), and "The Turned On Crisis," a special series on the problems of drug abuse.

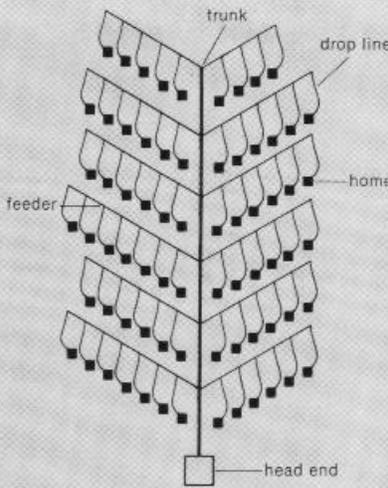
In an effort to learn more about the audience for public television, a grant to CPB covered partial costs of a study of audience attitudes. When this survey was finished, \$50,000 was allocated for analyses of the impact of public television, including its possible effects in particular communities.

The Foundation granted funds to KQED-San Francisco to investigate new sources of income to provide a firmer revenue base for local public television stations. Among the possibilities being studied are investments in real estate—for example, in an office building that could also house KQED's studios.

GRANTS—PUBLIC BROADCASTING: The first column shows grants approved in 1971; the second, payments on new grants or grants approved in earlier years. The original amounts and dates of earlier grants that were not fully paid at the beginning of fiscal 1971 are given in brackets [] after the names of grant recipients.

	Grants Approved (Reductions)	Payments (Refunds)
PRODUCTION		
Chicago Educational Television Association (WTTW) Production of the series "The Black Experience"	\$25,000	\$25,000
Community Television of Southern California (KCET-Los Angeles) Hollywood Television Theatre [\$356,000—1970]	400,000	199,600
Educational Broadcasting Corporation National Programming Council for Public Television NET Opera Project	49,100 520,000	49,100 520,000
Greater Washington Educational Television Association (WETA) Interview series, "Thirty Minutes with . . ."	79,317	79,317
KUAT—Tucson (University of Arizona) Evaluation and production of "Fiesta" [\$91,800—1969]		9,300
Local news programming		
Bay Area Educational Television Association (KQED-San Francisco) [\$700,000—1970]	500,000	700,000
Community Television (WJCT-Jacksonville) [\$175,000—1970]	125,000	150,000
Connecticut Educational Television Corporation	50,000	50,000
Educational Broadcasting Corporation (WNET-New York)	1,200,000	1,200,000
Greater Washington Educational Television Association (WETA) [\$449,145—1970]	1,200,000	1,349,145
Metropolitan Pittsburgh Educational Television (WQED)	500,000	458,326
Public Television Foundation for North Texas (KERA-Dallas) [\$500,000—1969]	666,000	620,100
WGBH Educational Foundation (Boston) [\$250,000—1970]	137,500	250,000
National programming		
Bay Area Educational Television Association (KQED-San Francisco) [\$500,000—1970]	500,000	550,000
Community Television of Southern California (KCET-Los Angeles)	500,000	
Educational Broadcasting Corporation (WNET-New York) [\$6,560,000—1970]	8,000,000	7,500,000
WGBH Educational Foundation (Boston)	769,000	231,000
Program distribution		
Chicago Educational Television Association (WTTW)	17,235	17,235
Community Television of Southern California (KCET-Los Angeles)	(74,647)	(74,647)
RESEARCH AND DEVELOPMENT		
Academy for Educational Development		
Study of communications media and policy	10,000	10,000
Bay Area Educational Television (KQED-San Francisco)		
Analysis of audience survey data	2,046	2,046
Study of possible new sources of income for stations	40,000	40,000
Corporation for Public Broadcasting		
Advertising and promotion for PBS [\$2,028,000—1970]	1,000,000	2,778,000
Fellowships for public broadcasting personnel [\$250,000—1969]		84,138
Study of public broadcasting audience attitudes	40,000	40,000
Massachusetts Institute of Technology		
Study of the first decade of satellite communications	25,000	
Public Television of South Central Pennsylvania (WIFT-Hershey)		
Acquisition of encyclopedia of 1,700 short films [\$25,000—1970]		25,000
Symposia on children and television		
Action for Children's Television (ACT)	5,000	5,000
Joseph P. Kennedy, Jr., Memorial Hospital for Children [\$5,000—1970]		5,000
TELECOMMUNICATIONS ISSUES		
Corporation for Public Broadcasting		
Participation in the FCC's domestic satellite proceeding	50,000	50,000
Total grants, Public Broadcasting	\$16,335,551	\$16,922,660
FOUNDATION MANAGED CHARITABLE ACTIVITIES are administered directly by the Foundation rather than by grantees. The first column shows activities approved during fiscal 1971; the second, total 1971 expenditures for activities approved in fiscal 1971 or earlier.		
	Authorized (Reductions)	Expenditures
Audience research	\$ 50,000	\$ 42,819
Rand Corporation study on CATV		18,000
Studies of communications issues and developments		162,893
Total Foundation Managed Charitable Activities, Public Broadcasting	\$ 50,000	\$ 223,712

Because cable television is at the center of an advancing communications revolution, the Foundation has supported research exploring its potential for serving the public interest. Cable's versatility stems from the extra channels it can provide for local programming and other specialized services. Up to forty channels are predicted for the near future. Operating usually through a trunk and branch system as indicated by the diagram opposite, cable is not restricted to scarce space within the electromagnetic spectrum, as conventional television is. From a coaxial cable run from a central point in the community, feeder lines fan out to each street in an area and drop lines link the feeder to individual homes.



TELECOMMUNICATIONS ISSUES

Since 1966, when the Foundation filed comments with the Federal Communications Commission on domestic communications satellites, it has maintained an interest in the possibility of a satellite system to transmit public television either free or at drastically reduced cost. The Foundation's efforts helped establish a limited land-line interconnection. The rates are below those charged commercial broadcasters, but the interconnection still is expensive—about \$1 million a year. This year, in response to the FCC's request for public comment, McGeorge Bundy, president of the Foundation, wrote to the FCC in support of the comments of the Corporation for Public Broadcasting and the Public Broadcasting Service urging extension of low-cost public broadcasting interconnection via satellite. CPB and PBS jointly petitioned the FCC to grant noncommercial television free full-time use of two satellite channels and the use of additional channels as necessary. A Foundation grant of \$50,000, matched by CPB, contributed to the costs of economic and technical consultants to prepare for participation in the FCC proceedings.

The Foundation also filed comments with the FCC on cable television. This followed presentation to the Commission last year of four Foundation-sponsored studies prepared by the Rand Corporation. The Foundation's statement recommended that the Commission support and promote non-profit public-interest ownership of cable television. Specifically, the Foundation urged the FCC to require cities to give preference in awarding franchises to competitive applications from public television stations, universities, libraries, community groups, and other nonprofit organizations over commercial applicants. Among the public services possible via cable television are job training programs, coverage of local meetings, and broadcasts of neighborhood cultural events. Cable TV is also capable of two-way communications for traffic and fire control and for the delivery of social service information. The Foundation's remarks, in effect, proposed a "people's dividend" from cable television technology as suggested earlier for satellite technology.





International Division

While 1971 marked the beginning of the United Nation's Second Development Decade, it was, for the Foundation, the beginning of a third decade of assistance to the world's poorer countries. The objective of this assistance is to help advance the competence of individuals and institutions to carry forward the tasks of development.

Such a process, which did not occur quickly in today's high-technology, highly educated societies, requires a sustained commitment if it is to succeed. Thus, a review of the Foundation's international work may indicate few discernible shifts from year to year. Over a span of years, however, certain changes have clearly emerged.

For one, as more nationals of the less-developed countries become trained, they assume duties formerly performed by specialists provided by the Foundation from the United States and other advanced countries. Second, there has been a shift from activities in individual countries to those that have a regional or worldwide impact—for example, research on improved plant varieties and practices carried on at international agricultural research centers, and the development of linkages among various national organizations working on common problems. Third, a number of the activities initially supported by the Foundation—national family-planning programs, for example—are now being assisted by international organizations, such as the World Bank, or the aid organizations of Sweden, Canada, and the United States.

Changes are also occurring in the various substantive areas in which the Foundation works. In agriculture, while the search for improved varieties and practices goes on, emphasis has shifted to the problems of the small farmer and the incentives that will stimulate increased production. In population, advancing research on the reproductive

process has led to a more focused approach to new contraceptive development. In education, where lines of development are not as clear as they are in other fields, the Foundation's assistance has shifted from university development to general educational reform.

Although the bulk of the International Division's activities is in the less developed countries, support also goes to international studies programs in the United States and to worldwide scholarly activities on contemporary problems in international affairs, such as the uses and abuses of the sea and changing economic and political relations.

The work of the division, then, falls into three major categories:

- aid to less developed countries to increase food production, strengthen educational systems, improve public administration and management, and reduce excess population growth;

- support of research and training within the United States and other advanced countries on reproductive biology and population problems generally;

- assistance to American and European universities and related institutions to increase scholarly knowledge of the world and understanding of complex world problems.

This aid in 1971 totaled \$62,412,713, of which \$38,402,744 was for development assistance (Asia and the Pacific \$12,718,433, Latin America and the Caribbean \$14,078,038, and the Middle East and Africa \$11,606,273); \$14,799,695 for Population; and \$9,210,274 for European and International Affairs (including International Studies).

DEVELOPMENT ASSISTANCE

ASIA AND THE PACIFIC

Agriculture. The Foundation continued support for the International Rice Research Institute (IRRI) in the Philippines, one in a network of four international research and training centers that have become a principal force for agricultural modernization throughout the developing world. Since it was established in 1960, IRRI has essentially redesigned the structure of the tropical rice plant and evolved a new set of practices that have increased yields dramatically.

Opposite: Workers gather in the courtyard of tractor factory in Shenyang, China. As a new era in U.S.-China relations opened, research on China, which the Foundation has supported with \$26 million since 1959, is focusing on mainland economic development and other areas of social and political life about which American and other foreign scholars know little.

Together with the work done on wheat at the International Maize and Wheat Improvement Center in Mexico, the new agricultural technology has given rise to a “green revolution” and promises of agricultural self-sufficiency throughout South and Southeast Asia. Recognition of this historic development came in 1970 with the award of the Nobel Peace Prize to Dr. Norman Borlaug, director of the wheat program at the center in Mexico.

For the next several years IRRI will further develop its rice technology, particularly on rainfed and upland soils—areas that so far have been untouched by the “green revolution.” It will also focus more sharply on the problems of the small rice farmer, water management, and improvement of the protein content of the rice grain.

In India, the Foundation has assisted agricultural development primarily through the Intensive Agricultural Districts Program, which aims to improve agricultural efficiency through concentration of effort in selected districts and the use of a package of technological practices and development services. Together with the introduction of the new high-yielding wheat, rice, and other crops, the program has been instrumental in increasing India’s food production.

Although the new rice varieties have done well under irrigation, they have not produced high and dependable yields on soils fed only by rain. About 80 per cent of India’s rice lands are rain-fed. To attack this problem, India four years ago initiated the All India Coordinated Rice Improvement Program (AICRIP), with assistance from IRRI and Indian agricultural universities and research institutions. AICRIP has identified new genetic plant strains that hold promise for increased production if they can be bred to resist disease and insects and can be adapted to local conditions through farm trials. On-farm trials are particularly crucial since the village farmer will not adopt new seeds and practices unless he can be shown they will be profitable. This year the Foundation granted funds for a program of adaptive research and on-farm trials in selected districts representative of India’s major rice-growing conditions.

In Ceylon, the Foundation continued

GRANTS—INTERNATIONAL DIVISION: The first column shows grants approved in 1971; the second, payments on new grants or grants approved in earlier years. The original amounts and dates of earlier grants that were not fully paid at the beginning of fiscal 1971 are given in brackets [] after the names of grant recipients.

	Grants Approved (Reductions)	Payments (Refunds)
ASIA AND THE PACIFIC		
Asian Institute for Economic Development and Planning Research, documentation, and library programs [\$364,000—1966]	\$(137,000)	
Asian Productivity Organization Symposium on food grains [\$55,000—1969]		\$(7,524)
Colorado, University of Development of modern biology curricula for Asian schools [\$43,000—1970]		21,500
Eastern Regional Organization for Public Administration Seminar on administrative reform [\$30,000—1968]	(2,087)	(611)
International Association for Cultural Freedom (Paris) Asian affiliates’ magazines, journals, and publishers’ seminars [\$115,000—1970] Support of Fund for Intellectuals	25,000	28,750 25,000
International Association of Universities Study of higher education in Southeast Asia	(25,559)	(25,559)
International Institute of Quantitative Economics (Montreal) Conference on South Asian development	32,375	22,875
International Rice Research Institute (Philippines) Research and training in rice culture [\$5,120,000—1964, 1968, 1969]	123,688	901,938
Michigan, University of Research and teaching on Asian environmental problems	158,500	
New York University Study of economic, social, and political factors in development	16,000	
Placement abroad of refugee Pakistani scholars and intellectuals Association for Asian Studies Society of Friends of Dacca University	50,000 50,000	25,000
Press Foundation of Asia Training for regional news service on economic and population issues [\$175,000—1969]		47,000
Research and training in educational development University of California (Berkeley) [\$150,000—1970] Stanford University [\$192,000—1970]		30,000 57,600
INDIA		
Administrative Staff College of India Research on India’s scientific community [\$32,500—1970] Training and research in public sector management [\$800,000—1964]	243,500	16,808 74,051
Agricultural research and education Agricultural Sciences, University of [\$289,060—1968] Indian Agricultural Research Institute [\$440,750—1969] Indian Institute of Technology Research and training in rice processing [\$204,000—1970] Louisiana State University North Carolina State University (with Indian Institute of Technology) [\$147,000—1968] Ohio State University (with Punjab Agricultural University) [\$361,560—1970] Punjab Agricultural University (College of Agricultural Engineering) Uttar Pradesh Agricultural University Agricultural communications [\$120,500—1970] Farm management training and research [\$350,450—1968, 1970]	315,000 424 265,000	59,477 44,663 79,985 424 20,400 180,780 57,371 80,430
Family-planning training, research, and evaluation Baroda, University of Experimental project in population education in Indian schools Family Planning Foundation Gandhigram [\$942,000—1964, 1969] India, Government of (Ministry of Health) [\$2,280,000—1966] Population Council of India [\$67,000—1970] West Bengal, Government of State-level demographic and evaluation unit [\$181,000—1970]	168,900 100,000	13,349 483,088 41,379 26,838

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Homi Bhabha Fellowships Council Fellowships for training and research in development [\$356,000—1966]		38,758
India, Government of		
Ministry of Education English-language teaching and general education [\$357,000—1966]		196
Ministry of Home Affairs Research and training in population statistics [\$954,800—1964]	(87,004)	2,036
Ministry of Labour and Employment Employment service research and staff training [\$157,000—1964]	(45,883)	
Training of government manpower training officials [\$675,850—1955, 1969]		69,211
Planning Commission Research and training in planning and economic development [\$327,000—1967]		56,944
Indian Institute of Public Administration Modernization of financial management in government [\$226,000—1969]		21,000
Industrial training and research		
National Institute for Industrial Design [\$350,000—1963]		59,404
Small Industry Extension Training Institute [\$594,719—1963]	(7,710)	(4,553)
Institute of Constitutional and Parliamentary Studies Research and training in government affairs [\$439,700—1967]		109,508
Islam and the Modern Age Society Research, publications, and conferences on Muslim affairs [\$50,000—1969]		6,184
Language and linguistics studies and training		
California, University of (Berkeley) [\$12,000—1970]	(7)	11,993
Central Institute of Indian Languages [\$306,000—1970]		42,695
Legal education improvement		
Banaras Hindu University [\$304,000—1967]		111,001
Delhi, University of [\$441,000—1967]		15,042
Indian Law Institute [\$347,000—1962]	(44,045)	(292)
New Delhi Municipal Committee Donation of Foundation-owned property	73,815	73,815
Public administration training		
Harish Chandra Mathur State Institute of Public Administration [\$95,400—1967]		22,857
Indian Institute of Public Administration [\$251,000—1968]		(3,484)
Lucknow University Training and research in municipal administration	75,000	
Research in reproductive biology		
All-India Institute of Medical Sciences [\$60,000—1962]	(62,552)	1,011
Central Drug Research Institute [\$290,000—1962]	(1,743)	(1,523)
Delhi, University of [\$269,500—1962, 1969]	(66,302)	6,698
Indian Institute of Science [\$181,000—1963, 1969]	(1,838)	55,102
Institute of Agriculture (Anand) [\$186,000—1963]		4,481
Kerala, University of [\$169,700—1963, 1969]		508
Rajasthan, University of [\$219,500—1963, 1969]	(58,524)	47,475
Topiwala National Medical College [\$100,000—1963]	(6,544)	(1,640)
Research and training in economics and the social sciences		
Council for Social Development [\$24,700—1969]		8,964
Institute of Applied Manpower Research [\$272,000—1969]		44,472
Research and training in industrial relations and business management		
Indian Institute of Management (Ahmedabad) [\$928,000—1966, 1970]		146,733
Indian Institute of Management (Calcutta) [\$278,250—1968]	105,000	95,124
National Institute of Bank Management Research on commercial banks and national goals [\$110,000—1969]	(110,000)	
Shri Ram Centre for Industrial Relations Research on rural labor problems and industrial relations [\$409,000—1965, 1970]		17,632
South India Teachers Union Council of Educational Research Curriculum studies [\$15,500—1969]		4,500

to support adaptive research and training aimed at helping the country achieve self-sufficiency in rice. Although well suited to rice culture, Ceylon produces only about 70 per cent of its need, partly because its farmers lack adequate incentives, fertilizers, and pesticides. Funds will primarily support the training of personnel and a system of multiple-crop management.

Two colleges of agriculture—the Punjab Agricultural University in India and the College of Agriculture in Malaysia—received supplementary support. Punjab, one of the two leading agricultural universities in India, has contributed heavily to the increasing agricultural productivity in the northwestern part of the nation. The grant will provide graduate training for staff abroad and consulting services from Ohio State University for the university's program in agricultural engineering, which this year will begin offering the Ph.D. The grant for the College of Agriculture in Malaysia, the country's principal training institution for mid-level agriculture officers, will conclude some \$1.3 million in support for training of staff, advisory services from Louisiana State University, and applied research.

Development Planning and Management. Beginning in 1954 in Pakistan, the Foundation has provided extended assistance in several countries to governmental planning commissions, research institutes, urban planning groups, and management training institutions in an effort to advance Asian competence to analyze and manage the process of economic development. In Malaysia, for example, a team of economists from Harvard University's Development Advisory Service has been giving technical advice over the past five years to governmental planning units on such matters as the preparation of a national plan, administrative operations, and monetary and fiscal concerns. A supplementary grant this year will continue the services of a reduced number of Harvard advisors. At the same time twenty-five civil servants have received advanced training abroad, and the units have prepared important technical studies on public finance, gross national product, employment, and career development.

Complementing these efforts is a University of Malaya program to train students and government officers in development administration and to conduct research on Malaysian administrative problems. The program combines training in the social sciences with courses in administrative behavior and management. A supplementary grant will provide the continued services of professors from the University of Pittsburgh.

In Indonesia, several programs to improve skills needed to plan and manage the country's dynamic economy were assisted. These include a ten-month course in economic planning for high-level government officials, seminars to strengthen the negotiating skills of officials concerned with foreign private and public investment, and courses for public and private sector managers. Funds were also granted for two experts in systems analysis and finance who will assist the Ministry of Finance as it undertakes to study and rationalize the operation of state-owned enterprises.

In urban and regional planning, the Foundation has provided some \$5.5 million over the last ten years for the work of the Calcutta Metropolitan Planning Organization (CMPO). CMPO is now the planning arm for the Calcutta Metropolitan Development Authority, a body recently created by the central government to deal with Calcutta's vast social and economic problems. The authority has developed an extensive program of public works in an effort to improve municipal services for the city's millions. The Foundation granted \$784,000 this year, which CMPO, in a shift away from an emphasis on physical planning, will use to plan and develop programs of economic and social services.

Education and Research. The growing interest of Asian governments in educational reform has led to a shift in emphasis of Foundation support—away from university development and the training of teachers, to research and analysis of such fundamental concerns as educational resource allocation and manpower development. In many of the countries in which it works, the Foundation is now aiding national assessments of the educational systems and how they may be more

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
University development		
Delhi, University of		
Establishment of computer center [\$644,000—1970]		18,926
Research and training in Chinese studies [\$887,000—1964, 1968]		177,591
Strengthening teaching and research [\$1,500,000—1967]		518,000
West Bengal, Government of		
Urban and regional planning and development in Calcutta [\$44,000—1969]	784,000	35,000
INDONESIA		
Agricultural Development Council		
Agro-economic survey [\$275,000—1968]		69,375
California, University of (Berkeley)		
Collaboration with Faculty of Economics at University of Indonesia [\$100,000—1967]		268
Training of Indonesian officials and scholars in international investment law [\$151,600—1970]	34,100	13,000
Cornell University		
Compilation of English-Indonesian dictionary [\$18,482—1970]		18,482
Family planning		
Indonesia, Government of		
Training of demographers at University of Indonesia [\$37,000—1970]		25,215
Indonesian Planned Parenthood Association [\$170,000—1969]		56,447
Special District of Djakarta [\$75,000—1969]		14,691
Harvard University		
Assistance to National Development Planning Agency [\$1,183,000—1968, 1970]		633,000
Consultants on management of public enterprises	68,000	
Indiana University Research Foundation		
Training for statistics teachers [\$432,000—1965]		65,819
Indonesia, Government of		
Assessment of educational system [\$400,000—1969, 1970]		141,897
Training, research, and assistance for National Institute of Archeology [\$50,000—1970]		6,426
Indonesian Institute of Science		
National Institute of Economic and Social Research [\$100,000—1969]		15,057
International Rice Research Institute		
Rice research and training in Indonesia [\$257,000—1970]		87,000
New York, State University of		
Curriculum work at Indonesian faculties of education [\$295,000—1969]		75,296
Graduate and secondary school English-language teaching [\$160,200—1970]		27,725
Wisconsin, University of		
Strengthening Indonesian faculties of economics [\$270,000—1970]		88,688
Training in development planning	167,000	
MALAYSIA AND SINGAPORE		
Educational Testing Service		
Examination reform and educational research [\$397,000—1965]		55,000
Harvard University		
Development planning assistance in Malaysia [\$998,000—1970]	487,000	749,697
Institute of International Education		
Foreign training for Malaysian agricultural officers [\$45,100—1970]		45,100
Louisiana State University		
Development of College of Agriculture at Serdang [\$722,500—1968, 1970]	65,000	251,500
Pittsburgh, University of		
Public administration training and research in Malaysia [\$479,000—1969]	383,900	60,000

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Singapore Family Planning and Population Board Research, training, education activities, and evaluative studies [\$180,000—1964]		20,000
Singapore, Government of Regional Institute of Higher Education and Development [\$436,000—1970]		77,400
Singapore, University of Center for Economic Research [\$234,000—1969] Staff training and research in Department of Law [\$187,000—1967, 1969]		66,020 50,000
Wisconsin, University of Advisory assistance and fellowships for Singapore Polytechnic [\$1,410,000—1966, 1968, 1970]	(126,652)	115,305
PAKISTAN		
Agricultural and rural development International Maize and Wheat Improvement Center [\$175,000—1970]		163,171
International Rice Research Institute [\$920,000—1968, 1970] Michigan State University	24,750	311,905
West Pakistan, Government of [\$575,000—1965]		61,775
California, University of (Berkeley) Assistance to Planning Commission for educational planning	400,000	75,434
Chicago, University of Educational extension and student-teacher centers at Pakistani universities [\$200,000—1968]		101,750
Columbia University Pakistan studies, visiting scholars, and seminars at Southern Asia Institute [\$110,000—1970]	24,000	55,000
East Pakistan, Government of Educational Equipment Development Bureau [\$250,000—1964]		1,881
Harvard University International Marketing Institute [\$190,000—1969] Strengthening of National Planning Commission [\$365,000—1963]	(15,094)	56,235 (7,701)
Indiana University Foundation Development of Islamabad University and Institute of Business Administration, University of Dacca [\$1,328,600—1969, 1970]		382,314
Institute of International Education Survey of Pakistani students and professionals abroad [\$50,000—1968]		21,314
Oklahoma State University Advisory service and training for technical education and home economics teaching [\$483,000—1966]		30,515
Pakistani family planning research and training California, University of (Berkeley)	122,500	66,500
Johns Hopkins University	96,500	90,000
Population Council [\$340,000—1968, 1970]		305,000
Syracuse University Strengthening Administrative Staff College of Pakistan [\$148,000—1966]		34,000
Yale University Advisory assistance and staff training for Pakistan Institute of Development Economics [\$350,000—1969]		151,287
PHILIPPINES		
Educational planning and development Center for Educational Television	40,000	40,000
De La Salle College [\$124,750—1970]		61,150
Fund for Assistance to Private Education	69,500	
Philippine Accrediting Association of Schools, Colleges, and Universities	23,000	
Silliman University [\$120,000—1970]		57,000
Graduate training in business administration Asian Institute of Management [\$244,600—1969]	130,000	104,049
Ateneo de Manila University [\$40,000—1969]		5,000
Harvard University [\$1,206,200—1966, 1969]	15,000	37,854
Philippines, University of the [\$147,200—1969]	26,000	122,528

closely related to the tasks of development. Two actions this year—in Malaysia and the Philippines—illustrate these activities.

In Malaysia, the Foundation is assisting the Ministry of Education's Educational Planning and Research Division, the primary agency for assessing needs for new educational facilities, evaluating educational achievement, and conducting research on the links between economic and social factors and student performance. The division is also responsible for preparing the education section of the national plan and for evaluating proposals for assistance from the World Bank and other international agencies. The Foundation this year provided additional support for overseas training for division staff and for foreign experts in quantitative analysis.

Similar assistance was given in the Philippines, where a Presidential Survey commission has recommended a reorganization of the Department of Education into four departments, one of which is an office for planning and assessing educational needs. The Foundation will assist the work of this office by providing advisors from Macquarie University in Australia and opportunities for staff training.

The University of the Philippines is one of several Asian universities that has received substantial Foundation support for development of undergraduate and graduate programs in fields ranging from the arts and sciences to public administration. This year additional funds were granted for the university's School of Economics, which has trained some 150 middle-level government officers in economic development and now plans to inaugurate one of the region's first Ph.D. programs. The Science Education Center, established in 1964 to expand science education at the primary and secondary levels, also received a grant to support foreign training of staff and to provide consultants, books, and equipment. The center has developed an extensive array of science education curricula and materials.

To encourage institutional linkages and research on the environment, a field of growing interest to both Asians and Americans, the Foundation granted funds to send five University of Michigan ecologists to

Asia, where they will engage in research with Asian ecologists and study ecological problems related to development.

Population. The commitment to family-planning programs and their effectiveness vary widely among the countries of Asia. India, for example, provides family-planning advice through an extensive network of rural and urban clinics. In Thailand, official concern has developed slowly, although the government in 1970 adopted a national policy. Whatever the level of commitment, however, population continues to grow at a rate in excess of available resources in nearly every country.

As international funding for governmental family-planning activities has increased, much of the Foundation's assistance in the population field has supported the training of talented Asians for positions of leadership in national programs, research on issues related to population, and reinforcement of the role of voluntary organizations in family planning.

This year the Foundation allocated \$345,000 for activities that reflect a growing interest in population problems in Malaysia, the Philippines, and other Southeast Asian countries.

For example, last year the Philippines adopted a national policy on population limitation, established a Population Commission, and began dispensing family-planning advice through health clinics. Foundation funds will support two specialists who will advise government agencies on population programs, training of demographers and other social scientists, and research in such areas as the effectiveness of midwives in family-planning programs, the relation of population to social and economic development, and social and cultural factors influencing fertility.

Asian Studies. Since 1959 the Foundation has provided some \$26 million for scholarly research and training on China, more than any other public or private source. This has included support for university China studies centers, fellowships for individual scholars, and training in Chinese language, history, and other fields.

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
International Rice Research Institute Research and training in rice culture	65,000	
Mindanao State University Science and engineering faculty development [\$245,520—1969]		59,428
Notre Dame Educational Association Experimental master's-degree program in economics teaching [\$53,300—1970] Pre-service and in-service training of provincial teachers	161,500	1,613 61,640
Philippine Normal College Research and training in languages and linguistics	95,000	
Philippines, University of the College of Agriculture [\$2,184,250—1967, 1970] College of Public Administration [\$235,000—1967] Development of Population Institute [\$131,200—1970] Graduate program in engineering [\$359,000—1970] Graduate work in the arts and sciences [\$875,000—1967] Research, training, and curriculum development in science education [\$794,125—1964, 1970] School of Economics University computer center [\$625,000—1967]	150,000 275,000 (3,106)	757,913 16,436 65,724 181,052 114,336 105,881 130,152 1,180
Santo Tomas of Manila, Royal and Pontifical University of Institute for the Study of Human Reproduction [\$113,000—1968]		5,990
Wisconsin, University of Advisory assistance to School of Economics, University of the Philippines [\$936,000—1965]		9,099
Xavier University Library development [\$65,000—1969]		5,000
CEYLON		
International Rice Research Institute Rice research for government of Ceylon [\$165,000—1969]	267,000	167,315
HONG KONG		
Chinese University of Hong Kong Research and graduate training in natural and social sciences [\$510,000—1967]		142,000
NEPAL		
Nepal, Government of Center for Economic Development and Administration Consultants on economic planning [\$42,500—1970]	525,000 195,000	155,563
THAILAND		
Midwest Universities Consortium for International Activities Strengthening of the National Institute of Development Administration [\$760,000—1969]	262,000	252,140
ASIAN STUDIES		
Japanese-American exchanges, conferences, and language programs Columbia University U.S.-Japan Parliamentary Exchange Program Council on Language Teaching Development English-language teaching in Japan [\$15,000—1970] International House of Japan [\$50,000—1968]	130,000	15,000 10,000
Research and training on Asia CHINA: Academia Sinica (Taiwan) [\$268,000—1967] American Council of Learned Societies Association for Asian Studies [\$120,000—1968] Association of Research Libraries [\$500,000—1967] California, University of (Berkeley) [\$900,000—1967] Canadian Institute of International Affairs [\$80,000—1968] Columbia University [\$1,200,000—1967] Cornell University [\$500,000—1967] Education and World Affairs [\$130,000—1968] German Association for East Asian Studies [\$145,000—1968] Harvard University [\$1,985,000—1967, 1970] Institute of Asian Affairs (Hamburg) [\$56,250—1968] Korea-Choongang Educational Foundation [\$200,000—1968]	100,000	48,000 25,000 22,487 125,812 166,000 37,000 357,983 74,300 14,186 36,250 389,825 12,500 10,350

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Leds, University of [\$50,000—1967]		10,000
London School of Economics and Political Science [\$280,000—1967]		66,544
London, University of [\$500,000—1967]		45,322
Michigan, University of [\$900,000—1967]		192,550
Munich, University of [\$49,250—1968]		14,500
National Committee on U.S.-China Relations [\$250,000—1970]		133,333
Princeton University [\$35,000—1969]	125,000	59,686
Ruhr University (Bochum) [\$37,500—1968]		7,500
Social Science Research Council [\$1,165,000—1962, 1965]	(7,439)	320,535
Stanford University [\$318,000—1966]		67,260
INDIA:		
American Institute of Indian Studies [\$74,000—1970]		15,000
INDOCHINA:		
Cornell University [\$300,000—1970]		82,223
JAPAN:		
Columbia University [\$400,000—1967]		88,188
Harvard University [\$800,000—1967]		108,246
KOREA:		
Hawaii, University of	70,000	30,550
Princeton University [\$100,000—1967]		12,556
REGIONAL:		
American Council of Learned Societies [\$338,000—1969, 1970]		210,000
American Historical Association [\$142,000—1969]		23,666
Asia Society	200,000	100,000
Association for Asian Studies [\$351,175—1966, 1969, 1970]	369,300	186,314
Australian National University	191,200	11,129
California, University of (Berkeley) [\$250,000—1970]		62,500
Institute of Southeast Asian Studies [\$125,000—1968]	35,000	74,700
Kansai Economic Research Center [\$100,000—1970]		37,605
Korea-Choongang Educational Foundation [\$200,000—1970]		60,000
New Zealand Institute of International Affairs [\$100,000—1966]	65,000	25,000
Northwestern University	18,000	6,500
Social Science Research Council [\$1,517,000—1969]	1,144,600	450,000
Stanford University [\$240,000—1970]		80,000
Washington, University of [\$1,050,000—1966, 1970]		190,678
Yale University [\$150,000—1969]		30,000
	8,396,963	15,651,990
LATIN AMERICA AND THE CARIBBEAN		
Brookings Institution		
Collaborative research on Latin American economic integration [\$470,000—1970]	503,000	350,300
Center for Inter-American Relations (New York)		
Seminars, exhibits, and other programs on Latin American affairs and culture [\$500,000—1970]		168,750
Cornell University		
Fellowships in business and public administration [\$208,000—1966]	(30,276)	(9,276)
Education Development Center		
Development of biology teaching materials	40,000	40,000
Inter-American Press Association Technical Center		
Technical assistance for affiliated newspapers [\$150,000—1970]		40,000
International Center of Tropical Agriculture (Colombia)		
Research and training in production of tropical crops and animal husbandry [\$500,000—1970]	579,389	1,079,389
International Maize and Wheat Improvement Center (Mexico)		
General support	750,000	750,000
Institute of International Education		
Graduate fellowships for Latin Americans [\$1,175,000—1969, 1970]	919,500	612,000
Latin American Faculty of Social Sciences (Chile)		
Graduate training in sociology, political science, and social psychology	113,400	113,400
Latin American Institute for Social and Economic Planning (Chile)		
Fellowships for Latin American planners and policy-makers	27,500	27,500

To continue the momentum generated by this scholarship, the Foundation this year granted \$1,144,600 to the Social Science Research Council, which, together with the American Council of Learned Societies, is the major national agency supporting post-doctoral research on China, Japan, and Korea. About half the funds will go to the Joint Committee on Contemporary China for research, conferences, and seminars on China, including comparative studies of China's economic development.

To increase the flow of information and ideas about Asia at a time of decreasing American involvement in the region, the Foundation granted \$200,000 to the Asia Society for an expanded public affairs program. Founded by John D. Rockefeller III in 1956, the society seeks to improve public understanding of Asia in the United States through such activities as Asian art exhibits, translations of Asian literature, publication of the quarterly journal *Asia*, and guides to teaching on Asian affairs.

The Foundation also renewed its support to Columbia University for the three-year-old U.S.-Japan Parliamentary Exchange Program, which seeks to improve U.S.-Japanese relations through meetings of U.S. Congressmen and Japanese Diet members.

LATIN AMERICA AND THE CARIBBEAN Education and Research. Foundation support of the social sciences in Latin America aims at the development of master's and eventually Ph.D. programs in a number of disciplines and the advancement of research and analytical skills relevant to the problems of development. In Brazil, the Foundation has helped to develop the economics profession through overseas training and a network of Brazilian teaching centers. One of the most important is the Institute of Economic Research of the University of São Paulo, which this year received a supplementary grant for staff study abroad, visiting faculty, and local scholarships. The institute, which plans to introduce the doctorate by 1975, has been collaborating on a series of research projects on state and local finance, the economic aspects of education, and the roles of investment and imports in the Brazilian economy.

In such other Latin American countries as Peru, Paraguay, and Haiti the ranks of well-trained social scientists are extremely thin. To help remedy this shortage, the Foundation made grants to two Peruvian universities to establish the country's first master's-level program in the social sciences and to support a program in social anthropology focusing on Peru's highland Indian population. Grants will also support research and training at the Paraguayan Center for Sociological Studies and the Haitian Center for Research in the Social Sciences.

The Foundation also stepped up its support to educational research centers in response to growing movements for educational reform in a number of countries. In the last six years, for example, Chile's national budget for education more than doubled, and the number of teachers, textbooks, and the student scholarships increased greatly. To assess these changes and strengthen a new master's-degree program in education, the Foundation granted \$109,000 to the Pontifical Catholic University of Chile. A similar grant was made to the Carlos Chagas Foundation in Brazil, where teams of social scientists will analyze priority needs for the country's educational reform.

Further support went to the International Development Education Center at Stanford University for the postgraduate training of Latin American educators. The program focuses on decision-making in educational planning and administration.

Malnutrition is a widespread and critical problem throughout Latin America and appears to be both a cause and result of underdevelopment. In Brazil's Northeast, the largest pocket of poverty in the Western Hemisphere, two-thirds of the people suffer from protein deficiency. In Chile, scientists link the high dropout rate of students from primary schools to mental retardation caused by poor infant nutrition.

Although progress has been made in the treatment of malnutrition, little attention has been given to prevention. This year the Foundation made the first in what is expected to be a modest series of grants that will aid this search for causes. The Center for Pediatric Research at the University of Chile

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Research and training in demography and reproductive biology		
Latin American Association for Research in Human Reproduction [\$40,000—1970]		13,000
Latin American Demographic Center [\$167,100—1968]	295,400	5,032
Pan American Federation of Associations of Medical Schools [\$100,000—1969]	100,000	25,000
Pan American Health Organization [\$460,000—1969]		89,475
Resources for the Future		
Advisory assistance, research, and teaching on resource economics in Latin American institutions [\$295,000—1969]	350,000	134,788
Stanford University		
Graduate training in education for Latin Americans [\$318,000—1969]	301,000	77,500
Industrial engineering studies and research in Latin American institutions [\$100,000—1970]		49,000
Research on law and development in Latin America [\$19,000—1970]		19,000
ARGENTINA		
Advisory services and training in agriculture and education		
Institute of International Education [\$767,000—1968]	358,200	273,615
National University of the South [\$556,000—1964, 1969]		97,929
Argentine Graduate School in Agricultural Sciences		
Master's degree program in agricultural economics [\$46,000—1970]		30,000
Buenos Aires, University of		
Science library and closed circuit television [\$245,000—1964]		40,500
El Salvador, University of		
Research and training in reproductive biology [\$77,800—1968]	223,950	174,350
Foundation for Latin American Economic Research		
Research and teaching on trade and economic integration [\$380,000—1965]		56,501
International Maize and Wheat Improvement Center		
Cooperative project for corn and wheat production [\$200,000—1970]		80,260
National Atomic Energy Commission		
Department of Metallurgy [\$85,000—1969]		15,000
Science curriculum development, research, and teacher training		
Argentine Institute for Standardization of Materials [\$150,000—1968]		6,000
National Council for Scientific and Technical Research [\$250,000—1965]		37,500
Torcuato Di Tella Institute		
General support for social science center [\$2,100,000—1970]		100,000
Latin American Council of Social Sciences [\$75,000—1968]		30,000
Research on education [\$100,000—1967]		22,500
BRAZIL		
Bahia, Federal University of		
Training for secondary school language teachers [\$39,000—1970]		30,000
Carlos Chagas Foundation		
Research in support of Brazilian educational reform	255,000	
Colorado, University of		
Evaluation of biology teaching materials adapted for Brazilian schools	24,300	12,000
Federal Technical School Celso Suckow da Fonseca		
Center for vocational-technical education [\$108,000—1970]	(3,857)	57,885
Getulio Vargas Foundation		
Research and staff development at Brazilian Institute of Economics [\$250,000—1967]		26,300
São Paulo School of Business Administration [\$500,000—1965]		86,319
Pernambuco, Federal University of		
Graduate training and research in applied nutrition	97,500	25,700
Pontifical Catholic University of Rio Grande do Sul		
Training for secondary and regional school teachers [\$90,525—1967, 1970]		59,000



received \$208,000 to develop and test new protein sources from local fish and crops that can be incorporated in milk and bread products. It also will study nutrition in relation to such factors as family income, education, and housing. In Brazil's Northeast, the Institute of Nutrition of the Federal University of Pernambuco received a grant to expand graduate training of staff and cooperative research with other nutrition centers and groups specializing in food production and marketing.

In the basic sciences and engineering, national resources and assistance from international agencies for graduate studies and research have expanded in recent years so that the Foundation has been able to reduce its support. However, it continued this year to help a few key Latin American institutions, among them the Brazilian Foundation for the Development of Science Teaching (FUNBEC), a leading center for curriculum innovation and teacher training. In addition to adapting, for use in Brazilian schools, modern curriculum materials developed in the United States, FUNBEC has developed self-instructional units in science and mathematics and low-cost experiment kits that enable students to demonstrate scientific principles.

Foundation support for training and research in linguistics is primarily given to countries and regions with significant language problems, such as Peru, where a third of the population does not speak Spanish, or the Caribbean, where the vast majority of West Indians speak a non-standard variety of English. The National University of San Marcos in Peru received a grant to train linguists in connection with a Ministry of Education literacy program for non-Spanish speaking Indians and to support research on local dialects. The University of the West Indies received funds to continue work on the differences between Creole and standard English as an aid to classroom teaching.

Children from a slum in Cali, Colombia, receive dietary supplements as part of a program to determine the effects of intensive preschool training and improved nutrition on school performance. The Foundation is supporting research on the social and economic aspects of malnutrition in Latin America to complement efforts to develop new sources of protein.

Population. The impetus for the establishment of national family-planning programs in Latin America has emanated primarily from the medical profession. In Brazil, however, the driving force is the Society for Family Welfare, a private association that began six years ago as a small collection of family-planning clinics located mostly in university maternity hospitals. Today it operates an expanding network of more than sixty clinics. Although the society receives no funds from the Brazilian federal government, international support has doubled, and it recently agreed to run family-planning services for two state governments. The Foundation, which previously helped the society establish experimental clinics in small towns and rural areas, granted an additional \$350,000 this year for a statistical and evaluation unit, and for staff training, and seminars.

In Colombia, a supplementary grant went to the Colombian Association of Medical Faculties for staff training and preparation of materials on family-life education for use throughout the educational system. Founded in 1959 to improve medical research and education, the association has been an important influence in changing official and public attitudes toward family planning. In Venezuela, a similar grant was made to the Venezuelan Association for Family and Sexual Orientation for research and training in preparation for the introduction of a nationwide program of family life and sex education in the schools by 1972.

Latin American medical scientists are playing an important role in the search for new knowledge on the reproductive process as a basis for improved contraception. They have been particularly inventive in developing new medical and surgical techniques, including one for observing the effect of drugs on muscular contractions in the fallopian tube and another for sterilizing women by simple surgery.

The principal vehicle for training in reproductive biology in the region is the "Three Nations Program," sponsored by a group of scientists in Argentina, Chile, and Uruguay in collaboration with ten research and medical institutions. During the last five years thirty-three young medical scientists

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Research and teaching in the sciences		
Brazilia, University of [\$388,500—1963]		(1,992)
Brazilian Foundation for the Development of Science Teaching National Council for Advanced Training of University-Level Personnel [\$820,500—1963]	227,000	24,000
Research and training in agriculture and economics		
Brazil, Government of [\$520,000—1967, 1969]		85,551
Brazilian Academy of Sciences [\$100,000—1963]	(6,760)	
Ceará, Federal University of [\$270,000—1970]		62,736
Paraná, Federal University of [\$430,520—1966]	(63,873)	(1,395)
Purdue University [\$260,000—1970]		107,550
São Paulo, State of [\$158,000—1968]	138,000	74,252
São Paulo, University of [\$106,000—1970]		51,000
Vicosa, Federal University of [\$516,000—1968, 1970]	237,000	339,949
Research and training in reproductive biology and family planning		
Bahia Federal University of [\$410,000—1970]		122,453
Brasília, University of	70,000	
Juiz de Fora, Federal University of	100,000	
Rio de Janeiro, Federal University of	78,000	78,000
Society for Family Welfare [\$212,440—1967]	350,000	211,626
Research and training in the social sciences		
Brazilian Society for Instruction [\$713,000—1969]	289,980	330,480
Ceará, Federal University of [\$330,000—1964]		69,385
Guanabara, University of the State of [\$485,000—1966]	(205,000)	
Minas Gerais, Federal University of [\$842,000—1966, 1968]	291,500	106,774
Pernambuco, Federal University of [\$87,000—1970]	150,000	60,236
São Paulo, University of [\$285,000—1969]	308,750	186,565
Research on government		
Brazilian Institute of Municipal Administration [\$220,000—1968]		94,727
Rio Grande do Sul, Federal University of [\$140,000—1969]	100,000	92,532
Rio de Janeiro, Federal University of		
Graduate training center in linguistics [\$245,000—1969]	149,000	73,510
Graduate training in the sciences [\$231,000—1969]		65,288
Teaching and research in social anthropology [\$534,000—1968, 1970]		144,880
São Paulo, University of		
Chemistry laboratory equipment [\$490,000—1962]	(289)	(885)
Marine and fisheries research and training [\$502,500—1963]		5,092
Training and research in the social sciences [\$213,000—1969]		31,000
CARIBBEAN		
Association for Development		
Advisory services, teaching, and research in Dominican agriculture [\$361,000—1966]	71,000	234
Association of Caribbean Universities and Research Institutes		
Research and information exchange on higher education [\$75,000—1969]		10,000
Haitian Center for Research in the Social Sciences		
Research on urbanization in Port-au-Prince	50,000	
West Indies, University of the		
Eastern Caribbean planning and public administration [\$286,000—1964]		113,978
Institute of Social and Economic Research [\$642,000—1966, 1969]	150,000	63,950
Linguistics and language teaching [\$137,000—1969, 1970]	125,000	59,455
Management education [\$200,000—1968]		24,639
Research in agricultural economics	150,000	37,500
CENTRAL AMERICA		
Costa Rica, University of		
Research and training in family planning	190,000	133,750
Pan American School of Agriculture		
Guarantee fund for student loans [\$200,000—1968]	(200,000)	(100,000)
Valley, University of the (Guatemala)		
Training and extension work in educational testing [\$60,000—1970]		30,000
CHILE		
Chile, Republic of		
Center for Educational Improvement [\$225,000—1967]		21,386

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Chile, University of		
Center of Biology of Reproduction [\$158,000—1969]		88,800
Development of regional college system [\$770,000—1965]		108,975
Graduate training in economics and administration [\$177,000—1968]	(4,086)	16,500
Nutrition studies at the Center for Pediatric Research	208,000	40,000
Institute of International Education		
Development of University of Chile [\$900,000—1970]	614,000	914,000
Improvement of teacher-training schools [\$250,000—1969]		8,908
Inter-American Institute of Agricultural Sciences		
Fellowships for graduate studies in agriculture	75,000	
International Legal Center		
Modernization of Chilean university law curricula [\$791,000—1967]		240,000
Massachusetts Institute of Technology		
Research and training for Chile's national planning program [\$140,000—1970]	(298)	22,602
Minnesota, University of		
Advisory assistance for development of University of Concepción [\$251,000—1967]		(12,791)
Training of agricultural production specialists [\$788,000—1968, 1970]	(23,830)	258,340
Pontifical Catholic University of Chile		
Center for National Planning Studies	145,000	37,400
Development of Physical and Mathematical Sciences [\$775,000—1965]		(801)
Graduate training and research in education	109,000	43,000
Office of Planning and Development [\$50,000—1966]	(945)	2,875
Research and training in agricultural economics [\$200,000—1970]		105,000
Research and training in urban development [\$260,000—1970]		94,970
State Technical University		
Master's-degree program in mathematics	105,000	
Valparaiso, Catholic University of		
Business school development [\$350,000—1966]		10,360
COLOMBIA		
Andes, University of the		
Graduate economics program [\$103,000—1968]		17,000
Undergraduate engineering program [\$500,000—1965]		98,700
Antioquia, University of		
Faculty study abroad [\$150,000—1968]		40,000
Association for the Reform of Legal Education		
Modernization of law-school programs [\$307,000—1969]		108,650
Colombia, National University of		
Central library development [\$150,000—1967]		17,253
Economics teaching and research [\$280,000—1968]		55,718
Graduate program in mathematics [\$550,000—1964, 1969]		55,895
Colombia, Republic of		
Development and evaluation of educational television [\$123,000—1970]		21,736
Training and research in economic planning	240,000	124,000
Colombian Agricultural Institute		
Advisory assistance, training, research, and extension [\$275,000—1964]	(8,759)	(574)
Colombian Association of Faculties of Medicine		
Research and training in family planning [\$127,000—1970]	65,000	107,500
Colombian Institute for Educational Credit and Technical Studies Abroad		
Research on secondary and higher education	150,000	
Colombian Pedagogical Institute		
Research on education [\$186,000—1970]		72,000
Economic Research Development Corporation		
Training and research in economics	200,000	
Foundation for Higher Education and Development		
Research on public policy issues	125,000	

have been trained for teaching and research positions in medical schools. The Foundation this year granted an additional \$223,950 to the program for fellowships, research, and other costs.

Continued assistance also went to the Latin American Demographic Center, a regional organization headquartered in Santiago, Chile, for training, technical assistance, and research in demography. More than 200 technicians from twenty Latin American countries have been trained in a one-year course in demography, and research has been conducted on migration, fertility, mortality, and population growth.

Agriculture. Two of the four international agricultural research institutes supported by the Foundation are located in Latin America—the International Maize and Wheat Improvement Center (CIMMYT) in Mexico and the International Center of Tropical Agriculture (CIAT) in Colombia. The two institutes collaborate where their research interests overlap, but their missions are different.

Building on work initiated by the Rockefeller Foundation twenty-five years ago, CIMMYT conducts research, training, and outreach programs in wheat, corn, and triticale (a cross between wheat and rye). CIMMYT wheats are contributing importantly to increased food production in Asia, North Africa, and Latin America. Recently the center released the first “triple dwarf” varieties of bread wheats—extremely short, high-yielding varieties that permit the application of large amounts of fertilizer with little danger of the plant's falling over.

Its work in corn emphasizes improvement of protein quality, development of varieties adapted for differing agroclimatic conditions, and improved pest and disease resistance. Accelerated corn production programs are being assisted in Africa, Asia, Latin America, and the Caribbean. The center received an additional \$750,000 for operating support from the Foundation in 1971.

CIAT concentrates on improving crop and livestock production in tropical Latin America—a vast area ranging from the steamy lowlands of Central America to the

thinly populated grasslands of Colombia, Venezuela, and Brazil. CIAT scientists are seeking to improve the protein content of corn, cassava, and beans and develop improved pasture and feeding systems for livestock. A beef program aims at raising productivity in tropical areas unsuited to crop production. Farthest advanced is CIAT's rice research; a new variety, based on high-yielding IR-8 developed in the Philippines, was released to farmers this year. CIAT was assisted by a \$680,000 Foundation grant this year.

The Foundation also continued to support teaching and research in agricultural economics. In Argentina, supplementary assistance was given to the Project for Agricultural Economics, which is training some thirty students to the Ph.D. level for teaching and research positions in universities and for management roles in the public and private sectors. Selected through competitive examinations, students receive advanced training at North American institutions and write their dissertations in Argentina. Much of this research is focused on problems related to the low productivity of the Argentine agriculture sector.

The leading training and research institution in agricultural economics in Brazil is the Department of Rural Economics at the Federal University of Vicosa. Some 100 of Brazil's 130 agricultural economists with master's degrees have been trained at the school. Next year it will initiate the region's first Ph.D. program in agricultural economics. The department received a grant of \$237,000 this year for visiting professors, fellowships, research, and library materials.

The Foundation also granted additional funds to support a team of young economists at the University of the West Indies who are studying the Caribbean's severe agricultural problems. Agricultural output in the Caribbean is 25 per cent less per capita than it was fifteen years ago because of poor land resources, limited markets, and lack of incentives. The grant will support studies that can serve as a basis for improved agricultural policies. Subjects include farm management practices, major agricultural commodities, and the function of agricultural marketing boards.

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Valley, University of the		
Division of Sciences and Faculty of Engineering [\$200,000—1967]		1,500
Modernization of science and education instruction [\$110,000—1970]		48,266
Research and training in preschool education of urban children [\$180,000—1970]		120,000
ECUADOR		
Association of Ecuadorean Faculties of Medicine		
Research and training in population [\$34,000—1970]		9,055
MEXICO		
Academy of Scientific Research		
Training in science and engineering [\$50,000—1968]		16,000
Agricultural education, extension, and research		
Iowa State University [\$430,000—1968]	(87,529)	(42,879)
National School of Agriculture [\$350,000—1969]	187,000	151,861
California, University of (Berkeley)		
Internships for Mexican and Central American university administrators [\$75,000—1969]	61,000	60,051
Center for Educational Studies		
Research and training in educational policy [\$100,000—1969]	170,000	137,000
Institute of International Education		
Agribusiness research in Mexico, Central America, and the Caribbean [\$100,000—1970]		27,100
Inter-American Program for Linguistics and Language Teaching		
Training institutes, symposia, research, and publications [\$100,000—1970]		70,500
Mexico, College of		
Seminar in demography	13,000	13,000
Teaching and research in social sciences and humanities [\$300,000—1970]		187,500
Mexico, National Autonomous University of		
Teaching and research in sciences and engineering [\$350,000—1969]		131,250
Engineering Education Development		
Monterrey Institute of Technology and Advanced Studies	135,000	70,000
National Association of Faculties and Schools of Engineering [\$75,000—1970]		55,000
Research and training in reproductive biology, demography, and family planning		
Foundation for Population Studies [\$100,000—1970]		50,000
Hospital of Nutritional Diseases	282,000	72,750
Mexican Institute of Social Security [\$500,000—1970]		25,000
Mexican Institute of Social Studies [\$100,000—1970]		42,000
Mexico, National Autonomous University of	100,000	50,000
Woman's Hospital [\$300,000—1966, 1969]		33,976
Trust Fund of the Inter-American Center of Scholarly Books		
Dissemination of information on academic books [\$40,000—1969]		15,000
PARAGUAY		
Paraguayan Center of Sociological Studies		
Research, teaching, and publications	70,000	20,000
PERU		
Agrarian University		
Agricultural economics and rural sociology [\$200,000—1970]		84,462
Strengthening of Faculty of Sciences [\$618,000—1965]		7,000
Cayetano Heredia Peruvian University		
Improvement of teaching and research in basic sciences [\$50,000—1970]	90,000	66,675
Center of Studies in Population and Development		
Advanced training abroad and research [\$282,000—1965]	88,000	5,000

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Central Reserve Bank of Peru Extension program in economics for universities [\$150,000—1967]		24,000
Geophysical Institute of Peru Doctoral fellowships [\$90,000—1968]		24,000
National Engineering University Curricular and administrative improvement Interuniversity training and research in the basic sciences	3,624 45,000	3,624 25,000
National Planning Institute Survey of the economics profession	54,500	
Pontifical Catholic University of Peru Interuniversity training and research in the basic sciences Master's-degree program in sociology Modernization of law faculty [\$196,000—1968]	52,000 218,250 46,500	30,000 53,500 36,348
San Antonio Abad, National University of Training and research in social anthropology	51,200	
San Marcos, National University of Establishment of language-teaching service [\$282,700—1964] Modernization of university administration [\$243,000—1964]	82,893 (192,881)	3,897 (16,881)
Training and research in educational planning and development Higher School of Public Administration National Council of the Peruvian University Peru, Republic of	65,000 65,000 163,000	
VENEZUELA		
Concepción Palacios Maternity Hospital Training in family planning for medical and paramedical personnel [\$51,000—1969]		16,000
Institute of Advanced Studies of Administration Business and public administration program [\$320,000—1970]		173,188
Venezuela, Republic of Educational research and development [\$410,000—1969]		32,400
Venezuelan Association for Family and Sexual Orientation Research and training in family life education	100,000	
LATIN AMERICAN STUDIES		
American Council of Learned Societies Fellowships and research awards on Latin America	965,200	627,700
Carnegie Endowment for International Peace Conferences among Western Hemisphere leaders on mutual problems [\$175,000—1964]		21,537
Cuban and Caribbean studies Illinois, University of [\$160,000—1969] Yale University [\$150,000—1969]	300,000	43,000 150,000
Florida, University of Research and training in tropical animal production [\$235,000—1968]		39,167
Harvard University Research and training in Latin American educational development [\$220,000—1970]	15,700	195,650
Institute of International Education Latin American Studies Association [\$100,000—1967]		20,000
International Association for Cultural Freedom Monthly journal, <i>Mundo Nuevo</i> [\$225,000—1968]		13,750
League of Women Voters Civic development activities in Latin America [\$130,000—1968]		26,250
National Academy of Sciences Symposia on biological research in Latin America [\$96,000—1969]		32,000
Social Science Research Council Fellowships, research, and internship awards [\$550,000—1970]		550,000

Development Planning. Long-range planning as a tool to accelerate economic and social development has been supported by the Foundation primarily in two Latin American countries. In Colombia, the Department of National Planning since 1963 has received some \$1.4 million, the major part of which was for economic consulting services from Harvard University's Development Advisory Service. Similar assistance has been given to the Office of National Planning in Chile to develop a research capacity in collaboration with the Center for International Studies of the Massachusetts Institute of Technology.

Two grants this year aim to build on this experience by engaging economists outside of government in research important to national development. The Foundation for Higher Education and Development in Colombia, an organization recently formed by leading social scientists and industrialists, received funds for policy-oriented research in such areas as population growth, public investment, agricultural diversification, and water resource management. Efforts will be made to link Colombian universities more closely to national problems through the preparation of case-study teaching materials based on Colombian experience in economic planning and monetary policy.

In Chile, a grant was made for research by a group of young economists formerly associated with the government's planning agency and now at the Pontifical Catholic University of Chile. The researchers are seeking to increase professional dialogue with Chile's new socialist government through workshops and studies of the structure of planning and decision-making under socialist governments. Other research will focus on Chile's economic policies over the last two decades.

Supplementary support also went to the Brookings Institution's Joint Studies on Latin American Economic Integration, a collaborative project with nineteen economic research centers in Latin America to study issues related to formation of a Latin American common market. The project has produced a major study of the comparative advantages among countries in the Latin American Free Trade Area for six groups

of industrial products. Other studies are examining the structure of wages in manufacturing, price differences, comparative industrial efficiency, and income and consumption patterns in the region.

MIDDLE EAST AND AFRICA

Development Planning and Management.

For more than ten years the Foundation has been providing consultants, specialists, and other assistance to help Middle East and African governments improve their central planning and management and upgrade the skills of government personnel. In the Congo, for example, some \$3.3 million has supported the training of 500 Congolese at the National School of Law and Administration for governmental functions formerly performed by Belgians. In the Middle East, the Foundation has helped to establish eleven institutions for management training and to place economic planning on a permanent basis. Attention is now shifting to administrative improvement in discrete governmental functions, such as agriculture, family planning, rural and urban development, and taxation and revenue administration.

For example, the Foundation this year granted funds to Lebanon in support of an extensive program of reorganization and reform of the country's tax laws, revenue administration, and accounting and data-processing procedures. With the aid of Foundation advisors, Lebanon's Ministry of Finance has developed a program of staff training and development, including a 120-hour course for tax inspectors and specialized study tours in the United States and Canada for senior officials. The Foundation's grant will continue support for these and other activities while the ministry presses for further legislation to implement the reforms.

In the Arab Republic of Egypt, the key agency seeking to develop the administrative competence of governmental personnel is the Central Agency for Organization and Administration. Although training is given through various in-service institutes, few civil servants have been exposed to modern graduate-level education in administration and management that would enable them to

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Studies of Latin America		
California, University of (Berkeley) [\$65,000—1968]		10,000
Kansas, University of [\$200,000—1968]		52,478
Michigan, University of [\$400,000—1969]	550,000	150,000
Vanderbilt University [\$375,000—1967]		80,747
Wisconsin, University of [\$300,000—1969]		43,591
	13,344,853	14,337,557
MIDDLE EAST AND AFRICA		
SUB-SAHARA AFRICA		
African Social Studies Programme (Kenya)		
Development of African social studies curriculum	115,000	
Education Development Center		
Advisory assistance on African educational development [\$266,000—1966]		74,000
Institute of Community Studies (London)		
Feasibility study of network of correspondence colleges in Africa	40,000	40,000
International Council for Educational Development		
Placement of American professors at African universities [\$200,000—1970]		140,000
International Institute of Tropical Agriculture (Nigeria)		
Construction of laboratories and other facilities [\$5,000,000—1970]	2,750,000	4,250,000
General operating support	534,443	534,443
International Legal Center		
Strengthening of African legal education [\$1,202,000—1968, 1970]		631,000
International Press Institute (Zurich)		
Training of African journalists	84,000	
Pan African Institute for Development (Geneva)		
Training of West African rural development officers, planners, and instructors	118,000	
Research, training, and conferences on Africa		
Africa Publications Trust (London)	67,000	
African-American Institute [\$577,000—1967, 1970]		213,500
African Studies Association [\$278,500—1968, 1970]	(16,000)	80,360
California, University of (Los Angeles)	257,687	
Center for Socio-Political Research and Information (Brussels)	19,000	
Columbia University [\$310,000—1970]	75,000	93,750
Howard University	50,000	25,000
International African Institute [\$120,000—1970]		33,225
Johns Hopkins University [\$10,500—1970]	106,600	(157)
Northwestern University [\$400,000—1968]	176,000	89,300
Oxford University [\$14,400—1969]		10,400
Social Science Research Council [\$455,000—1969]		97,667
Sussex, University of	33,528	33,528
Toronto, University of [\$304,500—1968]		103,000
Wisconsin, University of	67,512	
Waterford School (Swaziland)		
Construction of classrooms, dormitories, and staff housing [\$150,000—1969]	25,000	100,000
West African Examinations Council		
Staff training in educational testing [\$392,000—1967]		38,800
BOTSWANA		
Advisors on development planning		
Ariel Foundation (London)	32,000	8,000
Overseas Development Institute (London)	12,400	8,300
EAST AFRICA		
American Academy of Arts and Sciences		
Emergency support for International Centre of Insect Physiology and Ecology (Kenya)	25,000	

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
East Africa, University of		
Postgraduate economics research and training [\$166,000—1969]		32,809 (4,956)
University-wide development [\$478,000—1964]		
East African Academy		
Social science research information center [\$140,000—1967]		24,630
Family Planning Association of Kenya		
Attitude studies of selected groups [\$28,000—1970]		28,000
Nairobi, University of		
Master's-degree program in the biology of conservation [\$76,000—1970]		28,500
Tanzania National Parks		
Ecological research on wildlife	180,000	135,000
Tanzania, United Republic of		
Development of civil service training center [\$147,000—1966]	(2,303)	
Uganda Development Corporation		
Advisory services on financial management	50,000	50,000
ETHIOPIA		
American Library Association		
Library development at Haile Selassie I University [\$247,500—1967]		10,000
Haile Selassie I University		
Academic and administrative development [\$565,000—1968]	175,000	279,811
Development of law faculty [\$358,000—1968]		47,323
GHANA		
Ghana, Government of		
Consultants on government reform, civil service training, and assistance to new staff college. [\$204,000—1970]		121,585
Establishment of a productivity center [\$285,000—1963]		(1,311)
Ghana, University of		
Staff development and faculty housing [\$300,000—1967]		32,090
Harvard University		
Technical assistance for economic development planning [\$654,200—1970]		473,000
GUINEA		
Guinea, Government of		
National Institute of Research and Documentation [\$37,000—1961]		3,475
LIBERIA		
Cuttington College		
Scholarship loan-work plan [\$220,000—1967]		15,000
NIGERIA		
Ahmadu Bello University		
Expansion of Nigerian staff [\$292,000—1966]	134,000	(11,720)
Ibadan, University of		
General university and faculty development [\$1,045,000—1965, 1967]	(315,598)	8,000
Graduate training for Faculty of Agriculture	105,000	
Nigerian Institute for Social and Economic Research [\$225,000—1966]	200,000	30,000
Ife, Provisional Council of the University of		
Postgraduate course in development planning	72,000	
Research and training in teaching of Yoruba and English [\$120,000—1970]		20,371
Staff development [\$250,000—1969]		44,417
Kaduna Polytechnic		
Teaching internships and training fellowships [\$67,000—1970]		25,481
Lagos, University of		
Comparative Education Center [\$284,000—1969]		4,432
Establishment of family planning program [\$50,000—1969]		(3,137)
Staff development [\$340,000—1967]		29,765

direct and perform research and to conduct training programs. The American University in Cairo provides this training on behalf of the agency for twenty-five officers a year. The university's course is the only such program in Egypt given in English, a factor considered essential since much of the significant literature is in English. Foundation support, renewed this year, provides teaching staff, consultants, and overseas doctoral fellowships.

Economic research essential to the formulation of development policies is carried out in Nigeria by the Nigerian Institute for Social and Economic Research, which is associated with the University of Ibadan. Supported by both government and Foundation funds, the institute conducts physical planning, industrial feasibility, and other studies for the government and has worked on plans for post-civil war economic reconstruction. It also expects to play a major role in the implementation of Nigeria's present four-year plan. Since the institute's greatest need is for more and better trained staff, the Foundation granted \$200,000 in 1971 for support of advanced training abroad, research assistants, conferences, and foreign advisors.

Agriculture. Agricultural modernization in the Middle East and Africa is supported by the Foundation primarily through three multi-national projects—the International Institute of Tropical Agriculture (IITA) in Nigeria, the Arid Lands Agricultural Development Program (ALAD) in the Middle East, and a wheat production program in North Africa. Support totaling some \$3.7 million was given for these programs and related activities in 1971.

IITA is conducting research aimed at increasing the output and quality of tropical food crops and developing improved cropping and soil management systems appropriate for tropical conditions. Although construction of its facilities is not complete, IITA has assembled a research staff of twenty-nine scientists and begun collecting crop varieties, including rice, food legumes, corn, yams, and cassava. Studies have also been undertaken on erosion, fertility, and the penetration, availability, and evaporation of

water. With Foundation support, it also has been co-sponsoring with the French government a series of monthly seminars to assess research needs and develop working relations among scientists from both English- and French-speaking countries of western Africa.

By the end of 1972, IITA will have completed facilities for 100 visiting scientists and training fellows. To enable some of these researchers to acquire advanced training, funds were granted to the University of Ibadan to develop graduate courses in agricultural economics, agronomy, and agricultural biology.

The ALAD program is a major effort to increase food production on irrigated and dry lands of the Middle East and North Africa through the introduction and adaptation of new high-yielding varieties of cereals and coarse grains and the development of improved production technologies. Headquartered in Lebanon, ALAD scientists over the past three years have succeeded in breeding varieties of the semi-dwarf Mexican wheats with better disease resistance and yield than local strains. These varieties are being distributed widely in the region and in southern Europe. Other work is going forward on maize, sorghum, and millet and on a combined forage crop and sheep-breeding program. Funds were granted this year to increase to nineteen the number of agricultural specialists engaged in the program.

Additional funds were also granted to the International Maize and Wheat Improvement Center in Mexico to continue in Tunisia and extend to Algeria a program of adaptation and dissemination of Mexican wheats. Three new varieties of soft wheat, developed by the center and Tunisian scientists, hold promise for substantial production increases. Nitrogen consumption has doubled in Tunisia in each of the last two years as a result of dissemination of these varieties. Adaptive work is also going forward on durum wheats and on a rotating

Agricultural experts in Tunisia examine a new variety of wheat recently developed by U.S. and Tunisian scientists. The Foundation is supporting a major effort to increase food production in the Middle East and North Africa through the introduction of new high-yielding cereal and grain varieties and development of improved production technologies.



National Universities Commission		
Coordination of Nigerian university development [\$34,600—1969]		16,044
Nigeria, Government of		
Advisory and research assistance to manpower program [\$190,320—1964]		37,678
Consultants to planning unit [1965—1969]		116,107
International conference on marketing boards [1965—1970]		16,000
Pilot project in rural development [1965—1969]		40
Technical education [1965—1969]		9,480
Textbooks and teaching equipment for University of Nigeria [\$280,000—1970]		162,186
Nigeria, University of		
Development of Faculty of Education [1965—1969]		89,000
Nigerian Institute of Management		
Development of management training programs [\$120,000—1968]	205,000	58,776
Northern Nigeria, Government of		
Establishment of a credit institution [1965—1969]		15,251
Vocational education centers [1965—1969]		10,000
Western Nigeria, Government of		
Institute of Administration at University of Ife [1965—1969]		14,314
Vocational curricula at Aiyetoro High School [1965—1969]		12,474
SENEGAL		
Dakar, University of		
Preparation of West African atlas [1965—1969]		54,052



land-use system to eliminate the fallow period on wheat lands.

The Tunisian successes with wheat have encouraged Algeria to push forward with a program that has quadrupled the area planted with high-yielding varieties. The Foundation grant will support the work of research teams from the international wheat center in both Tunisia and Algeria, and will provide fellowships and equipment. The wheat program in Algeria is also being supported by the United Nations Development Program and the Food and Agriculture Organization.

The Foundation this year also completed a ten-year program of assistance to the Arab Republic of Egypt to establish the Institute of Land Reclamation, an agency for training personnel for the massive land reclamation made possible by the construction of the Aswan High Dam. Funds were granted for laboratory equipment, library materials, and conferences.

Population. The Foundation provided further consulting assistance and direct grants in family planning, reproductive biology, and demography throughout the region as evidence continued to grow that population is increasing excessively. In Kenya, for example, the government now estimates that the yearly rate of increase is 3.3 instead of 3 per cent, as heretofore believed, which means that population will double in twenty-one years if fertility and mortality patterns do not change. Per capita income in Uganda is believed to be declining because of a similar rate of growth.

These and other findings have intensified interest in population programs in several African countries. In Kenya, where more than ten international agencies are assisting in the population field, a national council to coordinate all family-planning activities is under consideration. The Foundation this year provided consulting assistance to the Family Planning Association of Kenya, which has been asked by the government to assume responsibility for family-planning education. It is also aiding a survey of attitudes, values, and practices on childbearing and birth control.

In West Africa, Foundation consultants

SOUTH AFRICA		
South African Institute of Race Relations Education and publication activities [\$200,000—1969]	70,000	64,000
Union Artists Multiracial theater training project	25,000	
United States-South Africa Leader Exchange Program Support for faculty and leader interchange [\$150,000—1969]	41,650	102,650
ZAIRE (CONGO)		
Montreal, University of Seminar for Congolese economists	45,120	243
National School of Law and Administration Civil service and magistrature training [\$300,000—1970]		299,061
ZAMBIA		
Zambia, Republic of English language laboratory [\$12,600—1969]		(160)
Zambia, University of Teaching materials and American staff assistance [\$300,000—1966]		21,100
NORTH AFRICA		
International Maize and Wheat Improvement Center Technical assistance for expanded wheat production in Tunisia and Algeria [\$293,000—1968]	233,700	247,148

continued to advise the government of Ghana on formulating a population policy and on organizing a family-planning program that now serves 20 per cent of women of childbearing age. It also provided fellowships to enable West Africans to observe family-planning activities in Asia and supported research on the relation between population growth and social and economic development.

Research and training in reproductive biology and in demography are supported in the Middle East at such institutions as Alexandria University, the American University in Cairo, and the Hacettepe Science Center in Turkey. This year funds were granted to Ain Shams University in Cairo to expand research on the possible long-term effects of oral contraception and intrauterine devices.

Education and Research. For years after African nations emerged from the colonial period, most universities were dominated by European staff and curricula. About two-thirds of the faculty members of Nigeria's five universities in 1962, for example, were expatriate. Few Nigerians served in top academic posts. The Foundation, beginning in 1961, granted some \$1.2 million to Nigerianize, through graduate training abroad, the staffs of the Universities of Ibadan, Lagos, Ife, and Ahmadu Bello University.

The experience of Ahmadu Bello, which received additional funds this year, is typical. Twenty-four staff members obtained full or partial advanced degrees abroad and are now back teaching at the university, raising the proportion of Nigerian faculty from 18 to 36 per cent. In addition, three African professors were recruited in the fields of law, veterinary science, and civil engineering. The new grant will support an additional twenty fellowships for overseas study.

To further the development of the social sciences in the Middle East, the Foundation allocated \$350,000 for awards to young scholars from universities and research institutes to conduct research in economics, geography, political science, psychology, social anthropology, and sociology. In contrast to the physical and biological sciences,

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Population Council Advisory assistance, research, and training in family planning [\$355,500—1970]		135,000
ALGERIA		
Algeria, Republic of English-language program at University of Algiers [\$342,125—1967] Secretarial and accountancy training [\$88,300—1963]	(3,175)	60,000
Algiers, University of Reconstitution of the university's library [\$132,500—1964]		(405)
MOROCCO		
Moroccan Association of Young Businessmen Seminars on modern business practices [\$70,000—1970]		5,000
Morocco, Kingdom of Moroccan School of Administration [\$206,000—1967]		50,000
TUNISIA		
Tunis, University of Center of Economic and Social Research [\$198,000—1969]		54,500
Tunisia, Republic of Agricultural training [\$514,000—1969] English-language textbook development [\$35,000—1969] Manpower personnel training [\$148,000—1969]	(140,818)	15,271 20,165 5,103
MIDDLE EAST		
American Friends of the Middle East Educational counseling and student placement [\$160,000—1970]		160,000
Ariel Foundation Conference on Arab-Western relations	22,200	
Research and training on the Middle East Middle East Studies Association [\$56,000—1967] Princeton University	225,000	4,000
Wisconsin, University of Training in university management [\$231,500—1968]		81,500
EGYPT		
American University in Cairo English-language teaching program [\$258,000—1970] Training in administration and business management [\$193,000—1969]	385,900	129,000 89,800
California, University of Support of Center for Arab Study Abroad (Cairo)	9,800	
Egypt, Arab Republic of Graduate training in business administration, University of Alexandria Institute of Land Reclamation, University of Alexandria Institute of Languages, Al-Azhar University Institute of Statistical Studies and Research [\$127,000—1968] Training and research in reproductive biology [\$151,000—1968]	3,443 45,000 210,000 60,000	3,443 40,000 35,000
IRAQ		
Baghdad, University of Training and research in public administration and economics [\$306,000—1966] Training of library staff [\$136,600—1963]	(305,962) (37,071)	
Iraq-American Educational Association Business education at Al-Hikma University English-language training at Baghdad College [\$180,000—1965]	(20,817) (71,309)	(20,817) (49,559)
Iraq, Republic of (Ministry of Education) English-language teaching in public schools [\$67,000—1965]	(46,820)	
ISRAEL		
Israel Foundations Trustees Research related to Israeli development, including agriculture, social sciences, and medicine [\$750,000—1969]		225,000

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
JORDAN		
Arab Development Society Development of agriculture in the Jordan Valley [\$150,000—1970]		50,000
Bir Zeit College Instructional materials and science-teacher training [\$183,000—1968]		52,000
Jordan, Government of Compilation of data on labor force [\$70,000—1970] Jordan Development Board [\$101,000—1967]		35,000 28,000
Jordan, University of Development of library facilities [\$97,000—1967] Faculty of Economics and Commerce [\$200,000—1969]		(634) 48,000
LEBANON		
American University of Beirut Master's-degree program in development administration [\$325,000—1964, 1968, 1970] Science education center [\$167,000—1969]		88,916 40,500
Association for Social Action Strengthening of Amiliyah Vocational Institute [\$104,000—1968]		17,000
Lebanese Management Association Management training for business and industrial officials	35,000	
Lebanese University Law and political science programs [\$244,000—1969]		41,000
Lebanon, Republic of Facilities at Arid Lands Agricultural Development project headquarters [\$220,000—1968] Regional training center in foreign affairs [\$260,000—1966] Science and mathematics programs Training and technical assistance in tax administration Training of professional civil service staff [\$175,000—1965] Vocational and technical education [\$58,000—1969]	129,000 128,300	27,830 53,857 89,200 48,005 (14,676) 2,163
SYRIA		
Aleppo, University of Development of agriculture and science faculties [\$750,000—1964, 1966]		65,000
Syria, Arab Republic of Agricultural programs and rural teacher training [\$185,000—1960]	(25,340)	(5,207)
TURKEY		
Development of management in business and industry Economic Development Foundation of Turkey [\$211,000—1966] Management Education Foundation [\$200,000—1970] Turkish Management Association [\$559,000—1966, 1968]		29,000 41,900 79,000
Economic and Social Studies Conference Board Conferences of Turkish leaders on national issues [\$249,180—1964, 1967, 1970]	180,000	119,820
Hacettepe Science Center Foundation English-language program [\$52,000—1968] Training and research in population and demography [\$682,000—1967, 1970] Undergraduate science program [\$223,000—1967]		12,205 129,000 8,000
Middle East Technical University Biology teaching and research [\$301,000—1967] Department of Social Sciences Graduate mathematics and science programs [\$590,000—1968] Training in restoration of historic monuments [\$168,000—1969]	38,500	63,400 98,833 44,000
Robert College Economic research and teaching in collaboration with Hacettepe University [\$211,300—1970] English-language teaching materials [\$3,750—1970]		60,650 3,750
Scientific and Technical Research Council Ankara University physics curriculum [\$30,000—1969] Graduate training in basic sciences [\$250,000—1964]		10,000 27,464
Turkish Education Foundation Educational research and scholarship administration [\$92,000—1967]	78,000	26,167

social science teaching and research have lagged in the region, in large part because of a lack of postgraduate research support. The research will be conducted in North America, Europe, or the Middle East and will focus on problems of contemporary relevance to the region. A committee composed of Middle East social scientists will advise the program.

In Egypt, the Foundation granted funds to strengthen foreign language and literature instruction, primarily in English, at the Institute of Languages of Al Azhar University. Foreign language study occupies nearly one-third of the Egyptian secondary school curriculum, and the main university courses are usually taught either in English or French. The institute, which will use the grant for faculty training abroad and laboratory equipment, provides university-wide language instruction for some 15,000 students.

Race Relations. The Foundation granted additional support to the South African Institute of Race Relations, which fosters interracial cooperation in South Africa through research, scholarship and legal aid, and conferences. The institute also advises foreign and domestic businesses in South Africa on how they can legally improve the conditions of nonwhite workers through better wages, training, and benefits.

Support was also given for a multiracial symposium of American and southern African leaders in Johannesburg to broaden communications on sensitive questions of racial policy. The symposium was sponsored by the United States-South Africa Leader Exchange Program, which the Foundation has supported for ten years.

POPULATION

Although concern with excessive population growth has increased enormously throughout the world in recent years, few developing countries with high birth rates have been successful in limiting their fertility. A main reason for this failure is the continued lack of simple, effective, and cheap methods of birth control that are acceptable to the majority of the population. Other reasons are

deficiencies in the management of population programs and an insufficient understanding of the social and economic factors that influence population growth.

For a number of years the Foundation has devoted over half of its funds in the population field to the support of research and training in reproductive biology as the basis for improved contraceptive technology. This year grants totaling \$8.7 million were made by the Foundation's Office of Population to eleven domestic and fifteen foreign institutions to further such research. Other needs in the field were assisted as well, including governmental and private programs that deliver family-planning services and research and training in the social sciences related to population problems. Increasingly, governmental and international aid agencies are supporting this work, at a level that now exceeds the Foundation's contributions.

This year the Foundation joined with other donors in supporting two major international efforts to hasten the development and spread of contraceptive technology—the Population Council's Contraceptive Leads Program and a World Health Organization program to expand research, development, and training in human reproduction. Other actions aim at improving the management of family-planning programs and focusing scholarly research on social and economic policies that could have at least as much influence on the growth and distribution of population as birth control programs.

Contraceptive Development. Clinical investigators now believe that contraceptive research has advanced to where a major effort is justified to determine whether certain drugs and devices should be developed and intensively tested as contraceptives for general use. Rapid evaluation of a number of contraceptive leads—including the once-a-week pill, the copper-coated intra-uterine device, the under-the-skin implant, and pre- and post-coital pills—will be conducted under a Population Council-sponsored program, for which the Ford and Rockefeller Foundations jointly granted \$3 million. Advising the council and participating in the evaluations is an international team of bio-medical researchers.

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Turkish Social Science Association		
Study of urban social change [\$87,000—1967]		31
Surveys and conferences on social science education	79,000	15,000
	6,768,570	11,848,301
POPULATION		
Institute of Society, Ethics, and the Life Sciences		
Research on ethics and population policy	68,200	8,525
Population Council		
Contraceptive leads program	1,500,000	125,000
General support	2,000,000	1,500,000
Information service for family-planning administrators [\$500,000—1970]		310,182
Overseas research grants in reproductive biology	500,000	400,000
Primate facility in Bio-Medical Division [\$1,600,000—1967]		970,000
Research at Weizmann Institute (Israel) [\$630,000—1966]	900,000	223,500
POPULATION STUDIES		
American Institutes for Research in the Behavioral Sciences		
Research with East European centers on family planning and abortion	120,000	36,400
California, University of (Berkeley)		
Mid-career fellowships in population [\$1,540—1970]		1,540
Population Reference Bureau		
Dissemination of information on population [\$212,000—1969]	468,000	172,000
Training and research in population		
Brown University [\$110,603—1970]		37,317
California, University of (Berkeley) [\$755,247—1967, 1968, 1970]		129,124
Chicago, University of [\$900,000—1968, 1969]	490,000	340,600
Cornell University [\$225,000—1970]		75,000
Council on Social Work Education [\$40,000—1970]		10,000
Georgetown University [\$700,000—1965]	200,000	38,663
Johns Hopkins University [\$975,000—1969]		156,111
London School of Economics and Political Science [\$230,000—1969]		62,601
Massachusetts Institute of Technology	38,500	
Michigan, University of [\$4,500,000—1965, 1968]		1,020,659
National Bureau of Economic Research [\$250,000—1970]		83,332
New York, State University of [\$110,000—1970]	25,905	27,500
North Carolina, University of [\$1,500,000—1968]	250,000	518,800
Pennsylvania, University of [\$187,000—1967]		28,600
Princeton University [\$74,400—1970]		36,855
Yale University [\$400,000—1970]		400,000
RESEARCH AND TRAINING IN REPRODUCTIVE BIOLOGY		
Albert Einstein Medical Center (Philadelphia) [\$388,000—1967]		61,274
Birmingham, University of [\$173,570—1968]		28,500
California, University of (Los Angeles) [\$574,950—1967, 1968]		202,383
Cambridge University [\$245,000—1970]		68,792
Catholic University of Louvain [\$200,000—1970]		131,062
Central Institute for Experimental Animals (Japan) [\$590,000—1967]		104,000
Chicago, University of [\$1,538,223—1968, 1969]	365,000	489,689
Colorado, University of [\$97,000—1967]		47,000
Columbia University (Institute of Human Reproduction) [\$8,743,000—1966, 1968]		1,248,297
Cornell University Medical College [\$940,000—1967]		261,870
Edinburgh, University of [\$151,000—1967]	15,432	62,888
Emory University [\$359,000—1969]		60,168
Florida, University of, College of Medicine [\$53,706—1967]		17,706
Free University of Brussels [\$240,000—1967]		41,300
Geneva, University of [\$82,015—1970]	176,500	36,015
Georgia, University of [\$176,000—1968]	330,000	101,257
Harvard University, School of Medicine [\$3,000,000—1965, 1967, 1969]	275,000	2,362,659
Hawaii, University of	425,000	
Helsinki, University of	790,000	138,500
Illinois, University of [\$600,000—1970]		175,000
Institute of International Education [\$125,000—1968]	125,000	95,000
Karolinska Institute (Stockholm) [\$700,000—1967, 1970]	827,000	360,000
Liverpool, University of [\$142,496—1969]		26,423
Lund, University of [\$437,189—1968, 1969]		108,000
Manchester, University of [\$179,895—1970]		43,743
Massachusetts Institute of Technology	178,500	65,100

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Medical Research Council (London) [\$265,000—1966]		10,000
Miami, University of [\$831,750—1970]		369,711
Michael Reese Hospital and Medical Center [\$100,323—1968]		24,773
Michigan, University of [\$596,500—1970]		157,080
Milan, University of [\$300,000—1967]	442,000	64,700
Mount Sinai School of Medicine (New York) [\$1,113,013—1968, 1969]		209,559
National Institute of Health and Research (France)	250,000	40,000
Pacific Northwest Research Foundation [\$357,470—1968]		69,716
Paris, University of, Faculty of Medicine [\$353,000—1967]	550,000	51,950
Pennsylvania, University of [\$1,650,000—1970]		747,324
Pittsburgh, University of [\$157,801—1969]		135,646
Planned Parenthood of New York City [\$300,000—1970]		202,500
Population Council, Bio-Medical Laboratories [\$6,000,000—1966]		2,823,400
Professional Staff Association of Los Angeles County— University of Southern California Medical Center [\$2,373,713—1969]		544,382
Puerto Rico, University of [\$355,000—1969, 1970]		120,000
Salk Institute for Biological Studies [\$1,000,000—1969]		81,250
State Serum Institute (Copenhagen) [\$141,950—1969]		45,300
Sydney, University of [\$208,158—1969]		31,255
Tel-Hashomer Hospital, Endocrinology Institute (Israel) [\$325,000—1967]		46,803
Texas, University of [\$155,000—1968]	277,000	28,300
Toronto, University of [\$126,000—1970]		61,900
United Birmingham Hospital (England) [\$145,000—1970]		26,000
Uppsala, University of (Sweden) [\$400,000—1966]	472,000	135,000
Vanderbilt University [\$505,340—1970]		242,115
Vienna, University of [\$200,000—1967]		28,500
Washington, University of [\$828,638—1968, 1970]		147,497
Washington University	290,200	50,000
Wayne State University	243,500	42,000
Western Ontario, University of	250,000	17,875
Western Reserve University [\$689,000—1967]		173,220
Wisconsin, University of [\$1,193,001—1970]		369,000
Worcester Foundation for Experimental Biology [\$888,015—1967, 1969]		179,550
World Health Organization	150,500	50,500
Yale University School of Medicine [\$990,000—1967]	600,000	204,824
FAMILY PLANNING IN THE UNITED STATES		
American Public Health Association		
Professional training in population [\$250,000—1966]		30,000
Local and state family-planning services		
Planned Parenthood Association of Maryland [\$250,000—1968]		75,000
Tulane University [\$475,000—1970]		119,576
Planned Parenthood Federation of America		
Assistance to family-planning agencies; publications [\$450,000—1968]	850,000	75,000
Sex Information and Education Council of the U.S.		
Research, educational, and service activities [\$200,000—1970]		100,000
Wake Forest College		
Research to improve clinic programs [\$370,000—1966]		20,000
	14,443,237	20,998,121
EUROPEAN AND INTERNATIONAL AFFAIRS		
INTERNATIONAL RELATIONS AND WORLD PROBLEMS		
American Academy of Arts and Sciences		
Studies and meetings on science and world affairs	60,000	
American Council of Young Political Leaders		
Information and education on international affairs [\$25,000—1970]		12,500
Broadcast Institute of North America		
Conferences and studies on broadcasting and telecommunications [\$300,000—1968]	200,000	100,000
Columbia University		
Advanced International Reporting Program for American journalists	40,000	40,000
Fellowships for foreign journalists [\$418,000—1964]		111,413
Meeting of German and American journalists	13,000	13,000
Community Funds		
Host Fund for the United Nations [\$120,000—1969]		20,000

If the leads are found to warrant further development, extensive toxicological and clinical trials will be undertaken before they are approved for general use. This later phase of the program may cost some \$30 million and will be supported by international aid agencies. The decision to pursue several lines of contraceptive development reflects the view of population specialists that no single new birth control compound or device will be found that will be acceptable to all people everywhere.

The Foundation also provided preliminary funding for a related World Health Organization program that will greatly expand research and training of clinical investigators in reproductive biology through a worldwide network of laboratories.

The work will be carried on primarily in four overseas centers, one of which—the Karolinska Institute in Stockholm—has already been designated. Supported in the past by the Foundation and a number of international agencies, the institute will receive some \$5 million for expanded research and training over a five-year period under the program.

Other elements of the WHO program are clinical studies of new and existing anti-fertility agents at some thirty laboratories throughout the world; an international documentation center for the storage and retrieval of research literature in reproductive biology; and the formation of a number of expert committees to evaluate and develop particular methods of fertility control. Scientists from Eastern Europe as well as from the developing world will collaborate in the project.

Social Sciences. A nation's social and economic policies may in the long run have more influence on the growth and distribution of population than birth control programs. For example, do dependency allowances or income tax deductions for children have a positive or neutral effect on family size? What is the population effect of changes in the status of women?

To focus research on these and other questions affecting population size and growth, the Foundation, together with the Rockefeller Foundation, this year made

the first of a series of awards to twenty-two social scientists here and abroad in such fields as economics, sociology, and demography. Among the areas of investigation are rural-urban migration; demographic effects of laws relating to abortion, marriage age, and divorce; the changing status and roles of women; immigration policies and laws; and the possible consequences of zero population growth. The research is aimed at building a base of knowledge for the development of public policies on such matters as education, land tenure, taxation, health, and social security that will promote the reduction of fertility.

To improve family-planning program management, the Foundation granted \$250,000 to the Carolina Population Center of the University of North Carolina to develop teaching materials and to train personnel in their use. Deficiencies in many family-planning programs can be traced to a paucity of training programs and research in administration. The Carolina center will prepare texts and other materials that use cases, simulations, gaming, and other methods to develop sensitivity and skills for effective program management. The materials are expected to be used to train personnel from family-planning agencies in India, Pakistan, Iran, and other less developed countries.

Family Planning. Foundation support for family planning in the developing countries is described on pages 68, 72, and 79. For assistance to family-planning agencies in the United States, the Foundation granted an \$850,000 supplement to the Planned Parenthood Federation for its Center for Family Planning Program Development. With the expansion of Federal funding for local programs, the center has become the principal agency advising state and local councils on organizing and obtaining funds for family-planning programs. The grant will enable the center to establish an evaluation system for the 2,000 local health departments, hospitals, and other agencies offering family-planning services and to expand a reference service on legislative, judicial, and administrative developments in the family-planning field.

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Institute for Defense Analyses (Washington, D.C.) Study of technical judgment and analysis in policy making [\$35,000—1970]		35,000
International Association for Cultural Freedom (Paris) Seminars, publications, and conferences to improve international understanding	750,000	750,000
International Press Institute Improvement of international news flow [\$150,000—1967]		23,400
International law and legal problems American Association of Law Libraries	(45,500)	(45,500)
American Society of International Law [\$376,500—1970]		258,800
British Institute of International and Comparative Law [\$125,000—1970]		25,000
The Hague Academy of International Law [\$132,000—1970]		39,500
International Legal Center [\$2,280,000—1968]		635,000
Loyden, University of (The Netherlands) [\$62,500—1969]		12,500
London, University of	80,000	16,000
International scientific exchanges International Atomic Energy Agency (Vienna) [\$150,000—1970]		50,000
Niels Bohr Institute (Denmark) [\$150,000—1967]		15,000
Michigan, University of Research on comparative economic growth and stability in Europe and Asia	100,000	
Race relations studies Denver, University of [\$150,000—1969]		40,015
Institute of Race Relations (London) [\$350,000—1969]		100,000
Minority Rights Group (London) [\$72,000—1969]		24,000
Research, training, and conferences on marine policy and ocean management California, University of (San Diego) [\$226,000—1970]		58,000
Rhode Island, University of [\$139,000—1970]		46,332
Woods Hole Oceanographic Institution	200,000	26,500
Research and seminars on international security issues California Institute of Technology [\$285,000—1970]		95,000
Chicago, University of [\$264,000—1970]		90,100
Harvard University	150,000	17,625
Institute for Strategic Studies (London)	525,000	105,000
Princeton University [\$16,000—1970]		16,000
Research on foreign policy, trade, and international issues Brookings Institution [\$400,000—1970]	600,000	565,000
Committee for Economic Development [\$260,000—1969]		112,833
Johns Hopkins University [\$345,000—1967]		30,599
National Planning Association	22,500	22,500
Political and Economic Planning (London)	45,000	22,500
Princeton University [\$17,500—1969]		17,500
Trade Policy Research Centre (London) [\$18,000—1970]		18,000
United Nations Association	300,000	200,000
Salzburg Seminars in American Studies Conferences of American and European leaders and scholars [\$325,000—1970]		80,000
EUROPEAN AND ATLANTIC RELATIONS		
American Council on Germany Conference on German-American relations	15,000	
Johns Hopkins University French-American parliamentary exchange	26,000	26,000
Research, conferences, and education in Atlantic cooperation and European integration Atlantic Institute [\$800,000—1969]		167,500
Council on Foreign Relations	4,944	
Ditchley Foundation [\$40,000—1968]		13,333
European Community Institute for University Studies Federal Educational and Research Trust (London) [\$45,000—1969]	50,000	15,000
Royal Institute of International Affairs [\$150,000—1969]		50,000
Sussex, University of [\$100,000—1968]		34,000
West European studies Cornell University [\$100,000—1970]		43,000
Harvard University [\$250,000—1969]		80,000

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Johns Hopkins University [\$180,000—1970]		60,000
Pittsburgh, University of [\$385,000—1970]		107,250
Social Science Research Council [\$249,000—1969]	150,000	110,600
Wisconsin, University of	100,000	
EASTERN EUROPE AND THE U.S.S.R.		
American Association for the Advancement of Slavic Studies		
Staff expansion, publications, and conferences [\$90,000—1969]		30,000
Bibliographic and documentation services		
Association of Research Libraries [\$350,000—1969]		46,735
Central Asian Research Centre (London) [\$60,000—1969]		15,000
Glasgow, University of [\$140,000—1969]		30,191
Center for Applied Linguistics		
Contrastive analyses of English and Rumanian, Serbo-Croatian, Polish, and Hungarian languages [\$159,000—1968, 1970]	210,000	142,725
Columbia University		
Research on non-Russian nationalities in the U.S.S.R. [\$50,000—1970]		25,000
Training and research on East Central Europe [\$150,000—1970]		62,500
Training and research at Russian Institute [\$300,000—1970]		125,000
Conferences and meetings on East-West relations		
Johns Hopkins University [\$136,070—1970]	50,000	38,400
Young Men's Christian Association [\$10,000—1970]	(10,000)	
Fellowships and scholarly exchanges		
American Council of Learned Societies		
International Research and Exchanges Board [\$2,782,695—1970]	(47,305)	1,497,695
Slavic and East European Studies [\$600,000—1968]	350,000	112,000
Council on International Educational Exchange [\$150,000—1970]		50,000
Institute of International Education [\$800,000—1968]		157,257
National Endowment for the Humanities	250,000	250,000
Social Science Research Council [\$151,000—1969]	100,000	137,000
Harvard University		
Research and training at Russian Research Center [\$300,000—1970]		118,750
Indiana University		
Training and research on East Europe	150,000	50,000
Michigan, University of		
Comparative Eastern Europe and U.S. social studies [\$100,000—1969]		21,000
Wayne State University		
Research and training with Yugoslav regional and urban planners [\$180,000—1968]		27,500
INTERNATIONAL STUDIES		
American Economic Association		
Training for foreign students of economics [\$350,000—1968]		38,000
American Universities Field Staff		
Reporting service in international affairs	100,000	50,000
Chicago, University of		
Research and training in education for Latin American and Asian graduate students [\$200,000—1970]	150,000	62,960
Education and World Affairs		
Studies and conferences on education in international affairs [\$3,000,000—1966]		357,128
Foreign affairs centers and international studies programs		
California, University of (Berkeley)	518,700	
Canadian Institute of International Affairs [\$165,000—1968]		30,000
Chicago, University of [\$8,500,000—1966]	775,000	237,505
Columbia University [\$760,000—1970]		305,000
Cornell University [\$6,000,000—1967]		814,823
Denver, University of	90,000	
Duke University [\$150,000—1970]		45,000
Fletcher School of Law and Diplomacy (Tufts University) [\$654,880—1967, 1969]		203,259
Graduate Institute of International Studies (Geneva) [\$160,000—1968]	(4)	40,000
Harvard University [\$1,220,000—1970]		507,500

EUROPEAN AND INTERNATIONAL AFFAIRS

The Foundation's support for programs concerned with international relations and world problems and with European affairs has followed two main paths—policy research and conferences on such issues as arms control, international economic relations, the uses and regulation of the oceans, and common problems of advanced industrial societies; and academic training, research, and exchanges involving both the East and the West. In addition, the Foundation aids the development in American universities of international research and training focused on both the developed and the less developed world.

Policy Research. Although individual European universities and multinational organizations have conducted studies of the problems of a united Europe, the Continent has no multidisciplinary, multinational policy research center to stimulate new and independent thinking on European affairs. Recently two groups of European scholars under the aegis of the European Community Institute for University Studies in Brussels took preliminary steps to form such an organization and outlined a program of research on key issues that European policy makers will face in the 1970s. The Foundation, together with a group of European foundations, granted funds to this group for studies that will deal, among other things, with monetary affairs, European security, agricultural policy, American-European relations, and relations with the developing countries. The studies will result in two books to be published in several languages.

The Institute for Strategic Studies in London, supported by the Foundation since its establishment in 1958 and given a supplementary five-year grant of \$525,000 in 1971, is an independent center for research, discussion, and publication on international security issues. It seeks to narrow the gap of knowledge and understanding between official policy and public opinion through studies of disarmament policy, military expenditures, and new weapons technology. The institute plans to expand its interests to include Asian security issues.

Continued support was also given to the Brookings Institution for its program of research and discussion of U.S. foreign policy, centering around such topics as the politico-military role of the United States, tariff barriers, foreign aid, and relations with Japan. A major product of the program is an evaluation of the defense budget included in the annual Brookings analysis of the Federal budget.

Continuing a series of grants in the area of marine studies and their international implications, the Foundation gave \$200,000 to the Woods Hole Oceanographic Institution for the training of experts who will combine an understanding of the marine and ocean sciences with knowledge of law, management, economics, or international affairs. To be carried out in cooperation with Harvard University, the Massachusetts Institute of Technology, and the Fletcher School of Law and Diplomacy of Tufts University, the program will provide graduate training in both marine fields and the social sciences. Work will focus on the management of seabed resources, ocean pollution, and arms control on and under the seas.

To throw further light on "transnational processes" and on the problems of communication and misrepresentation in arms control negotiations, Harvard University was granted \$150,000 for two projects at its Center for International Affairs. Although understanding in arms control diplomacy is better than it was ten years ago, there is still considerable danger of misreading national intentions and of failing to understand ideas and concepts. Center scholars will examine the process by which agreements were reached in the nuclear nonproliferation treaty and during the Strategic Arms Limitation Talks. Research on transnational processes will focus on the movement of information, money, goods, and doctrines across national boundaries, when at least one actor is not an agent of a government or an intergovernmental organization.

Funds were also given to support eco-

Opposite: Scholarly research on the changing nature of U.S.-Europe relations, including the growth of protectionist forces in international trade, is supported by the Foundation. Studies are examining how better coordination of economic policies among Atlantic nations might increase trade.

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Illinois, University of	200,000	75,000
Institute of International Affairs (Rome) [\$250,000—1969]		124,825
McGill University [\$2,000,000—1966]		302,122
Michigan, University of [\$2,250,000—1966, 1969]	650,000	603,319
Michigan State University [\$200,000—1969]		50,000
Minnesota, University of [\$200,000—1969]		96,322
New York University [\$1,200,000—1966, 1970]		214,742
Northwestern University [\$200,000—1970]		145,000
Pennsylvania, University of [\$210,000—1970]		122,000
Pittsburgh, University of	60,000	
St. Antony's College (Oxford University) [\$3,000,000—1966]		435,443
Stanford University [\$6,096,000—1967, 1970]		706,332
Sussex, University of [\$180,000—1969]		55,000
Syracuse University [\$200,000—1970]		60,000
Washington, University of	200,000	
Wisconsin, University of [\$1,000,000—1966]	400,000	335,878
Yale University [\$6,300,000—1966]		444,087
Franklin Book Programs		
Establishment of a publishing organization in Nigeria [\$365,000—1964]		(20,267)
Institute of International Education		
Educational exchange and counseling programs [\$200,000—1970]		150,000
Public Service Fellowships [\$72,600—1968]		24,200
International Council for Educational Development		
Advisory services on university modernization	362,000	362,000
International Studies Association		
Research, publications, and interdisciplinary cooperation [\$132,000—1969]		44,000
International studies fellowships and publications		
Carnegie Endowment for International Peace [\$60,000—1970]		20,000
Council on Foreign Relations [\$481,000—1969, 1970]		178,500
National Academy of Sciences [\$52,500—1970]		35,000
International urban studies		
Athens Technological Organization [\$650,000—1970]		325,000
Centre for Environmental Studies (London) [\$750,000—1967]		265,000
Columbia University [\$478,000—1967, 1969]	(2)	78,600
Japan Center for Area Development Research [\$550,000—1966]		101,000
Massachusetts Institute of Technology [\$94,875—1969]	112,875	59,949
University College London	65,000	15,000
Leeds, University of (England)		
Comparative study of publicly managed business [\$79,000—1970]		24,000
Linguistic and foreign language research and teaching		
Center for Applied Linguistics [\$300,000—1970]		300,000
Georgetown University [\$266,000—1967]		40,722
Linguistic Society of America [\$300,000—1968]		64,078
Princeton University [\$175,000—1968, 1970]		48,750
Stanford University [\$225,000—1969]		118,720
York, University of (England) [\$100,000—1968]		30,000
Michigan, University of		
Training in statistical sampling for foreign students	110,000	
Purdue University		
Overseas professional service fellowships [\$510,000—1967]	(82,757)	20,455
Research on foreign students studying abroad		
Center for Policy Research [\$43,226—1970]	37,762	40,506
Columbia University [\$107,119—1970]	(37,762)	
Research, training, and information on development problems		
Centre for Educational Development Overseas (London) [\$200,000—1967]		37,500
Harvard University	100,000	40,000
Institute of Community Studies (London) [\$23,500—1969]		11,750
Institute of Development Studies (England) [\$45,000—1969]		30,000
Michelsen Institute of Science and Intellectual Freedom (Norway) [\$275,000—1965, 1970]		95,000
Overseas Development Council (Washington, D.C.)	125,000	125,000
Overseas Development Institute (London) [\$282,400—1970]		65,202
Pennsylvania, University of [\$350,000—1968]	50,000	25,000
Princeton University [\$175,000—1968]	110,000	67,123
Society for International Development	25,000	25,000
Wisconsin, University of [\$800,000—1967]		321,515
Yale University [\$400,000—1969]	340,000	161,500
United Nations Educational, Scientific and Cultural Organization		
Research in educational planning [\$120,000—1970]		40,000



conomic research at the University of Michigan on the comparative ability of socialist and capitalist nations to promote growth, stability, efficiency in the allocation of resources, and more equal distribution of wealth.

European Studies and Exchanges. The Foundation supports research and training on European affairs through grants to university area studies centers, research projects, and academic exchange and fellowship programs. For example, the Foundation-initiated Foreign Area Fellowship Program over the past seventeen years has made 864 awards to U.S. graduate students for research on the Soviet Union and Eastern Europe. The program has created a group of specialists who now occupy leading posts in universities and government agencies. Additional funding was given this year to continue these awards as well as for the West European portion of the program which since 1964 has made 139 awards.

One of the most active university training and research programs on Eastern Europe is at Indiana University. Supported in part by an earlier Foundation grant, the program offers fifty-eight courses in ten disciplines taught by thirty-five members of the faculty. A grant of \$150,000 was given this year for faculty research, language training, conferences, and publications.

To take advantage of new opportunities for exchanges of American and Soviet social scientists, the Foundation granted \$100,000 to the American Council of Learned Societies. The Soviet Union has recently been showing increased interest in social science research abroad, particularly in such advanced techniques of economic analysis and planning as linear programming and computer modeling. The funds, to be administered by the International Research and Exchanges Board, will support the exchange of some twenty-five American scholars invited by the Soviet Academy of Sciences and an equal number of Soviet scholars invited by American academic institutions.

Expanding a program begun last year with Hungary and Poland, the Foundation provided funds for the exchange of management

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Volunteers for International Technical Assistance		
Technical assistance to developing countries [\$50,000—1969]		50,000
World Council of Churches (Geneva)		
Joint Exploratory Committee on Society, Development, and Peace [\$140,250—1970]	140,250	126,139
	9,039,701	17,449,740
Total grants, International Division	\$51,993,324	\$80,285,709

FOUNDATION MANAGED CHARITABLE ACTIVITIES are administered directly by the Foundation rather than by grantees. The first column shows activities approved during fiscal 1971; the second, total 1971 expenditures for activities approved in fiscal 1971 or earlier.

	Authorized (Reductions)	Expenditures
Consultants on international activities of American universities	\$ (21,613)	
Educational policy development studies	41,000	\$ 13,293
Exchanges between American and Rumanian management education institutions	150,000	
Survey of urbanization in developing countries		157,280
ASIA AND THE PACIFIC		
Asian arts and archeology		15,141
Clerical skills center in Indonesia		7,053
Commission for a Southeast Asia Institute of Higher Education	(22,332)	
Computer training in Indonesia	350,000	127,825
Consultants and conferences on Asian development administration	172,000	49,492
Consultants for India on education, food production, water technology, economics, administration, urban planning, cultural projects, manpower, and family planning	2,001,473	1,968,145
Consultants for Indonesia on agriculture, education, trade, family planning, and management	150,000	111,617
Consultants and training for Lower Mekong Basin Coordinating Committee	90,000	52,621
Consultants for Malaysia on educational and family planning	205,000	108,846
Consultants for Pakistan on agriculture, education, management, and planning		95,619
Consultants for the Philippines on agriculture, natural resources, and higher education	445,604	239,035
Consultants for Thailand on family planning, education, and population		239,237
Consultants and research on population in Southeast Asia	345,000	5,346
Consultants for Southeast Asian Ministers of Education Secretariat	29,000	39,711
Construction of rice research facility in India	100,000	83
English-language teaching in Indonesia, Japan, and Thailand	100,000	222,542
Fellowships and research assistance for Southeast Asian scholars—Asian field offices operations	125,000	108,717
Indian field offices operations	703,257	875,249
Indian fellowships in economics, politics, and administration	(25,000)	
Research and training at three Outer Island Indonesian Universities	250,000	48,384
University of Delhi library system and housing project		6,807
MIDDLE EAST AND AFRICA		
Advisory and training assistance for educational planning and development of Haile Selassie I University		38,470
Consultants for East Africa and Zaire (Congo) on vocational education, public service training, economic planning, and business and industrial development	1,044,000	1,073,121
Consultants for West Africa on economic planning, education, public service training, urban development, language teaching, agriculture, population, and business administration	1,071,000	927,420
Consultants in the Middle East and North Africa on agriculture, education, public administration, economic planning, population, and business management	1,734,586	1,102,108
Consultants for Turkey on social and natural sciences and business development	(68,968)	5,619
East African sociolinguistic survey	180,500	47,196
Exchanges, consultants, and conferences on agricultural research in West Africa	250,000	286,523
Fellowships for Afro-American scholars		28,142
Fellowships for Nigerian curriculum specialists	50,000	35,413
Middle East and Africa field offices operations	1,024,039	1,021,207
National Library in Nigeria		65,379
Regional conferences and workshops	41,297	13,897
Research and pilot projects on national integration in West Africa	50,000	12,851
Research and training in population in East and Central Africa	73,500	74,292
Research awards to social scientists in the Middle East	350,000	18,868

GRANTS—INTERNATIONAL DIVISION	Grants Approved (Reductions)	Payments (Refunds)
Specialists and consultants in economic planning and public administration, travel and study grants, and conferences for Botswana, Lesotho, and Swaziland		87,197
LATIN AMERICA AND THE CARIBBEAN		
Consultant in economics for Colombia	34,000	1,506
Consultant in taxation for Peru		775
Consultant for American School of Rio de Janeiro		(2,872)
Consultants in agricultural economics and statistics for Mexico	50,000	53,720
Graduate fellowships for university administrators (697)		13,648
Housing and community planning in Chile		8,855
International Maize and Wheat Improvement Center	34,000	287,892
Latin America field offices operations	287,892	350,782
Normal school and vocational education development in Chile	1,328	162
Research and training in population studies in Brazil		24,272
Research and training in the basic sciences in Peru	43,000	8,024
Specialists in manpower development for Trinidad and Tobago	27,200	35,384
Teaching and research fellowships in Latin America		238,904
Visiting professors at National University of Colombia (354)		25
POPULATION		
Consultants on population research and communications	175,000	106,361
Research awards to social scientists on population policy	500,000	249,314
Staff conferences and technical information services (6,716)		783
Total Foundation Managed Charitable Activities, International	\$12,112,996	\$10,419,389

GENERAL

GRANTS: The first column shows grants approved in 1971; the second, payments on new grants or grants approved in earlier years. The original amounts and dates of earlier grants that were not fully paid at the beginning of fiscal 1971 are given in brackets [] after the names of grant recipients.

	Grants Approved (Reductions)	Payments (Refunds)
Reductions and refunds		
Miscellaneous reductions and refunds of less than \$10,000 each from grants made under various programs in past years	\$(227,569)	\$(227,569)
Chicago, University of		
Distribution of Peterson Commission report on foundations	2,500	
Council on Foundations		
General support [\$100,000—1968]		21,250
Edison Institute (Michigan)		
General support of institute's collection of Americana and educational activities [\$20,000,000—1969]		4,000,000
United Foundation		
Detroit-area charitable activities [\$1,150,000—1966, 1970]	300,000	550,000
U.S. Government		
White House conference on the industrial world ahead	50,000	
Total grants, General	\$ 124,931	\$ 4,343,681
TOTAL GRANTS	\$176,178,236*	\$223,983,864

FOUNDATION MANAGED CHARITABLE ACTIVITIES are administered directly by the Foundation rather than by grantees. The first column shows activities approved during fiscal 1971; the second, total 1971 expenditures for activities approved in fiscal 1971 or earlier.

	Authorized (Reductions)	Expenditures
Ford Foundation oral history research collection	\$ 232,800	\$ 11,126
Travel and study grants**	843,807	2,227,228
Total Foundation Managed Charitable Activities, General	\$ 1,076,607	\$ 2,238,354
TOTAL FOUNDATION MANAGED CHARITABLE ACTIVITIES	\$ 18,890,372	\$ 19,234,059*

education specialists with Rumania. The program is designed to strengthen management education in Eastern Europe and to enable U.S. scholars to conduct research on comparative industrial and management problems.

INTERNATIONAL STUDIES

The Foundation carried well toward completion this year a special transitional program of support for international training and research at American universities. Through a series of major grants in the 1950s and 1960s, the Foundation played a major role in developing area studies centers and related international programs at more than twenty universities. The interim program is continuing limited assistance for some of these activities during a period when expectations of alternative funding from the Federal government or otherwise have been disappointed.

Sixteen universities have thus far received grants totaling nearly \$6 million under the program. Among them this year were the University of California (Berkeley), and the Universities of Chicago, Michigan, Pittsburgh, Washington, and Wisconsin. The grants typically support faculty research and fellowships for study on South and South-east Asia, Africa, the Middle East, Latin America, and Europe.

The Foundation also supports research and training on major developmental problems. One such grant this year continued assistance to Yale University's Economic Growth Center, which emphasizes empirical and quantitative analyses of the development process. Country studies have been prepared by Yale's development economists on Brazil, Nigeria, Argentina, Mexico, and Israel, and other research is going forward on the role of foreign investment, stages of economic development, and income distribution.

The Foundation continued to assist urban and regional studies at the Massachusetts Institute of Technology focusing on problems created by rapid urbanization, a phenomenon common throughout the developing world. The program offers a nine-month course for mid-career urban specialists from the developing world.

*In addition to grants to organizations and individuals listed under "Grants," the Foundation also makes grant payments under "Foundation Managed Charitable Activities." The totals have been reclassified on this basis in the Statement of Income, Expenditures, and Changes in Fund Balance, page 97.

**Travel and study grants, designed to assist the development of men and women in the fields of Foundation activity, were made in fiscal 1971 to 665 individuals, a list of whom is available on request.

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Introduction to Financial Statements

INVESTMENT POLICY AND PERFORMANCE

In June 1971 the Board of Trustees of the Ford Foundation adopted an investment policy derived from this general principle: *The Foundation's investment policies, and their administration, shall serve the Foundation's scientific, educational, and charitable purposes, all for the public welfare. Investment decisions shall be made so as to sustain and strengthen the capacity of the Foundation to effectuate its purposes and to serve the general welfare of the people.* The policy statement brought together in one place a number of previous formulations that emphasized the objective of sustaining the capacity—in purchasing power—of the Foundation's earning assets. This emphasis was expressed in the following terms:

The Foundation should

- maintain itself as an organization with a strong and continuing capacity for charitable action;
- accept the concept that long-term total return is the correct yardstick for investment measurement, total return being defined as investment income (dividends and interest) plus capital gain or loss, whether realized or unrealized;
- continue to pay out more than the minimum requirement of the Tax Reform Act of 1969, and
- intensify its effort to diversify away from its concentration of holdings of nonregistered, nonvoting Class A Stock of Ford Motor Company.

These principles were applied during the fiscal year ended September 30, 1971, to a

portfolio whose market value grew from \$2.8 billion to approximately \$3.3 billion during the year.

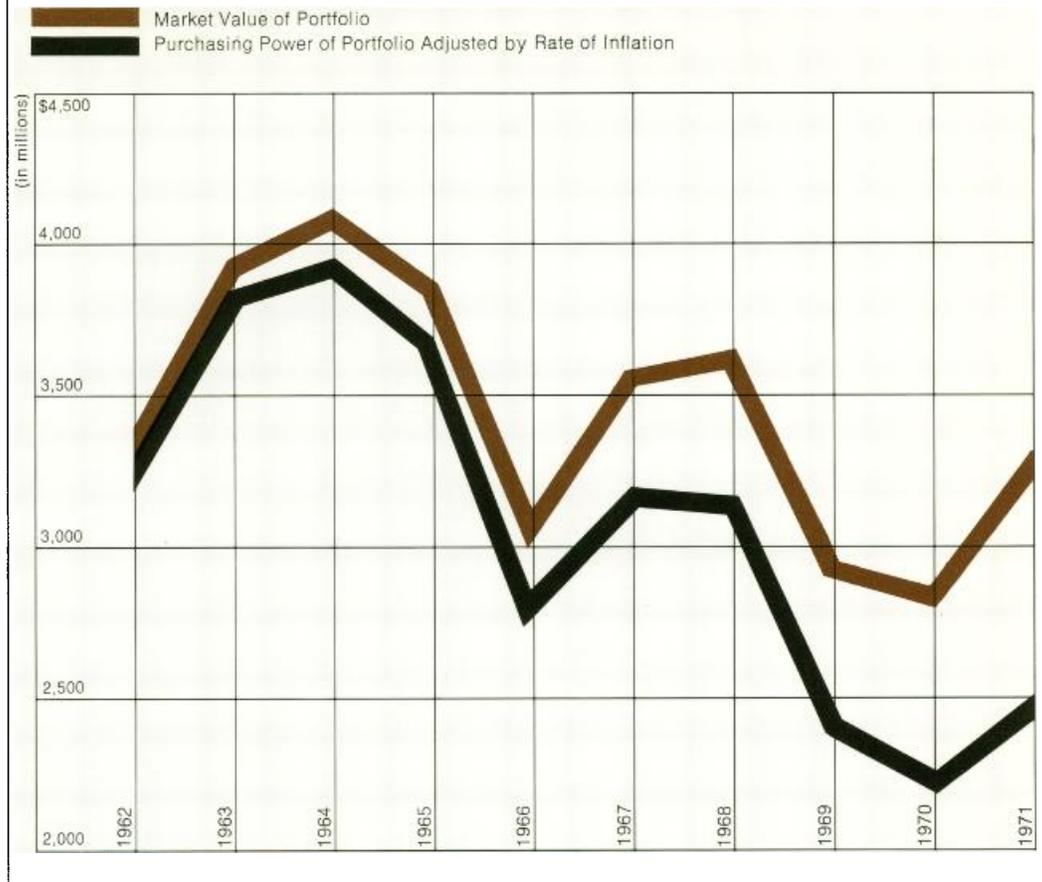
This rise in the value of our assets was largely a reflection of the major upswing in the stock market during the year. As the ten-year table at page 101 shows, the Foundation's asset value has risen as sharply on previous occasions (1963 and 1967). It has also fallen even more sharply in response to downturns in the market (1966 and 1969).

While it is encouraging to see a rise in the Foundation's asset values in the short run, the long-term pattern is of course more important. Thus, taking a long-term perspective indicates that the Foundation's assets expressed in dollars of constant purchasing power have been declining. The market value of the Foundation's assets at the end of fiscal 1971 was about the same as it was at the end of fiscal 1962. But over the decade 1962-1971, the nation's consumer price level rose by almost one-third. Expressed in dollars of constant purchasing power, therefore, the value of the Foundation's total portfolio fell by almost \$1 billion from October 1, 1962 to September 30, 1971. (See chart, opposite.) During the decade the Foundation's charitable expenditures totaled \$2.536 billion, or \$1,080 million more than income.

The result of the Foundation's investment activities during fiscal 1971 can be measured by reference to the standards customarily used for mutual funds, pension funds, and other endowments. Under the total-return concept, the total return on stocks in Standard & Poor's 500 Stock Index during fiscal 1971 was 20.6 per cent, and total return for the thirty-five stocks in the Dow Jones Industrial Index was 20.8 per cent. Total return to the Foundation portfolio during the fiscal year was 25.8 per cent. The three main elements of the portfolio performed as follows:

- the Ford Motor Company Class A Stock (valued as if it were marketable common stock at about \$1.2 billion at the end of the year) showed a total return of 39 per cent;
- other equities (also approximately \$1.2 billion in market value at the end of the year) showed a total return of 24.7 per cent;

Effect of Inflation on the Investment Portfolio



—corporate bonds (about \$332 million at the end of the year) showed a total return of 16.1 per cent.

The importance of sustaining philanthropic purchasing power is underlined by the fact that these total returns were diminished by a rate of inflation of 4.8 per cent during fiscal 1971 (as reflected in the Consumer Price Index). Thus *real* total return on the entire portfolio was 20 per cent; on the diversified equity portfolio, 19 per cent, and on the bond portfolio, 10.4 per cent. This compares with the Standard & Poor's 500 Stock Index *real* total return for the period of 15.1 per cent.

The Foundation this year sought to increase its capacity to diversify future investment opportunities by:

- creating a bond department;
- engaging the services of two outside bond advisers;
- enlarging its real-estate investment staff and engaging the services of an outside real-estate adviser;
- substantially enlarging its analytical staff for the review of equity opportunities;

—screening a number of equity management firms preparatory to the appointment, early in fiscal 1972, of four such managers for limited portions of the Foundation's equity portfolio, and

—increasing the pace of disposition of its concentration in Ford Motor Company Class A Stock. During the fiscal year, 5,698,780 shares, having a market value at the time of disposition of approximately \$348.9 million, were sold and granted. This left the Foundation with 17 per cent of the total capital stock of the Ford Motor Company, compared with 22 per cent at the beginning of the year and 88 per cent when the Foundation began to diversify its portfolio in 1956. The Foundation's holdings of the stock on September 30, 1971 represented 37.8 per cent of the total market valuation of its investment portfolio, compared with 43.2 per cent at the beginning of the year.

Two emphases in this report—the concept of total return and the statement of the portfolio in terms of market value—deserve additional comment.

The concept of total return implies a

desire to offset inflationary shrinkage and maintain purchasing power by achieving capital gains as well as current yield, thereby retaining capacity to meet future philanthropic needs. To underscore our reliance on this concept, we have added to the Statement of Income, Expenditures, and Changes in Fund Balance (page 97) information on unrealized capital gains and losses.

As noted below, in the section on Financial Statements, valuation of the portfolio at market is emphasized this year rather than "book value," as before; book value is still shown, but less prominently, in a footnote. This reverses the emphasis of previous years. For many years the Foundation has reported portfolio value by both methods, but we think it important to display market values more prominently so that the reader may judge performance more easily. A total-return concept can lead to sound investment decisions only if the performance of all components of the portfolio can be compared to each other, to the movements of the market, and to other managed portfolios. Such comparisons can best be made if values are established for an entire portfolio on a market basis at the same time. Book value is useful for this purpose only in those rare instances when all assets were received simultaneously (when the book is made up all at once) and the date of receipt clearly permits comparisons.

We have underscored market valuation of the investment portfolio and the total return concept in reporting our financial affairs because we believe they help us present the most realistic estimate of the Foundation's financial position.

FINANCIAL STATEMENTS

The Statement of Financial Position (page 96) and the Statement of Income, Expenditures, and Changes in Fund Balance (page 97) follow the accrual method of accounting, under which income is recorded when earned, even if not received, and grants and expenses are recorded when incurred, even if not paid. The Foundation's financial activities on a cash basis are reported in a Statement of Changes in Financial Position (page 98).

In fiscal 1971, the Foundation made some significant changes in its financial accounting and reporting. For the reasons noted in the preceding section on investment policy, the Foundation's investments are now carried at market values in its accounts. The Ford Motor Company Class A nonvoting stock is also carried at market, representing a change from the previous practice of basing carrying value on the approximate equity per share, as indicated in the financial statements of the Ford Motor Company at December 31 of the preceding year. These changes are explained in more detail in Note 1 to the financial statements.

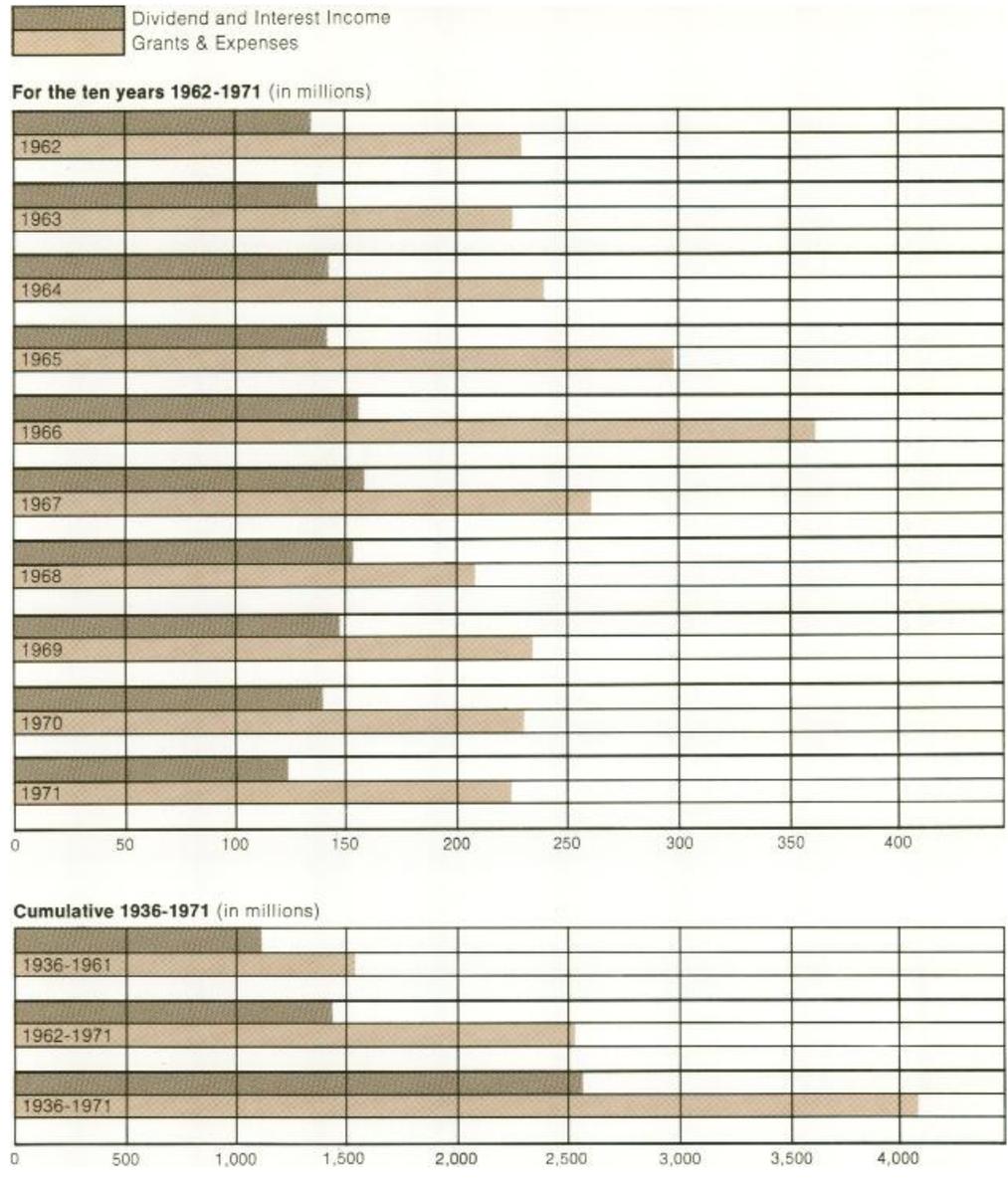
Additionally, the manner of presenting the results of the Foundation's activities during the year, has been changed to a single Statement of Income, Expenditures, and Changes in Fund Balance. This statement includes realized gains or losses on dispositions of securities as part of income and unrealized portfolio appreciation as part of the change in fund balance. This statement combines information previously reported separately in Income Fund or Principal Fund statements. We believe this to be a more realistic and informative way in which to report the Foundation's financial position and activities to the public.

Income and Expenses. Total income from all sources increased \$77.8 million over 1970 (restated to include realized capital gains), resulting principally from realized capital gains on sales of Ford Motor Company Class A stock and other investments.

Grants approved, expenditures for Foundation-managed charitable activities, and program management and general management expenses totaled \$225.1 million as compared to \$236.8 million for 1970 (as restated).

Program Related Investments. In addition to making grants, the Foundation uses its funds to finance or invest in enterprises that advance philanthropic purposes in various fields of Foundation interest. The trustees have authorized \$50 million for these investments, of which \$24.5 million has been approved at September 30, 1971. A list of investments begins on page 30.

Comparison of Grants and Expenses with Income for Fiscal Years 1936-1971



TAX REFORM ACT OF 1969

The Foundation is subject to the provisions of the Act as it relates to private foundations. The fiscal year ended September 30, 1971, is the first in which the principal impact of the financial provisions of the Act applied to the Foundation. The Act imposes, among other requirements, an excise tax of 4 per cent on net investment income, defined as dividends, interest, and net realized gains on securities transactions, reduced by related expenses. The Foundation's tax for fiscal 1971 is estimated at \$9.4 million.

The Act also requires private foundations to distribute income (as defined in the Act) by the end of the year following the year in which earned. The Foundation's distribution

requirement by the end of fiscal 1972, based on its 1971 income, will be approximately \$140 million.

Beginning in fiscal 1973 the distribution requirement will be determined on the basis of either income or 4½ per cent of the market value of assets (rising in stages to 6 per cent by fiscal 1976), whichever is higher. Assuming that the distribution requirements had been fully in effect in fiscal 1971, the Foundation this year disbursed substantially more than would have been required. Grant payments and other distributions were \$273.2 million, approximately 9 per cent of average total assets during fiscal 1971.

ROGER G. KENNEDY
VICE PRESIDENT FOR FINANCIAL AFFAIRS

The Ford Foundation
Statement of
Financial Position
SEPTEMBER 30, 1971 AND 1970

	1971	1970 (as restated)
Assets		
Investments, at market (Note 1)		
Fixed income securities	\$ 504,828,611	\$ 543,482,896
Fixed income securities with equity participation	102,388,015	87,477,281
Equity securities	<u>1,421,277,631</u>	<u>976,281,888</u>
	2,028,494,257	1,607,242,065
Ford Motor Company Class A stock (nonvoting), at market (Note 1)		
	<u>1,231,481,288</u>	<u>1,226,252,734</u>
	3,259,975,545	2,833,494,799
Other assets		
Cash	5,705,644	3,341,641
Receivables (Note 2)	68,069,563	29,883,264
Program related investments (net of allowance for possible losses of \$3,692,700 in 1971 and \$2,140,700 in 1970)	8,317,635	6,145,505
Land and buildings (Note 3)	24,529,494	25,027,743
Other real estate (Note 3)	<u>3,924,062</u>	<u>3,654,759</u>
Total assets	<u>3,370,521,943</u>	<u>2,901,547,711</u>
Liabilities		
Unpaid grants	285,174,284	332,979,931
Accounts payable (Note 2)	39,939,539	12,544,488
Federal excise tax payable (Note 4)	<u>9,400,000</u>	<u> </u>
Total liabilities	<u>334,513,823</u>	<u>345,524,419</u>
Commitments (Note 5)		
Fund balance (Note 1)		
Appropriated	82,153,618	98,014,387
Unappropriated	<u>2,953,854,502</u>	<u>2,458,008,905</u>
	<u>\$3,036,008,120</u>	<u>\$2,556,023,292</u>

For notes to financial statements, see page 99.

	1971	1970 (as restated)
Income		
Dividends, including \$52,883,724 in fiscal 1971 and \$60,557,165 in fiscal 1970 on Ford Motor Company Class A stock	\$ 83,399,625	\$ 89,251,478
Interest	55,479,054	52,999,089
	<u>138,878,679</u>	<u>142,250,567</u>
Realized gain (loss) on disposition of investments (Note 1)		
Ford Motor Company Class A stock	53,998,059	(401,198)
Other investments	2,437,975	(34,935,322)
	<u>195,314,713</u>	<u>106,914,047</u>
Less—Expenses incurred in the production of income	2,690,182	1,475,212
Provision for federal excise tax (Note 4)	9,400,000	
	<u>12,090,182</u>	<u>1,475,212</u>
	183,224,531	105,438,835
Expenditures		
Grants approved		
To organizations	178,458,706	192,475,943
To individuals	6,706,152	7,082,480
Foundation managed charitable activities	10,247,437	10,349,569
Program management (Note 3)	18,343,043	17,650,146
Provision for possible losses on program related investments	3,200,421	1,766,500
	<u>216,955,759</u>	<u>229,324,638</u>
General management (Note 3)	8,140,063	7,443,643
	<u>225,095,822</u>	<u>236,768,281</u>
Excess of expenditures over income	(41,871,291)	(131,329,446)
Unrealized appreciation (depreciation) on investments		
(Note 1)		
Ford Motor Company Class A stock	300,140,419	204,375,456
Other investments	221,715,700	(88,211,472)
	<u>521,856,119</u>	<u>116,163,984</u>
Increase (decrease) in fund balance during the year	479,984,828	(15,165,462)
Fund balance at beginning of year (Note 1)	2,556,023,292	2,571,188,754
Fund balance at end of year (Note 1)	<u>\$3,036,008,120</u>	<u>\$2,556,023,292</u>

**Statement of
Income, Expenditures,
and Changes in
Fund Balance** (ACCRUAL BASIS)
FOR THE YEARS ENDED
SEPTEMBER 30, 1971 AND 1970

Statement of Changes in Financial Position

FOR THE YEARS ENDED
SEPTEMBER 30, 1971 AND 1970

	1971	1970 (as restated)
Sources of cash		
Dividends and interest	\$ 134,253,759	\$ 140,946,890
Less—Expenses incurred in the production of income	2,605,456	1,475,212
	131,648,303	139,471,678
Uses of cash		
Payments related to program activities		
Grant payments	232,970,506*	246,699,617*
Foundation managed charitable activities	10,122,311	9,996,614
Program management expenses	17,719,147	17,626,338
General management expenses	7,472,519	6,877,903
Program related investments	4,951,801	3,710,580
Securities acquired under purchase-resale agreements	26,500,000	2,005,431
Increase (decrease) in cash balances	2,364,003	(2,671,256)
Other (net)	3,081,299	4,089,111
	305,181,586	288,334,338
Net disposition of securities to meet cash requirements	\$ 173,533,283	\$ 148,862,660
Consisting of		
Proceeds on disposition of Ford Motor Company Class A stock	\$ 348,385,038*	\$ 144,199,256*
Proceeds on the disposition of other investments	1,369,886,140	481,083,958
	1,718,271,178	625,283,214
Purchase of investments	1,544,737,895	476,420,554
	\$ 173,533,283	\$ 148,862,660

*Includes \$10,397,805 (170,968 shares) in 1971 and \$27,009,586 (606,077 shares) in 1970 of Ford Motor Company stock delivered in lieu of cash to grantees in payment of grant obligations.

For notes to financial statements, see page 99.

Notes to Financial Statements

SEPTEMBER 30, 1971

Note 1: In the fiscal year 1971 the Foundation changed its method of accounting for investments (other than Ford Motor Company Class A stock) from a cost basis to a market value basis. Unrealized and realized gains or losses are determined by comparison of cost to market value or proceeds, respectively, cost being determined on an identified lot basis. On an average cost basis, realized gains in 1971 would have been \$1,739,809.

In the fiscal year 1971 the Foundation changed its method of accounting for Ford Motor Company Class A stock from an equity basis to a market value basis. Unrealized gains or losses are determined by comparison of the market values at the beginning and end of each fiscal year. Realized gains or losses are determined by a comparison of proceeds with the market value at the beginning of the year.

The Foundation believes that the market value basis more clearly presents its financial position and changes in fund balance.

The financial statements for fiscal 1970 have been restated to reflect the changes in accounting for investments. The effect of this change is a reduction of \$75,059,550 in the "Decrease in fund balance during the year." Similarly the fund balance at October 1, 1969 has been reduced by \$6,729,549. For statement presentation purposes appropriations and unexpended balances of Foundation managed charitable activities previously reported separately are now shown as appropriated fund balance.

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 manner described below:

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 \$89,476,357 at September 30, 1971 and \$70,112,831 at September 30, 1970. Aggregate cost and estimated market value for all securities purchased through direct negotiation are, respectively, \$238,430,930 and \$248,031,929 at September 30, 1971 and \$349,040,619 and \$336,531,746 at September 30, 1970.

Market value of investments and unrealized gains on investments have been reduced by \$19,568,914, an amount equal to the applicable federal excise tax, should such gains ultimately be realized.

The cost of investments held at September 30, 1971 and 1970 is as follows:

	<u>SEPT. 30, 1971</u>	<u>SEPT. 30, 1970</u>
Fixed income securities	\$ 507,922,188	\$ 565,266,876
Fixed income securities with equity participation	92,653,769	83,996,894
Equity securities	<u>1,254,455,680</u>	<u>1,002,202,893</u>
	<u>\$1,855,031,637</u>	<u>\$1,651,466,663</u>

In accordance with the policy of the Foundation and as required by the Tax Reform Act of 1969, the Foundation is reducing its holdings in Ford Motor Company Class A nonvoting stock. During the year ended September 30, 1971, 5,698,780 shares with a value of \$348,909,924 were disposed of at a gain, net of expenses, of \$53,998,059. Included in this amount were 170,968 shares with a value of \$10,397,805 transferred to grantees in payment of grants; a gain of \$1,550,211 was recorded as a result of these transfers. Included in the disposition of the stock was the exchange with the Ford Motor Company of 2,354,239 shares for \$150,000,000 of Ford Motor Company 7½% Notes due July 15, 1977. Of this amount \$50,000,000 remains in the investment portfolio at September 30, 1971.

Shares held by the Foundation in Ford Motor Company Class A nonvoting stock at September 30, 1971 and 1970 were 17,996,925 and 23,695,705, respectively. 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 \$69½ at September 30, 1971, and \$51½ at September 30, 1970.

Note 2: Receivables and accounts payable at September 30, 1971 and 1970 are comprised of the following:

	<u>SEPT. 30, 1971</u>	<u>SEPT. 30, 1970</u>
Receivables:		
Accrued interest and dividends	\$ 17,451,174	\$ 13,841,683
Securities sold but not delivered	17,080,515	11,643,312
Due from brokers for securities acquired under purchase-resale agreements	29,500,000	3,000,000
Other	<u>4,037,874</u>	<u>1,398,269</u>
	<u>\$ 68,069,563</u>	<u>\$ 29,883,264</u>
Accounts payable:		
Securities purchased but not received	\$ 34,328,141	\$ 7,996,458
Other	<u>5,611,398</u>	<u>4,548,030</u>
	<u>\$ 39,939,539</u>	<u>\$ 12,544,488</u>

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:

	<u>SEPT. 30, 1971</u>	<u>SEPT. 30, 1970</u>
New York:		
Land	\$ 3,735,674	\$ 3,735,674
Office building (less accumulated depreciation of \$1,609,598 in 1971 and \$1,187,456 in 1970)	19,384,275	19,767,652
New Delhi office building (less accumulated depreciation of \$182,000 in 1971 and \$104,000 in 1970)	1,300,567	1,411,330
Housing facilities in Kenya and Colombia (less accumulated depreciation of \$17,979 in 1971 and \$13,870 in 1970)	108,978	113,087
	<u>\$ 24,529,494</u>	<u>\$ 25,027,743</u>

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 \$504,251 in 1971 and \$505,646 in 1970.

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: The fiscal year ended September 30, 1971 is the first year in which the principal impact of the Tax Reform Act of 1969 applied to the Foundation. Accordingly, federal excise tax has been provided in the amount of \$9,400,000. The tax is principally based on 4% of investment income including dividends, interest and net realized gains on securities transactions, reduced by related expenses.

Note 5: At September 30, 1971, the Foundation had made loan commitments totalling \$43,210,000 principally for the purchase of fixed income securities with equity participation. In addition, the Foundation has guaranteed to various lending institutions loans totalling \$8,550,000, of which \$3,678,400 is currently outstanding in connection with program related investments.

Opinion of Independent Accountants

TO THE BOARD OF TRUSTEES OF THE FORD FOUNDATION

We have examined the statement of financial position of The Ford Foundation as of September 30, 1971 and the related statement of income, expenditures and changes in fund balance and statement of changes in financial position for the year. Our examination 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.

As explained in Note 1, the Foundation changed its method of accounting for its investments (including Ford Motor Company Class A stock) to a market value basis.

In our opinion, the accompanying financial statements (pages 96 through 100) examined by us present fairly the financial position of The Ford Foundation as of September 30, 1971 and its income, expenditures and changes in fund balance and changes in financial position for the year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year, except for the change, which we approve, in accounting for investments (including Ford Motor Company Class A stock) as described in Note 1 to the financial statements.

Price Waterhouse & Co.

NEW YORK, N.Y.
DECEMBER 3, 1971

Summary of Investments

SEPTEMBER 30, 1971 AND 1970

	1971				1970			
	Face Amount	(in millions) Cost	Estimated Market (1)	Per Cent Of Total Estimated Market	Face Amount	(in millions) Cost (as restated)	Estimated Market (1)	Per Cent Of Total Estimated Market
Investments								
Fixed income securities								
U.S. Government and U.S. Government Agencies								
	\$ 58.5	\$ 58.7	\$ 59.2	1.8	\$ 155.5	\$ 155.9	\$ 155.1	5.5
Money market instruments	10.4	10.3	10.4	.3	58.1	58.0	57.9	2.0
Other marketable bonds	350.2	331.2	332.0	10.2	124.3	122.3	114.0	4.0
Securities with limited marketability	109.0	107.7	103.2	3.2	230.5	229.1	216.5	7.7
		<u>507.9</u>	<u>504.8</u>	<u>15.5</u>		<u>565.3</u>	<u>543.5</u>	<u>19.2</u>
Fixed income securities with equity participation having limited marketability								
	86.9	92.6	102.4	3.1	84.0	84.0	87.5	3.1
Equity securities								
Convertible debentures and notes	155.1	154.0	143.7	4.4	169.6	171.7	125.8	4.4
Common and convertible preferred stocks		1,062.4	1,235.4	37.9		794.6	818.0	28.9
Securities with limited marketability		38.1	42.2	1.3		35.9	32.5	1.2
		<u>1,254.5</u>	<u>1,421.3</u>	<u>43.6</u>		<u>1,002.2</u>	<u>976.3</u>	<u>34.5</u>
Total diversified portfolio		<u>1,855.0</u>	<u>2,028.5</u>	<u>62.2</u>		<u>1,651.5</u>	<u>1,607.3</u>	<u>56.8</u>
Ford Motor Company Class A stock (nonvoting)								
(17,996,925 shares in 1971 and 23,695,705 shares in 1970)								
		<u>745.8⁽²⁾</u>	<u>1,231.5</u>	<u>37.8</u>		<u>981.9⁽²⁾</u>	<u>1,226.2</u>	<u>43.2</u>
		<u>\$2,600.8</u>	<u>\$3,260.0</u>	<u>100.0</u>		<u>\$2,633.4</u>	<u>\$2,833.5</u>	<u>100.0</u>

(1) See Note 1 to financial statements.

(2) Assigned tax basis in accordance with Tax Reform Act of 1969. Represents market value at December 31, 1969 of \$41.4375 per share.

A complete list of investments is published separately and is available on request.

Ten-Year Summary

FOR FISCAL YEARS 1962-1971

Income, Expenditures, and Changes in Fund Balance

	1971	1970	1969
1. Dividend and interest income (net of related expenses ⁽²⁾)	126.8	140.8	149.2
2. Expenditures—per income statement (Grants, Foundation managed charitable activities and management expenses)	225.1	236.8	238.0
3. Cumulative excess of expenditures over income	1,495.6	1,397.3	1,301.3
4. Realized gain (loss) on disposition of securities	56.4	(35.3)	(12.6)
5. Unrealized appreciation (depreciation) on securities held at end of year	521.9	116.1	(534.4)
6. Fund balance at market value, at end of year⁽³⁾	3,036.0	2,556.0	2,571.2
7. Expenditures on a cash basis	273.2	284.9	286.7

Statement of Portfolio

Investments

Fixed income securities			
8. Net purchases (sales)	(67.3)	(51.9)	(175.7)
9. Market value at end of year ⁽⁴⁾	504.8	543.5	590.0
10. % of total portfolio	15.5%	19.2%	20.2%
Fixed income securities with equity participation			
11. Net purchases (sales)	8.7	25.7	18.8
12. Market value at end of year ⁽⁴⁾	102.4	87.5	65.4
13. % of total portfolio	3.1%	3.1%	2.3%
Equity securities			
14. Net purchases	254.9	3.7	165.4
15. Market value at end of year ⁽⁴⁾	1,421.3	976.3	1,094.0
16. % of total portfolio	43.6%	34.5%	37.5%
Ford Motor Company Class A stock (nonvoting)			
17. Shares disposed of during year ⁽⁵⁾	5.7	3.4	3.0
18. Market value of shares disposed of	349.0	144.2	148.9
19. Market value at end of year ⁽⁶⁾	1,231.5	1,226.2	1,166.5
20. Shares held at end of year ⁽⁵⁾	18.0	23.7	27.0
21. September 30 market price per common share	69½	51¾	43½
22. % of total portfolio	37.8%	43.2%	40.0%
23. Percentage held of total outstanding shares of Ford Motor Company	17 %	22 %	25 %
Total Portfolio			
24. Market value at end of year ⁽⁷⁾	3,260.0	2,833.5	2,915.9

(1) Shares of Ford Motor Company Class A stock are stated in millions. All other figures, with the exception of percentages, are stated in millions of dollars.

(2) For 1971 includes provision for federal excise tax, \$9.4 million.

(3) The "Fund Balance" shows contributions from original donors, plus interest and dividend income and realized and unrealized appreciation on investments, less grants approved, Foundation-managed charitable activities and management expenses, all since inception. It differs, therefore, from the market valuation of the total portfolio which is shown on line 24.

	(in millions) ⁽¹⁾					
1968	1967	1966	1965	1964	1963	1962
154.5	158.1	157.4	145.4	146.9	140.3	136.6
210.2	262.6	362.2	299.5	241.5	226.6	233.4
1,212.5	1,156.8	1,052.3	847.5	693.4	598.8	512.5
(4.8)	8.3	(25.4)	(50.9)	(16.5)	4.0	(38.4)
173.6	528.5	(575.9)	(67.9)	232.2	658.5	(598.7)
3,207.0	3,093.9	2,661.6	3,467.7	3,740.6	3,619.5	3,043.3
269.6	192.3	229.3	261.9	216.2	178.7	161.0
(163.8)	(98.0)	(65.3)	168.2	60.4	(105.4)	206.2
795.2	955.1	1,046.2	1,130.9	972.5	911.1	1,019.4
22.1%	27.0%	34.3%	29.4%	23.9%	23.2%	30.9%
5.9	(3.6)	(4.3)	(6.4)	(5.9)	14.9	35.2
39.4	33.5	37.1	41.4	47.8	53.7	38.7
1.1%	1.0%	1.2%	1.1%	1.2%	1.4%	1.2%
175.8	148.3	113.8	82.6	79.9	60.5	80.0
1,053.5	821.3	520.5	475.2	374.4	250.7	149.6
29.3%	23.2%	17.1%	12.3%	9.2%	6.4%	4.5%
2.5	2.2	4.7	6.9	4.1	0.2	7.4
127.6	96.9	238.3	352.1	203.1	8.9	358.4
1,711.9	1,728.2	1,447.6	2,199.3	2,678.7	2,710.9	2,095.1
30.0	32.5	34.7	39.4	46.3	50.4	50.6
57	53½	41¾	55⅞	57⅞	53¾	41⅞
47.5%	48.8%	47.4%	57.2%	65.7%	69.0%	63.4%
27 %	30 %	31 %	35 %	42 %	46 %	46 %
3,600.0	3,538.1	3,051.4	3,846.8	4,073.4	3,926.4	3,302.8

⁽⁴⁾ Includes securities with limited marketability, which are valued at estimated market for 1971, 1970 and 1969, and at cost for prior years.

⁽⁵⁾ Adjusted for the two-for-one split in May, 1962.

⁽⁶⁾ Based on the September 30 market price of Ford Motor Company common stock—see Note (1) to the financial statements.

⁽⁷⁾ Market values are based on quotations where available—see Note (4) above, and Note (1) to the financial statements, for the basis used to determine the values of securities with limited marketability.

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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. Boldface page numbers refer to the text columns of the report, lightface numbers refer to the financial columns.

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