



# **Ford Foundation records, Office of the President and Advisor on Program Management, Office Files of Merrimon Cuninggim**

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English

Describing Archives: A Content Standard

Rockefeller Archive Center

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Sleepy Hollow 10591

[archive@rockarch.org](mailto:archive@rockarch.org)

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

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator - aut:</b>	Cuninggim, Merrimon, 1911-
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, Office of the President and Advisor on Program Management, Office Files of Merrimon Cuninggim
<b>ID:</b>	FA726
<b>Date [inclusive]:</b>	1973-1975
<b>Physical Description:</b>	3.8 Cubic Feet
<b>Language of the Material:</b>	English .
<b>Abstract:</b>	The Office Files of Merrimon Cuninggim were transferred to the Ford Foundation Archives in 1975. At that time some reports were removed and cross-reference sheets inserted to mark the original location of the removed reports. A list of these reports is appended to the register (Appendix A). Because these files document the evaluation process, the decision was made to keep material that would usually be transferred to another record group or discarded. Most of this material has been annotated by Mr. Cuninggim or Ms. Bruckner: staff and consultant reports, speeches, foundation publications, and drafts of their reports. The extensive notes which cross-reference among the files have also been retained. No attempt was made to recognize the files; the original order of this material has been maintained.

### Preferred Citation

Information regarding the Rockefeller Archive Center's preferred elements and forms of citation can be found at <https://rockarch.org/collections/access-and-request-materials/#citations>

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## Biographical / Historical

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Merrimon Cuniggim was hired as Advisor on Program Management to the Office of the President in March, 1973. He completed his assignment in May, 1975.

After leaving the Ford Foundation, Mr. Cuninggim held the following positions:

1974-76, Cuniggim Associates, President

1974-76, St. Louis Community Trust, Chairman

1976-79, Salem College, President

Mr. Cuninggim was born in Nashville, Tennessee, 12 May 1911. He earned his A.B. at Vanderbilt University in 1931, his A. M. from Duke University in 1933. Mr. Cuninggim was a Rhodes scholar and earned B.A. and M.A. from Oxford University in 1935. In 1941, he received his Ph.D from Yale University. Mr. Cuninggim has received honorary degrees from Central College in Fayette, Missouri (1952), And Pomona College (1961). Prior to his position at the Ford Foundation, Mr. Cuninggim held the following positions:

1936-38, Duke University, Director of Religious Activities

1941-42, Emory and Henry College, Professor of Religion

1942-44, Denison University, Profession of Religion

1944-46, U.S.N.R., Chaplain

1946-51, Pomona College, Professor of Religion

1948-50, Assoc. of Colleges, Claremont, Chaplain

1951-60, Southern Methodist Univ. Perkins School of Theology, Dean

1960-66, Danforth Foundation, Executive Director

1966-73, Danforth Foundation, President

Mr. Cuninggim's publications include: The college that seeks religion, (1946); Freedom's holy light, (1955); Christianity and communism, (editor); 1958; The Protestant stake in higher education, (1961); Private money and public service: the role of foundations in American society (1972).

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## Scope and Contents

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The Office Files of Merrimon Cuninggim document his work as Advisor on Program Management, 1973-1975. They consist of 5 linear feet of reports, correspondence, memoranda, press releases, and RGA's (recommended for grant action). The bulk of the material is dated 1973-1975 but contains some retrospective material as well.

In a 2 December 1972 memorandum to the Board of Trustees, President McGeorge Bundy proposed the appointment of Dr. Merrimon Cuninggim as a full-time consultant. Mr. Bundy suggested that "Merrimon Cuninggim might join us for a year or two, with the assignment to study all our ways and means of work as a candid professional critic with full access to the Board, to the staff, and to interested outside parties." Mr. Cuninggim began his assignment in March 1973, he, and his assistant Mary Bruckner, completed the work in May 1975.

Mr. Cuninggim examined the following "ways and means" of the Foundation: public understanding of the Foundation; outside relationships with the government, other foundations, and grantees; program grants to independent institutions, individuals, dependencies, and other program activities; the decision-making process (grants); personnel (Ford's people, personnel policies, and affirmative action); support (organizational structure, finances, other material support, and style); and priorities, values and institutional philosophy

These files document the process of the review and contain the materials which Mr. Cuninggim and Ms. Bruckner used in conducting the evaluation, as well as the 9 reports and 44 memoranda which Mr. Cuninggim and Ms. Bruckner prepared for Mr. Bundy (folders 122-135). The Office Files provide a background for the work of the Advisor on Program Management; they do not substitute for the final report, "All our ways and means of work--"/"Summaries of major reports" (report #002789).

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## Arrangement

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The files are in original order: encyclopedic organization (see Appendix B). Within each folder, items are in reverse chronological order from the date received in Mr. Cuninggim's office.

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

[archive@rockarch.org](mailto:archive@rockarch.org)

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

### Immediate Source of Acquisition

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

### Conditions Governing Access

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

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## Collection Inventory

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### The Office Files of the Advisor on Program Management

Title/Description	Instances	
Correspondence - Ford Foundation People - A-Z	box 1	folder 1-17
Correspondence - Ford Foundation People - Dressner, Howard	box 1	folder 18
Correspondence - Ford Foundation People - Grombley, William	box 1	folder 19
Correspondence - Ford Foundation People - Howe, Harold II	box 1	folder 20
Correspondence - Ford Foundation People - Magat, Richard	box 1	folder 21
Correspondence - Ford Foundation People - Whiting, Basil	box 1	folder 22
Ford Foundation Program Areas - Education and Research	box 1	folder 23

Ford Foundation Program Areas - Education and Research - Higher Education	box 1	folder 24-27
Ford Foundation Program Areas - Education and Research - Minorities in Education	box 2	folder 28
Ford Foundation Program Areas - Education and Research - Undergraduate and Graduate Institutions	box 2	folder 29
Ford Foundation Program Areas - Education and Research - Research on Public Policy	box 2	folder 30
Ford Foundation Program Areas - Education and Research - Junior Colleges	box 2	folder 31
Ford Foundation Program Areas - Education and Research - Public Education (Precollegiate)	box 2	folder 32
Ford Foundation Program Areas - Education and Research - Financing	box 2	folder 33
Ford Foundation Program Areas - Humanities and the Arts	box 2	folder 34-37
Ford Foundation Program Areas - Humanities and the Arts - Music	box 2	folder 38
Ford Foundation Program Areas - Humanities and the Arts - Theatre	box 2	folder 39
Ford Foundation Program Areas - Humanities and the Arts - Dance	box 2	folder 40
Ford Foundation Program Areas - Humanities and the Arts - Visual Arts	box 3	folder 41
Ford Foundation Program Areas - Humanities and the Arts - Humanities	box 3	folder 42
Ford Foundation Program Areas - National Affairs	box 3	folder 43
Ford Foundation Program Areas - National Affairs - Urban and Metropolitan Development	box 3	folder 44
Ford Foundation Program Areas - National Affairs - Urban and Metropolitan Development - Community and Leadership Development	box 3	folder 45
Ford Foundation Program Areas - National Affairs - Urban and Metropolitan Development - Minority Business Development	box 3	folder 46
Ford Foundation Program Areas - National Affairs - Social Development	box 3	folder 47
Ford Foundation Program Areas - National Affairs - Social Development - Intergroup Dynamics & Conflict Resolution	box 3	folder 48
Ford Foundation Program Areas - National Affairs - Social Development - Status of Women	box 3	folder 49
Ford Foundation Program Areas - National Affairs - Social Development - Social Reform & Resources	box 3	folder 50

Ford Foundation Program Areas - National Affairs - Government & Law	box 3	folder 51
Ford Foundation Program Areas - National Affairs - Government & Law - Local, State & Regional Development	box 3	folder 52
Ford Foundation Program Areas - National Affairs - Government & Law - Government Processes	box 3	folder 53
Ford Foundation Program Areas - Program-Related Investments	box 3	folder 54
Ford Foundation Program Areas - Resources and the Environment	box 3	folder 55
Ford Foundation Program Areas - Public Broadcasting	box 3	folder 56
Ford Foundation Program Areas - International - Asia & the Pacific	box 3	folder 57-59
Ford Foundation Program Areas - International - Asia & the Pacific	box 4	folder 60-62
Ford Foundation Program Areas - International - Latin America and Caribbean	box 4	folder 63-64
Ford Foundation Program Areas - International - Middle East & Africa	box 4	folder 65-66
Ford Foundation Program Areas - International - European & International Affairs	box 4	folder 67
Ford Foundation Program Areas - International - Population	box 5	folder 68-69
Ford Foundation Program Areas - Office of the President	box 5	folder 70
Ford Foundation Program Areas - Office of the President - Task Forces	box 5	folder 71
Ford Foundation Program Areas - Office of the President - Self-Study	box 5	folder 72-73
Ford Foundation Program Areas - Office of the President - Management & Management Costs	box 5	folder 74
Ford Foundation Program Areas - Division of Administration	box 5	folder 75
Ford Foundation Program Areas - Division of Administration - Personnel Changes	box 5	folder 76
Ford Foundation Program Areas - Division of Administration - Management & Management Costs	box 5	folder 77
Ford Foundation Program Areas - Secretary and General Counsel - Grant Decisions	box 5	folder 78-79
Ford Foundation Program Areas - Financial Affairs	box 5	folder 80
Ford Foundation Program Areas - Financial Affairs	box 6	folder 81-82
Ford Foundation Program Areas - Office of Reports	box 6	folder 83
Ford Foundation Program Areas - Board of Trustees	box 6	folder 84



Research Areas - Hospital	box 6	folder 85
Research Areas - Watergate	box 6	folder 86
Research Areas - Watergate - Values	box 6	folder 87-88
Research Areas - Decisions! Decisions!	box 7	folder 89-90
Research Areas - DAPS	box 7	folder 91-92
Research Areas - Black Higher Education	box 7	folder 93
Research Areas - Women	box 7	folder 94-96
Research Areas - Attitudes	box 8	folder 97
Research Areas - Social Change Agent	box 8	folder 98
Research Areas - Career Development	box 8	folder 99-100
Research Areas - Other Foundations	box 8	folder 101
Research Areas - Evaluation	box 8	folder 102
Research Areas - Selection	box 8	folder 103-104
Research Areas - Trustees	box 8	folder 105
Research Areas - International Concerns	box 8	folder 106
Research Areas - International Concerns	box 9	folder 107
Research Areas - Limited Perspective and Other Problems of Staff	box 9	folder 108
Research Areas - Size	box 9	folder 109
Research Areas - Minorities	box 9	folder 110
Research Areas - Media	box 9	folder 111
Research Areas - Staff Orientation	box 9	folder 112
Research Areas - Little Things	box 9	folder 113
Research Areas - Bureaucracy (and other problems of internal procedures)	box 9	folder 114
Research Areas - Spin Off (owned, part owned, or disowned subsidiaries)	box 9	folder 115
Research Areas - Budgeting	box 9	folder 116
Research Areas - New Ideas and Areas	box 9	folder 117
Research Areas - External Relations	box 9	folder 118
Research Areas - Setting of Priorities	box 9	folder 119
Research Areas - Financial & Program Cutback	box 9	folder 120
Research Areas - Foundation's People and Their Work	box 10	folder 121

Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 1-8	box 10	folder 122
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memorandum 9 (Report 1)	box 10	folder 123
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 10-15	box 10	folder 124
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memorandum 16 (Report 2)	box 10	folder 125
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 17-21	box 10	folder 126
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memorandum 22 (Report 3)	box 10	folder 127
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 23-24 (Report 4)	box 10	folder 128
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 25-33 (Report 5,6)	box 10	folder 129
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - (Report 5,6)	box 10	folder 130
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 34-37	box 10	folder 131
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - (Report 7,8)	box 10	folder 132
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 38-42	box 10	folder 133
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - (Report 9)	box 10	folder 134
Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 43-44	box 10	folder 135

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## Appendix B: List of Folder Headings, 1975

### Appendix B: List of Folder Headings

NOTE: The following is a copy of the list of folders that Mr. Cuninggim transferred to the Archives in 1975. (A few of these folders were empty folders.)

I. Ford Foundation People (or related, past & present) Files for Individuals A-Z II. Ford Foundation Program Areas  
 A. Education & Research 1. Higher Education a. Minorities in Education b. Undergraduate and Graduate Institutions  
 c. Financial Management of Colleges d. Research on Public Policy e. Education Development in Europe f. Junior  
 Colleges 2. Public Education (Pre collegiate) a. Learning & Teaching b. Curricular Innovation c. Financing d.  
 Administration e. Governance B. Humanities and the Arts 1. Cash Reserve Program 2. Music 3. Theatre 4. Dance

5. Visual Arts 6. Humanities C. National Affairs 1. Urban and Metropolitan Development a. Community and Leadership Development b. Job Training and Manpower Research c. Minority Business Development d. Minority Professional Training 2. Social Development a. Inter group Dynamics & Conflict Resolution b. Housing c. Status of Women d. Social Reform & Resources 3. Government & Law a. Administration of Justice b. Local, State & Regional Development c. Governmental Processes D. Program-Related Investments E. Resources and Environment F. Public Broadcasting G. International 1. Asia & the Pacific 2. Latin America and Caribbean 3. Middle East & Africa 4. European & International Affairs 5. Population H. Office of the President 1. Task Forces 2. Self-Study 3. Officers Meeting I. Division of Administration 1. Library 2. Personnel Changes 3. Management & Management Costs J. Secretary and General Counsel K. Financial Affairs L. Office of Reports M. Board of Trustees III. Research Areas 1. Hospital 2. Watergate a. Values 3. Decisions! Decisions! 4. Grantee Relationships a. Gardner Memo 5. DAPs 6. Black Higher Education 7. Women 8. Attitudes a. Appreciation b. Criticism 9. Social Change Agent 10. Career Development 11. Other Foundations 12. Evaluation