



# **Ford Foundation records, International Division, Office Files of F. Champion Ward**

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## Summary Information

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| <b>Repository:</b>               | Rockefeller Archive Center  |
| <b>Creator:</b>                  | Ford Foundation   |
| <b>Title:</b>                    | Ford Foundation records, International Division, Office Files of F. Champion Ward   |
| <b>ID:</b>                       | FA565   |
| <b>Date [inclusive]:</b>         | 1953-2002   |
| <b>Physical Description:</b>     | 4.2 Cubic Feet  |
| <b>Physical Description:</b>     | (11 Hollinger document boxes)   |
| <b>Language of the Material:</b> | English   |
| <b>Abstract:</b>                 | Frederick Champion Ward was born on December 29, 1910 in New Brunswick, New Jersey. In 1954, Dr. Ward took leave from the University of Chicago to travel to India for the Ford Foundation. Upon his return, he joined the Foundation as Director of the Overseas Development Program for the Middle East and Africa. He later became Deputy Vice President for International Programs. In 1965, Dr. Ward was promoted to Vice President of Education and Research, a position he held until 1967 when he became a Program Advisor to International Division's Office of the Vice President. He retired from the Foundation in 1977. The office files of Dr. C.F. Ward span from 1956 to 2002, although the bulk of the files date prior to 1978. The collection describes Dr. Ward's areas of responsibility within the Ford Foundation, including education in Latin America and development in Asia and the Pacific as well as the Middle East and Africa. |

### Preferred Citation note

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

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## Organizational History

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The Ford Foundation established the Overseas Development Program, one of its first grant programs, in 1951. Its granting goals were to increase agricultural production, improve health and living conditions, and advance education. India and Pakistan were the focus of the initial grants, with a more limited number of grants issued in Indonesia and Burma. A program for smaller regional and national grants was initiated for the Near East region later the same year.

As part of a Foundation reorganization in 1966, the Overseas Development Program, along with other international Foundation programs such as International Training and Research and Population, became part of a unified International Division. Following another Foundation reorganization in 1983, the International Division was eliminated and two program divisions were created—the United States and International Affairs Program (USIAP) and Developing Countries Program (DCP).

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## Biographical Note

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Frederick Champion Ward was born on December 29, 1910 in New Brunswick, New Jersey. He graduated from Oberlin College in 1932 and was awarded a master's in philosophy in 1935. He went on to earn a doctorate in philosophy from Yale in 1937. He taught philosophy and psychology from 1937 to 1945 at Denison University and, as Associate Dean, trained military officers for de-Nazification efforts in postwar Germany. After the war, Dr. Ward joined the faculty of the University of Chicago and served as Dean of the undergraduate Humanities Division from 1947 to 1954.

In 1954, Dr. Ward took leave from the university to travel to India for the Ford Foundation. Upon his return, he joined the Foundation as Director of the Overseas Development Program for the Middle East and Africa. He later became Deputy Vice President for International Programs. In 1965, he was promoted to Vice President of Education and Research, a position he held until 1967 when he became a Program Advisor to International Division's Office of the Vice President. He retired from the Foundation in 1977.

During the 1960s Dr. Ward served as Chairman of the White House Task Force on the Education of Gifted Persons and was a member of the UNESCO International Commission on the Development of Education.

After his retirement from the Foundation, Dr. Ward worked as a consultant for the World Bank, the Association of American Universities, and the Connecticut Board of Education. From 1978 to 1981, he was a senior consultant to the Board of the MacArthur Foundation and helped establish the "genius grant." Dr. Ward also served as Chancellor of the New School for Social Research in Manhattan from 1980 to 1983. He died on July 2, 2007 at the age of 96.

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### Segment One: International Activities of the Ford Foundation: An Overview

The Foundation's aspiration to become a national and international philanthropy for the advancement of human welfare was first formally expressed in the seminal 1949 report of the Gaither Study Committee, *Report of the Study for the Ford Foundation on Policy and Program* (RAC Library, call letters 361.7 GAI ), which was commissioned by the Board of Trustees to chart the Foundation's future. Foundation Trustees launched Ford's international grantmaking activities in 1950 when they approved the committee's report and its embrace of peace, democracy, and freedom. Since then, the Foundation has tackled these goals using a variety of strategies and responding to changing contexts, from the Cold War to the 1989 fall of the Berlin Wall and beyond.

Toward the Foundation's aspirational goal, "the establishment of peace", its international activities have comprised a wide range of conceptual approaches and focus areas. These include international affairs, international studies, international understanding, arms control and disarmament, international law, international economic concerns, and overseas development in nearly every region of the world. Three distinct periods emerge for the international grantmaking defined by external contextual changes and internal changes in Foundation leadership and structures: the expansion era of 1950-1965; the transition and restructuring years of 1966-1988; and the post-1989 shift away from Cold War dichotomies. During each of the distinct historical periods the consistent objectives were: 1) to ensure freedom and democracy in developed countries; 2) to foster education and international understanding in all countries; and 3) to contribute to the social, economic, and political development of less developed countries.

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### Segment 2. Period Sketch - The Expansion Era 1950-1965

The Ford Foundation's expansion era (1950-1965) began when the Gaither Study Committee Report placed "peace" as the area of top priority for the Foundation and set the Ford Foundation on a global course. Board Chair Henry Ford II writing in the 1951 Annual Report of the Foundation, identified "the danger of war" as the "the prime threat to human welfare today." Under the leadership of the three Ford Foundation presidents in this period-- Paul Hoffman, H. Rowan Gaither and Henry Heald--and several key trustees, notably the two seriatim chairs, John J. McCloy and Julius A. Stratton, the Foundation programs were largely informed by the post-World War II desire to avoid nuclear war and promote greater understanding among the world's peoples, strengthening of the United Nations, and enhancing

both private and public American participation in world affairs. The strong board presence of university presidents and former leaders of postwar reconstruction efforts in Europe also helped to inform Ford's approach to building the field of peace and international security in the United States and encouraged extensive overseas activities.

For example, the first three presidents of the expanded Foundation ranged from government and business leadership experience to academic and nonprofit: Paul Hoffman (at Ford, 1950-1953) ran the Marshall Plan in Europe; H. Rowan Gaither Staffer (1948-1953), President (1953-1956) and Trustee (1956-1958) had MIT and Rand experience; Henry Heald, former president, Illinois Institute of Technology and New York University, President (1956-1966). The trustees also ran the leadership gamut from government and nonprofits to academic: Trustee John J. McCloy (from 1953; chair, 1959-1965) was assistant Secretary of War during World War II and chairman of the Council on Foreign Relations; and Trustee Julius A. Stratton (Trustee from 1955; chair, 1966-1970) was president of MIT.

When Ford became an international foundation in 1950, it had a small staff and operated through separate funds. The expansive period in the 1950s and 1960s resulted in a large number of field offices, which increased Ford's global footprint. Support focused on a mix of US university-based programs for research and training; think-tanks for policy-oriented meetings and policy research; and action projects specifically in less developed countries. The Foundation's focus on peace, freedom, and democracy played out against the Cold War backdrop for scientific and military competition between the United States, the Soviet Union and China.

Under President Hoffman, the Foundation's work was organized by the areas identified in the Gaither Committee Report: Area One, the Establishment of Peace; Area Two, The Strengthening of Democracy; Area Three, The Strengthening of the Economy; Area Four, Education in a Democratic Society; and Area Five, Individual Behavior and Human Relations.

Program differentiation began in the Gaither era. When he began in 1953, he introduced the following programs, with international work under nearly all of them: International Programs, Public Affairs Programs, Program in Economic Development and Administration [mainly U.S. based], Education Program, The TV-Radio Workshop, and Behavioral Sciences Program. In 1954, the Foundation gave prominence to the international work explicitly through changing the program names and separating international affairs and overseas development. The 1954 program names were: The Advancement of Education, Education for Democracy, Increasing Knowledge of Foreign Areas, Economic Development and Administration, the Behavioral Sciences, and Overseas Development. In 1955, Increasing Knowledge of Foreign Areas became Increasing International Understanding. In 1956, the last year of the Gaither presidency, the program roster read: Education in the United States, The Behavioral Sciences, Public Affairs, Hospital Aid (only in the U.S.), Economic Development and Administration, International Understanding, and Overseas Development. Names changed but the program focus often remained the same.

President Heald maintained the areas of international interest of Hoffman and Gaither. The International Affairs program housed the programs based in the United States, Europe and Japan, with a few activities linking American and developing countries institutions. The Overseas Training and Research Program took over the efforts to increase American understanding of international issues. From 1957-1959, an International Legal Studies program, run from New York, helped build law programs in developing countries. Starting in 1959, the Overseas Development program comprised all the regional and country

offices. In fiscal year 1964, Heald convinced the trustees to add a new focus on population, with grants both in the United States and overseas.

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### Segment 2. Period Summary - The Expansion Era 1950-1965

With the ever-increasing budget and trustee willingness to invade capital, presidents Hoffman, Gaither and Heald oversaw vast growth in the Foundation's international activities in the United States, other developed countries and developing countries. Activities crossed disciplines, institutions, and national boundaries, although few crossed intra-foundation boundaries. Under the three presidents, Foundation staff in various domestic and international offices from New York interacted with the regional and country offices headed by representatives. Usually in this period, however, these offices in fact worked more closely with local governments than with New York staff, reinforcing the commitment to locally led social and economic development in less-developed countries.

The shared values of this early period reflected as much the continuing competition between the Communist and capitalist worlds as the concerns about maintaining peace. The Cold War provided the contextual continuity for grantmaking on the core themes of increasing American understanding of the rest of the world, building and strengthening connections not only with European and Asian democracies but also with Eastern European countries, the Soviet Union, China, and Cuba.

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### Segment 3. Period Sketch - Transition and Restructuring 1966-1988

In the 1960s, the Ford Foundation Trustees began to rethink the role of the Foundation in the context of the era's dramatic political and cultural changes. For instance, the passage of the 1964 Civil Rights Act created a domestic policy context in which the Foundation could more deeply engage with issues of rights and social justice. Events overseas starting in the late 1960s would extend the rights agenda to international affairs and development operations at the Foundation -- all advanced by the leadership of McGeorge Bundy (president, 1966-1979).

McGeorge Bundy was appointed president in 1966, following a significant career in national security and academic administration. During World War II, he worked with the Army's intelligence division, and in the early post-war years was a political analyst at the Council on Foreign Relations. Even without a postgraduate degree, at the age of thirty-four he became dean of the Faculty of Arts and Science

at Harvard University. In 1961, President Kennedy appointed Bundy to be Special Assistant to the President for National Security - a position he held for five years under both Kennedy and Johnson. Those significant years saw the Bay of Pigs invasion, the Cuban Missile Crisis, and the beginnings of the Vietnam War.

When Bundy arrived at the Foundation, he initiated a restructuring that modeled government departments rather than the academic ones President Henry Heald had established in the 1950s. At the same time, he had to contend with serious financial constraints due to Ford's overspending in the prior periods and to economic downturns in the global economy. The Board of Trustees mandated an annual spending of over \$100 million.

These economic constraints meant that Foundation programs had to be more selective across the range of its programs. Nonetheless, international activities remained prominent with the new president and trustees. President Bundy and key trustees such as Eugene Black (1960-1968, former head of the World Bank) and Robert S. McNamara (1968-1986, former U.S. Secretary of Defense and then head of the World Bank, 1968-1981) reflected a commitment to the international activities. Bundy also added to the board in 1972 the first trustee from a developing country, the Indonesian activist and scholar, Dr. Soedjakmoto, the former Ambassador to the United States from his country and then Special Adviser on Social and Cultural Affairs to the Chairman of Indonesia's National Development Planning Agency.

To create economies of scale, Bundy unified US-based international and overseas activities under one division: the International Division (using the name for the first time). That division comprised Resources for Development (area studies, languages, and exchanges), Population, International Relations, Planning and Evaluation, and the country programs. David Bell, an economist and the first administrator of the US Agency for International Development (1962-1966), was named vice president and served in that capacity until the end of Bundy presidency.

In 1966, Bundy terminated the long-standing internationally oriented but domestically based International Training and Research Program. Several large domestic programs -- including support of centers of international studies - were phased out in the 1970s. Instead, Ford launched under its international affairs efforts a focused but robust program in security and arms control. Over Bundy's tenure, the overseas offices were reduced from twenty in 1966 to twelve in 1979, when he retired.

The Foundation increasingly turned its attention to different set of international issues including human rights and working in repressive societies, such as South Africa. The military coups in Latin America during the late 1960s and early 1970s led the Foundation to initiate in 1976 a human rights program housed in Vice President Bell's office.

In 1979, Franklin Thomas was named president of the Ford Foundation (1979-1996). In contrast to Bundy's international and defense policy background, Franklin Thomas brought to the Ford Foundation his experience in law, housing, and community development. Prior to joining the Foundation, Thomas, a lawyer, was a Foundation trustee. He chaired the Rockefeller Foundation-funded Study Commission on U.S. Policy towards South Africa and led the Ford-funded Bedford-Stuyvesant Restoration Corporation in New York from its beginning in 1966 until he left in 1979. Earlier, he had been deputy police commissioner of NYC.

In the first decade of Thomas' tenure, the international work was still framed using the post-war East-West dichotomy. Several trustees brought to the board active engagement in international issues: Donald



F. McHenry (trustee over the period 1981-1993) had served as ambassador to the U.N. and was active in the anti-apartheid movement; and General Olusegun Obasanjo (trustee over the period 1987-1999) had been Nigerian head of state from 1976-1979, and was then president of the African leadership Forum. Along with McNamara and Soedjakmoto, Rodrigo Botero, an internationally renowned economist from Colombia and former Colombian Minister of Finance and Credit from 1974 to 1976, remained on the board over the period 1978-1989.

During the early years of the Thomas presidency, the scope and strategies of the Foundation's activities were also influenced by economic and global pressures, leading to reduced assets and further financial stringencies. Thomas' board-mandated reductions resulted, for example, the firing of twenty senior staff at the same time. To achieve more effective and efficient programs, Thomas had a vision of Ford as one foundation, linking the domestic and overseas activities under new program themes: Urban Poverty, Rural Poverty and Resources, Human Rights and Social Justice, Governance and Public Policy, Education and Culture, and International Affairs.

The restructured Foundation comprised two programmatic divisions led by vice presidents: U.S. and International Affairs Programs (USIAP) headed by Susan Berresford; and Developing Countries Program (DCP), headed by William Carmichael. Berresford had been at the Foundation since 1970, coming from the U.S. Manpower Career Development Agency. She served in the National Affairs area, first as program assistant and then program officer (1972-1980), becoming head of women's programs in 1980. The main international efforts under USIAP were housed in Rural Poverty and Resources, Human Rights and Governance, and International Affairs. The other programs - Urban Poverty, Education and Culture, and Program-Related Investments - also addressed a scattering of international issues related to their main themes.

Carmichael had joined the Foundation in 1968 as Representative in Brazil. In July 1971, he was named Head of the Office of Latin America and the Caribbean, and in September of 1977, he became Head of the Middle East and Africa Office. The DCP program was responsible for all the Field Offices: Andean and the Southern Cone, Brazil, Mexico and Central America, Bangladesh, India, Southeast Asia, West Africa, Eastern and Southern Africa, and Middle East and North Africa.

When the Foundation initiated a Human Rights and Governance program (HR&G) in 1981, it was the first instance of a Ford program explicitly entitled "human rights," despite the fact that human rights grantmaking that had started officially in 1976. International Affairs remained separate from HR&G. In 1987, however, the Board conceptually linked three programs, creating a Trustee committee called Human Rights, Governance, and International Affairs, which existed until 1992. Operationally, however, the programs relating to these fields did not often work together.

International governance remained a commitment under Thomas. The Foundation, for example, had a long-established relationship with the United Nations: from 1951 until 1988, the United Nations received ninety grants from the Foundation (it received another 198 over the period 1989-2009).

In these early years of the Thomas presidency, dramatic changes were occurring in the Soviet Union and Eastern Europe. Under President Mikhail Gorbachev's leadership since 1985, the USSR was opening up to the international community, the rule of law in society was taking prominence there, and press freedoms were spreading. The foundation developed new programs in the region, drawing on the \$60

million already spent to promote human rights and free expression and increase Western understanding of developments there.

Given the continuing economic constraints facing the Foundation and rising debt in developing countries, the Foundation shifted support under DCP to smaller scale community-based initiatives in the field offices. Thomas was also charged by the Board to increase the diversity of grantees, especially to favor populations "most affected" by the problems of concern to the Ford Foundation. The Foundation built on earlier efforts and sharpened its focus on women's issues throughout the world, including shifting the focus of the population program to women's reproductive health and child survival.

In the 1980s, Carmichael and others, with strong support from Thomas and the board, continued the 1970s' support of South African grantees for training large numbers of black lawyers and litigating sensitive cases in the South African legal system. Recognizing the multifaceted nature of discrimination in South Africa, the Foundation not only advanced the rule of law, but also strengthened civic organizations, women's groups, and educational institutions. Further, it supported a number of activist organizations in the United States that were energetically advocating US governmental sanctions against South Africa and for private disinvestment. The Foundation also played a role in shaping US policy on apartheid through the role Thomas played from 1985 to 1987 chairing the US Secretary of State's Advisory Committee on South Africa.

The Foundation's overseas staff also sought to improve the economic situation in poor, marginalized communities through targeted loan programs particularly to women head of households, beginning with the innovative work in Bangladesh of Professor Mohammed Yunus, the founder of the Grameen Bank. The results led the way to establish the field of microfinance with the aim of empowering women living in poverty conditions, such as through a microfinance network in Latin America starting 1980 and a global lending program for women starting in 1987.

Thomas encouraged staff to share results at worldwide meetings. During those meetings, Ford staff in the country offices and in New York tried to follow the mandate to work as "one foundation." The persistent challenge toward meeting that goal, however, was that initiatives emerging from the New York-based programs, or indeed any program developed in one country, were not always adaptable, relevant or acceptable in other countries or regions. It remained a challenge to develop a unified program, despite the commitment at the highest level of foundation leadership.

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### Segment 3. Period Summary - Transition and Restructuring 1966-1988

During this era, the Foundation's earlier interest in business and the economy evolved into a commitment to improving conditions for people living on the margins of society. The Ford Foundation promoted advancements in women's rights around the globe and introduced micro-lending into grantmaking. At the same time, the economic issues that were shaping program strategies also affected the Foundation's

assets. Severe cuts resulted in a significant restructuring of country programs and reduced budgets across all programs.

Even with the cuts in country offices, in the 1970s Ford grantees in developing countries received approximately 80% of the International Division budget. The remaining fifth went to Population, Development Studies, and International Affairs. Although representing a much smaller piece, the International Security and Arms Control program from 1973 was the Foundation's most concerted effort to make meaningful inroads in disarmament and nuclear issues - those challenges most directly linked to the Foundation's historic concern for peace. By 1979, the Ford Foundation was the biggest funder of arms control as a field, both in the U.S. and overseas.

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### **Segment 4. Period Sketch - The Post-1989 Shift Away from Cold War Dichotomies**

Between 1989 and 1991, dramatic changes in the external international conditions created a significantly different context for Ford Foundation's international activities both in the United States and overseas. In November, 1989, the Berlin Wall fell. In February 1990, in South Africa, Nelson Mandela was released from prison. In December 1991, the Soviet Union dissolved. As a consequence, the Cold War was over, Western Europe no longer had a special strategic role in the Foundation, and program-related activities in Eastern Europe and the former Soviet Union multiplied. The Foundation not only continued the earlier efforts to fund leadership in the region; from 1990-1994, Ford also spent \$1 million on the training of newly-elected parliamentarians in Eastern Europe and the former USSR. By 1993, half of the funds for grantmaking related to the former Soviet bloc were going to in-country individuals and institutions.

In 1989, Thomas also instituted a major restructuring of the Foundation to fulfill his vision of "One Foundation." All programs were put into one division led by Vice President Susan Berresford. Carmichael joined the Institute of International Education to run a program on Soviet and Eastern European Affairs and then higher education in South Africa. All the Foundation grant programs - domestic and international - reported to Berresford: Africa and the Middle East (AME, formerly MEA), Asia (ASIA), Latin American and the Caribbean (LAC/OLAC), Human Rights and Governance (HRG), Education and Culture (EC), Program-Related Investments (PRI), and International Affairs (IA).

The change in South Africa opened up many new opportunities to work in partnership with a range of South Africa partners to promote and sustain the transition to democracy. The Foundation supported women's groups working on law, development and reproductive rights. It contributed, for example, to the groups working on the Women's Chatter in South Africa, resulting in the adoption in 1994 of the first constitution anywhere that specifically included sections on women's rights.

During the 1990s, the promising political changes in African countries and elsewhere provided a positive perspective to counteract the continuing economic constraints facing the Foundation and the rising debt in developing countries. Both to reinforce local democratic initiatives and to address its economic

challenges, the Foundation's field offices across Africa and the developing world shifted their support toward the promotion of smaller scale community-based initiatives.

Thomas supported work on arts and culture, not as a goal in itself, but, instead, as a means for promoting social justice, education, and human rights, both in the United States and in developing countries. At the same time, while reducing support for cultural institutions in the United States, such institutions received support overseas to preserve and celebrate national and local cultural heritages. While in South Africa, for example, the Foundation provided support for Johannesburg anti-apartheid theatre groups, in West Africa it funded for nearly two decades a program to preserve and make accessible cultural heritage by expand the training of museum leaders and strengthening museum exhibit and outreach capabilities.

In the early 1990s, the Foundation through its India office helped establish an independent foundation to enhance sustainability in the arts community. Ford envisioned new opportunities for cultural institution to rely on local resources focus on new forms of creativity and encourage young artists, in particular. Similar to the Indian effort, the Ford office in Egypt in 1993 provided support for an arts-focused foundation.

When Susan Berresford became president in 1996, with a strong commitment to globalization as well as concern for the uncertainty it created, she reorganized the Foundation in to three large program themes that would inform grantmaking in the United States and developing countries: Assets with a focus on poverty, Peace and Social Justice on rights issues, and Education, Media, Arts and Culture to pull together related endeavors. She also created a separate communications program. Each program was led by a vice president. Berresford strongly reinforced the institutional and grantmaking goal of affirmative action, an organizational goal that had been initiated in the Bundy era.

She maintained significant support, domestically and internationally for women's issues. She endorsed and encouraged the worldwide meetings staff members and grantees to continue to hold joint meetings in order to create a greater sense of partnership and shared purpose. The more promising international situation enabled the Ford Foundation in 1996 to open an office in Russia (Moscow) and in Vietnam (Hanoi). Berresford encouraged the development of local and regional peace and security programs in developing countries. A regional security, peace, and cooperation program in India, for instance, focused on the work of civil society groups as an increasingly prominent regional interest in South Asia.

In this period, the Foundation gave renewed the prominence of arts and culture in the US and maintained the commitment in developing countries. By 2000, funding levels for the Education, Media, Arts and Culture division were approaching parity with the other two, Assets and Peace and Justice.

Berresford also encouraged each of the programs to hold worldwide meeting to promote cross-program and cross-national collaboration in fields such as human rights, income generation, cultural preservation, and building capacity in the arts and arts management. One persistent question of such initiatives. Toward that end, and building on the earlier experiences in India and Egypt, Berresford worked closely with her senior vice president, Barry Gaberman and other staff to establish new foundations at the local and national levels, particularly in developing countries. Gaberman had been at the foundation since 1973, starting as assistant to the representative in Indonesia. After serving in a number of different positions, by 1984, under Thomas, he served as deputy vice president in the U.S. and International Affairs program. After the 1989, Thomas and Berresford appointed him deputy vice president. 1996, Berresford appointed him senior vice president.

As the twentieth century came to a close, the economic conditions of the 1970s and 1980s that had resulted in so much global debt, with special impact on the developing world, were slowly turning around. Many countries were experiencing economic growth and burgeoning democratic initiatives. Not only was the global economic situation improving but the Foundation's assets were also growing. Consequently, the Foundation was in a strong position to bring attention to long-standing issues holding back developing countries. The grants programs addressed the pressing need both for advanced training of young- to mid-career adults living in marginalized and disadvantaged conditions along the equally, and for strengthening and building sustainability of universities across sub-Saharan Africa, along with enhancing broadband access for improved internet communications, promoting women in higher education, and strengthening postgraduate education.

Reacting to the tragedy of September 11, 2001, the Foundation provided immediate relief to affected local institutions in the United States. The Foundation also helped launch support a fund at the Institute of International Education to support scholars at risk in countries in conflict and under terrorist threats, especially in, but not limited to, the Middle East.

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### Segment 4. Period Summary - The Post-1989 Shift Away from Cold War Dichotomies

Franklin Thomas's presidency, lasting until his retirement in 1995, was defined by a commitment to connect the Foundation's US and international activities around a few key themes. These themes were addressed through grants that created private sector partnerships, enhanced support for local community groups, and enlarged initiatives to promote human rights, with special attention to women's rights. Throughout Thomas's tenure, Ford staff reinforced his special commitment to bolstering marginalized communities and broadening access to the law and educational opportunity. The Ford Foundation led the way in building the fields of international security studies, arms control, human rights, and governance. Moreover, in this period, Ford was innovative in drawing together the fields of international cooperation and human rights into one program.

Susan Berresford in her tenure as president from 1996-1997 continued and expanded the activities she helped initiate under Thomas. She and her colleagues increased support for the arts and established a variety of major international collaborative efforts implementing the concept of one foundation. Ford staff in this period drew on the Foundation's time-tested grantmaking strategies (supporting individuals and new institutions as needed), while concentrating on under-addressed issues and underserved populations. With Berresford's encouragement, Foundation staff explicitly took into account the new global context, increasing opportunities for inclusion of disadvantaged populations in all of their activities.

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## Scope and Content Note

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The office files of Dr. F. Champion Ward span from 1956 to 2002, although the bulk predate 1978. Topics covered in the collection reflect his areas of responsibility, including education in Latin America and development in Asia and the Pacific. Other files pertain to the Foundation's educational grant-making in the Middle East and Africa.

Dr. Ward's files on Asia and the Pacific document the Ford Foundation's role in supporting both regional education programs overseas and Asian studies programs in the United States. His "Asia and Pacific Concerns" files include reports on the Foundation's work in India and Japan as well as grants to establish libraries in Asia. Also included are documents pertaining to a 1975 visit to India by members of the Board of Trustees. There are also files about the Foundation's support for the Asian studies program at the University of Chicago. The files for the Middle East and Africa contain memoranda describing Foundation grant activities in Ghana, Jordan and Turkey.

The files on the Southeast Asian Fellowship Program (SAFP) reveal the Foundation's response to geopolitical developments, particularly after the fall of Saigon in 1975. The Ford Foundation had been supporting educational development in South Vietnam prior to 1975. After the fall of Saigon, the Foundation established the SAFP to provide temporary support for forty-two displaced scholars and intellectuals from Cambodia and Vietnam. In addition, the files for Vietnam contain correspondence that further documents the Foundation's actions prior to and following the fall of Saigon.

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## Arrangement

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Collection is arranged into 3 series.

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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 note

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

## Conditions Governing Use note

Completion of a use agreement is required prior to providing scholarly access. See RAC Head of Reference (or applicable designee) for details. Ford Foundation holds title, copyright and literary rights in the collection, in so far as it holds them. The Rockefeller Archive Center has authority to grant permission to cite and publish material from the collection for scholarly purposes. Permission to publish extensive excerpts, or material in its entirety, will be referred to the Ford Foundation.

## Processing Information Note

Some documents from Forrest F. Hill's office files were separated from this collection of Dr. Ward's papers. Evidently files kept by Dr. Hill and Dr. Ward were labeled with post-it notes and interfiled when they were sent to storage. The post-it notes were used to guide the sorting and separation of Dr. Hill's and Dr. Ward's files. Dr. Ward served as Director of Overseas Development when Dr. Hill as Vice President of that division. The total volume of the combined Hill and Ward papers was 7 cubic feet when accessioned by the Ford Foundation Archives in 2011. Of these, 0.66 cubic ft. were separated for processing as the office files of Dr. Hill. The remaining volume was reduced during processing to 4.2 cubic feet. Duplicates, reference files, grant proposals, and files that addressed purely financial matters were not retained.

Box 11 contains legal-sized subject files. These files are part of **Series I. Subject Files** and have been physically separated from the other subject files and placed at the end of the collection to accommodate their size. The finding aid contains an alphabetized list of the Series I. Subject Files. The box number for all files, regardless of size, is indicated in the list.

## Conditions Governing Use

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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## Related Materials

### Separated Materials Note

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

### Related Collections

FA547 Ford Foundation records, International Division, Office Files of Forrest F. Hill contains additional information about the Overseas Development program. Dr. Hill served as Vice President of Overseas Development for the Ford Foundation and worked closely with Dr. Ward.

Later office files of Forrest F. Hill were partially intermingled with some of Dr. Ward's office files and cover related subjects.

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## Collection Inventory

### Subject Files, 1953-2002

#### Scope and Contents

This series consists of alphabetically arranged subject files. Dr. Ward kept subject files for Ford Foundation grantees and grant projects and for Foundation policy developments. Other files concern matters of the Board of Trustees. Of note are the files on Vietnam, which detail the Foundation's grant work in South Vietnam as well as policy changes instituted after the fall of Saigon.

| Title/Description  | Instances |          |
|--|-----------|----------|
| Afghanistan Trip -- Notes and Memoranda Re: Research Project in Afghanistan, Mar 1978                                | box 1     | folder 1 |
| Agency for International Development (AID) -- Memoranda Re: Education Grants, Background, 1971                       | box 1     | folder 2 |
| American Council on Education -- Correspondence and Meeting Minutes Re: Presidential Initiatives, Feb 7-Apr 25, 1977 | box 1     | folder 3 |



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|---|-------|-----------|
| Asia & Pacific Concerns -- Memoranda Re: East Asian Libraries, South Asian Studies, Thai October Revolution, etc. (1 of 4), 1973-1974 | box 1 | folder 4  |
| Asia & Pacific Concerns -- Reports on India, Japan, Economic Review, etc. (2 of 4), 1975  | box 1 | folder 5  |
| Asia & Pacific Concerns -- Notes and Memoranda Re: South Asian Education, etc. (3 of 4), 1976-1977                                    | box 1 | folder 6  |
| Asia & Pacific Concerns -- Reports and Correspondence Re: Trustees in India, etc. (4 of 4), 1977-1978                                 | box 1 | folder 7  |
| A&P -- Sri Lanka (Ceylon) -- Memoranda Re: Meetings, etc., 1956-1966  | box 1 | folder 8  |
| A&P -- Thailand - Memoranda Re: Meeting, etc., 1965-1966  | box 1 | folder 9  |
| Asian Development Bank -- Report on Bank's Role in Education, Mar 1970  | box 1 | folder 10 |
| Asian Studies -- Columbia -- Expenditures, Notes, Correspondence, 1974-1975   | box 1 | folder 11 |
| Asian Studies -- Cornell -- Reports, Correspondence, Expenditures, 1973-1975  | box 2 | folder 1  |
| Asian Studies -- Harvard -- Notes, Expenditures, Memoranda Re: Site Visit, 1974   | box 2 | folder 2  |
| Asian Studies -- University of California, Berkeley -- Report and Expenditures, 1974-1975   | box 2 | folder 3  |
| Asian Studies -- University of Chicago -- South Asian Studies -- Report, 1969-1975  | box 2 | folder 4  |
| Asian Studies -- University of Chicago -- Financing, Proposal, Correspondence, 1973   | box 2 | folder 5  |
| Asian Studies -- University of Chicago -- Grant Reports, 1974-1975  | box 2 | folder 6  |
| Asian Studies -- University of Michigan -- Notes, Background, 1974-1976   | box 2 | folder 7  |
| "Assistance to Education in the '70s" -- Manuscript and Comments, 1971  | box 2 | folder 8  |
| Board of Trustees Docket, Jun 26-27, 1975   | box 2 | folder 9  |
| Chile Trip -- Memoranda, Reports, Transcripts Re: Education, Notes, 1968  | box 2 | folder 10 |
| Cultural Grants -- Memoranda Re: Policy on Overseas Grants, 1961-1964   | box 2 | folder 11 |
| Cummings, William K. -- Correspondence Re: Appointment, 1977  | box 2 | folder 12 |
| Education -- Meeting Agenda, Reports, Memoranda, 1975   | box 3 | folder 1  |
| Education -- Memoranda Re: Program Strategy, etc., 1977   | box 3 | folder 2  |

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|--|--------|-----------|
| Education -- Memoranda -- Dr. Reuben Frodin, 1975-1977   | box 3  | folder 3  |
| Education & World Affairs (EWA) -- F. Champion Ward's Personal Files, 1961-1965  | box 3  | folder 4  |
| Education Group -- Meetings -- Agenda, Memoranda, Background, 1971-1972  | box 3  | folder 5  |
| Education Group -- Retrospective Language Survey -- Education Conference, Survey Background Documents (1 of 2), Jan-Nov 1973             | box 3  | folder 6  |
| Education Group -- Retrospective Language Survey -- Higher Education Study, Consultant Reports (2 of 2), Dec 1973-Feb 1974               | box 3  | folder 7  |
| Educational Development Corporation (EDC) -- Memorandum from Francis X. Sutton Re: EDC Study of Kenya's Educational System, Mar 11, 1970 | box 3  | folder 8  |
| Endowment Grants -- Guidelines -- Memorandum, Feb 9, 1976  | box 3  | folder 9  |
| Evaluation -- Meeting Information on University Grant Evaluations, Jan 5-17, 1973  | box 3  | folder 10 |
| Gordon, Shirley -- Universidade Federal da Bahia -- Correspondence and Proposal Re: FF Project Specialist, 1970                          | box 11 | folder 1  |
| India Ministry of Education -- Correspondence, Reports, 1956-2002  | box 4  | folder 1  |
| Institute of International Education (IIE) -- Memoranda, 1965  | box 4  | folder 2  |
| International Association for Cultural Freedom -- Memoranda Re: Congress for Cultural Freedom, 1966                                      | box 4  | folder 3  |
| International Bank for Reconstruction and Development (IBRD) -- Re: External Evaluation of IBRD's Education Program, 1977                | box 4  | folder 4  |
| International Council for Educational Development (ICED) -- Grantee Report, Handwritten Notes, 1971                                      | box 4  | folder 5  |
| International Division Conference, New Delhi, India -- Operation Janus, 1961-1966  | box 4  | folder 6  |
| International Division Meeting -- Rapporteur's Reports, Sep 19-23, 1975  | box 4  | folder 7  |
| International Institute of Educational Research (IIER) -- Memoranda Re: Organization Plans, 1969   | box 4  | folder 8  |
| International Studies Review -- Memoranda, Reports, Notes on Grant Evaluations (1 of 3), 1969-1973                                       | box 4  | folder 9  |
| International Studies Review -- Memoranda, Reports, Notes (2 of 3), 1973-1974  | box 4  | folder 10 |
| International Studies Review -- Memoranda, Reports, Notes (3 of 3), 1975-1978  | box 4  | folder 11 |
| International Studies Review -- ACLS/SSRC -- Notes and Memoranda Re: Committees, 1973-1976   | box 5  | folder 1  |

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|--|--------|-----------|
| International Studies Review -- OE/ACE/IEP -- Memoranda, 1973-1977   | box 5  | folder 2  |
| LAC -- Mexico -- Separated Reports, Address Change, 1961-1965  | box 5  | folder 3  |
| Memoranda -- Re: ICED, CIDA, Teacher Training, etc. (1 of 2), Feb-Apr 1971                                     | box 5  | folder 4  |
| Memoranda -- Re: UNESCO, Canada Visits, etc. (2 of 2), Jul 1971-Jan 1972                                       | box 5  | folder 5  |
| MEA -- East & Central Africa -- Memoranda Re: Grants, Meetings, 1965   | box 5  | folder 6  |
| MEA -- Ghana -- FF Activities Resume, 1961-1966  | box 5  | folder 7  |
| MEA -- Jordon -- Arab Development Society Memoranda, 1962-1966   | box 5  | folder 8  |
| MEA -- Turkey -- Reports (separated), 1953-1957  | box 5  | folder 9  |
| Minnesota, University of -- Site Visit Report, Feb 14, 1975  | box 5  | folder 10 |
| New York/Regional -- Proposals for SEA Grants, Pakistan Close-Out, 1976-1977                                   | box 5  | folder 11 |
| "Nuclear Power Issues: A Foundation Strategy" (report), Jun 1975   | box 5  | folder 12 |
| Pakistan -- Correspondence Re: FF Support, 1977  | box 5  | folder 13 |
| Personnel Recruiting -- Memoranda and Correspondence Re: Project Specialist for Indonesia, Jan 17-Jul 20, 1978 | box 5  | folder 14 |
| Planning, Exploration & Evaluation at FF -- Memoranda and Discussion Papers on Grant Evaluations, 1969-1975    | box 5  | folder 15 |
| Pontifical Catholic University of Chile -- Foundation Concerns -- Report, Correspondence, 1965                 | box 6  | folder 1  |
| Pontifical Catholic University of Chile -- Notes and Proposals (some in Spanish), 1968                         | box 11 | folder 2  |
| Population Council -- Memorandum Re: Financing, Jan 4, 1964  | box 6  | folder 2  |
| Program Planning -- Memoranda, Discussion Paper, 1972-1977   | box 6  | folder 3  |
| Project 87 -- Re: Grant for Constitutional Research, May 1978  | box 6  | folder 4  |
| Public Policy Committee -- Proposals, Meeting Agenda, Minutes, 1977  | box 6  | folder 5  |
| Representatives Meeting -- Notes and Meeting Materials, Mar 1977   | box 6  | folder 6  |
| SEAMEO (Southeast Asian Ministers of Education Organization) -- Memorandum Re: Paul Hanna Visit, May 7, 1971   | box 6  | folder 7  |
| SAFP (Southeast Asia Fellowship Program) -- Awardees, Forms, PR Information, 1975                              | box 6  | folder 8  |
| SAFP -- Bliatout, Thowpaou, 1975   | box 6  | folder 9  |

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|--|-------|-----------|
| SAFP -- Nguyen, Cong An, Aug 8-12, 1975  | box 6 | folder 10 |
| SAFP -- Nguyen, Dinh Hoan, Jul 11-24, 1975   | box 6 | folder 11 |
| SAFP -- Nguyen, Hai Binh -- Correspondence, Jul 24-Aug 5, 1975   | box 6 | folder 12 |
| SAFP -- Nguyen, Mong Bich -- Correspondence, Aug 12, 1975  | box 6 | folder 13 |
| SAFP -- Nguyen, Thanh Hai, Aug 7-14, 1975  | box 6 | folder 14 |
| SAFP -- Phan, Vu Trong, Jul 31-Aug 11, 1975  | box 6 | folder 15 |
| Social Sciences in Asia -- Program Papers, 1976-1977   | box 6 | folder 16 |
| Stanford University -- Asian Studies Grant Reports (1 of 3), Mar 1975  | box 7 | folder 1  |
| Stanford University -- Asian Studies Grant Reports (2 of 3), Jun 1975  | box 7 | folder 2  |
| Stanford University -- Asian Studies Grant Reports (3 of 3), Jul 1975  | box 7 | folder 3  |
| Trustee Project Papers -- Staff Papers for Trustee Planning Project on International Activities (1 of 2), 1976                                 | box 7 | folder 4  |
| Trustee Project Papers -- Staff Papers for Trustee Planning Project on International Activities (2 of 2), 1976                                 | box 7 | folder 5  |
| United Nations Development Programme (UNDP) -- Memoranda and Correspondence Re: Meetings, Proposal, 1957-1966                                  | box 7 | folder 6  |
| University of Pennsylvania International Training Grants -- Correspondence, Proposals, Reports and Memoranda Re: FF Grants to UPenn, 1960-1975 | box 7 | folder 7  |
| Vietnam -- FF Correspondence and Reports on Education Grants, 1973-1974  | box 8 | folder 1  |
| Vietnam -- Correspondence and Memoranda Re: Fall of South Vietnam and FF, 1975-1977  | box 8 | folder 2  |
| Washington Activity -- Memorandum Re: International Education, Feb 11, 1977  | box 8 | folder 3  |
| World Bank -- Memoranda Re: International Education, Background, 1971  | box 8 | folder 4  |

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## Ward's Words, 1963-1977

### Scope and Contents

The documents that comprise this series had been stored in three expandable folders which were labeled "Ward's Words." The papers, memoranda and other miscellaneous documents appear to have been gathered by Dr. Ward

or a colleague for reference purposes. Many but not all of the documents were written by or sent to Dr. Ward. The original chronological arrangement was retained. Within yearly increments, the files have been arranged by subject.

| <b>Title/Description</b>  | <b>Instances</b> |           |
|---|------------------|-----------|
| Address -- "An Exile's Report" by F. Champion Ward, Feb 23, 1976  | box 9            | folder 1  |
| "A Note on Knowing, Acting, Making and the College Curriculum" by F. Champion Ward, Aug 12, 1970                              | box 9            | folder 2  |
| "Aspen College" by F. Champion Ward, 1963   | box 9            | folder 3  |
| Bellagio Meetings Re: Education, 1974   | box 9            | folder 4  |
| Bellagio Meetings Re: Education Policy Development, 1976-1977   | box 9            | folder 5  |
| Board of Trustees Education Paper, 1976   | box 9            | folder 6  |
| Education Group -- Memoranda, 1974  | box 9            | folder 7  |
| Education Paper -- Assistance to Education in the 1970s and Related Memoranda, 1974   | box 9            | folder 8  |
| Education Reference Papers, 1974  | box 9            | folder 9  |
| Educational Resource Bases -- FF Support for International Education -- Memoranda and Correspondence, Trip Reports, 1971-1973 | box 9            | folder 10 |
| Field Office Educational Development Dissenting Responses, 1976   | box 9            | folder 11 |
| "Future Program Choices in Education and Research", Mar 1975  | box 9            | folder 12 |
| Ghana Case Study, 1975-1976   | box 9            | folder 13 |
| International Bureau of Education -- Assessment and Correspondence Re: Asian Education, 1976                                  | box 9            | folder 14 |
| IDRC Task Force -- Reports, Memoranda Re: Women's Education in Developing Nations (1 of 2), Feb-Mar 1975                      | box 10           | folder 1  |
| IDRC Task Force -- Meeting Agenda, Reports (2 of 2), Apr-Aug 1975   | box 10           | folder 2  |
| Meeting Agenda -- Field Offices, Jun 1970   | box 10           | folder 3  |
| Meeting to Plan Division-Wide Conference of Education Advisors, Jan 10, 1975  | box 10           | folder 4  |
| Miscellaneous -- Bellagio Meeting Memoranda, etc., 1975   | box 10           | folder 5  |
| Projects -- Memoranda Re: Grant Report, Research Group, 1976  | box 10           | folder 6  |
| Schedule -- Dacca Trip, Jan 11, 1977  | box 10           | folder 7  |
| Trip and Meeting Reports -- India League Award to FF, Geneva Visit, Sep 12-Oct 17, 1975                                       | box 10           | folder 8  |
| Trip Reports -- Visits to Asia, India, Indonesia, 1976-1977   | box 10           | folder 9  |

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## Writings, 1985

| Title/Description                        | Instances |           |
|--|-----------|-----------|
| <i>Memoirs</i> by F. Champion Ward, 1985 | box 10    | folder 10 |

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