



# **Ford Foundation records, Office of the Vice President of Administration, Information Services, Office Files of Arthur D. Trottenberg**

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English

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## Table of Contents

|   |    |
|---|----|
| Summary Information .....                     | 4  |
| Biographical / Historical .....               | 5  |
| Scope and Contents .....                      | 6  |
| Arrangement .....                             | 6  |
| Administrative Information .....              | 7  |
| Collection Inventory .....                    | 7  |
| Administration and Operations .....           | 7  |
| Administration .....                          | 8  |
| Operations .....                              | 11 |
| Memoranda and Correspondence .....            | 11 |
| Memoranda .....                               | 11 |
| Correspondence .....                          | 13 |
| Financial .....                               | 13 |
| General .....                                 | 14 |
| Budget .....                                  | 15 |
| Personnel .....                               | 17 |
| General .....                                 | 17 |
| Compensation .....                            | 19 |
| Information Systems and Services .....        | 21 |
| General .....                                 | 21 |
| Library .....                                 | 21 |
| Archives and Records Management .....         | 22 |
| Computer and Electronic Data Processing ..... | 22 |
| Overseas .....                                | 23 |
| General .....                                 | 23 |
| Staff Trips .....                             | 24 |
| Audits of Field Offices .....                 | 24 |
| Conferences .....                             | 25 |
| Program Activity .....                        | 25 |
| General .....                                 | 26 |
| Program-Related Investments .....             | 26 |
| Grants .....                                  | 26 |
| Financial Reviews of Grantees .....           | 27 |

|   |    |
|---|----|
| Self Study .....  | 28 |
| Subject Files .....                                     | 29 |
| Real Estate .....                                       | 35 |
| General .....   | 35 |
| United Nations Development Corporation (U.N.D.C.) ..... | 36 |
| Board of Trustees .....                                 | 37 |
| General .....   | 37 |
| Meetings .....  | 38 |

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## Summary Information

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|                                  |  |
|----------------------------------|--|
| <b>Repository:</b>               | Rockefeller Archive Center   |
| <b>Creator - aut:</b>            | Trottenberg, Arthur D., 1917-  |
| <b>Creator:</b>                  | Ford Foundation  |
| <b>Title:</b>                    | Ford Foundation records, Office of the Vice President of Administration, Information Services, Office Files of Arthur D. Trottenberg   |
| <b>ID:</b>                       | FA669  |
| <b>Date [inclusive]:</b>         | 1968-1979  |
| <b>Physical Description:</b>     | 29.36 Cubic Feet   |
| <b>Language of the Material:</b> | English  |
| <b>Abstract:</b>                 | <p>The office files of Arthur D. Trottenberg document the varied responsibilities Trottenberg fulfilled in his role as Vice President of Administration for the Ford Foundation from 1968 to 1979. The files were transferred to the Foundation's Archives in increments spanning the years 1969-1991, and they were formally accessioned all together in 2004. Series have been reworked, but Trottenberg's original filing order (primarily chronological) has been retained. Budget reports and some papers from the Board of Trustees, including the Board's Executive Committee and its Finance Committee, were removed from the collection. These documents are noted in Appendices C and D, and can be found in their respective collections in the Archives. Information on specific program-related investments, as noted in Appendix E, has also been removed from the collection and can be located in the Closed Grant File Room. The Foundation used the services of a number of legal consultants. Written reports from some of these consultants can be found within the collection. However, a number of legal consultants were only evidenced within the collection by the bills they sent to the Foundation, which have been removed from the collection. For a full list of legal consultants, see Appendix F. Access to folders 454-458 in box 46 is restricted; the researcher should consult the archivist before viewing the materials in these folders. The position of Vice President of Administration in the 1970s differed from its present-day counterpart in that it encompassed a wider variety of responsibilities. The former position included the present-day's responsibilities – facilities, information services, purchasing – as well as overseeing the work of the Comptroller's Office, Manpower Services (human resources), and Program-Related Investments. Thus,</p> |

Trottenberg's files provide the researcher with a broad view of the Foundation's activities during his tenure.

## Preferred Citation

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[^ Return to Table of Contents](#)

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## Biographical / Historical

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Arthur D. Trottenberg was Vice President of Administration for the Ford Foundation from July 1968 until his retirement in November 1979.

Trottenberg was born December 30, 1917. After serving as a Captain for the United States Air Force (1942-1946), he received his A.B. degree in 1948 from Harvard University. Upon graduating, Trottenberg remained at Harvard until 1968, filling the following positions:

- Manager, Operating Services
- Assistant to Vice President
- Vice President, Radcliffe College
- Assistant Dean, Faculty of Arts and Sciences

In 1979, Trottenberg retired from the Foundation to accept an appointment as the Associate Dean of the faculty of Arts and Sciences at Harvard University.

Throughout his career, Trottenberg was a consultant to the United States Office of Education, as well as to a number of colleges, universities, and foundations. He also served as the director and secretary of the Salzburg Seminar in American Studies until his position at the Foundation required him to resign from those posts in 1968.

Trottenberg authored a number of publications including, *A Vision of Paris-Atget and Proust* (Macmillan 1963) and various articles on education, architecture, planning, and photography for several journals and magazines.

Arthur D. Trottenberg died in Cambridge, MA on June 20, 2003.

[^ Return to Table of Contents](#)

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## Scope and Contents

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The office files of Arthur D. Trottenberg consist of 32 linear feet (64 archival boxes, plus one flat box) of primarily memoranda, correspondence, reports, and policy papers. Policy papers refer to both drafts of policy statements and pages from policy manuals. Other materials found in the collection include telegrams, speeches/statements, press releases, newspaper articles, audits and financial reviews, questionnaires, charts, handwritten notes, photographs, maps, and blueprints. The records document Trottenberg's tenure as the Vice President of Administration at the Ford Foundation, 1968-1979. The files include a limited number of records from before Trottenberg's term with the Foundation. These earlier documents are mostly records passed on to Trottenberg from his predecessor, Verne S. Atwater.

The files cover a wide range of topics that is reflective of Trottenberg's various responsibilities as the Vice President of Administration of the Foundation. Trottenberg oversaw a number of departments – Comptroller's Office, Manpower Services (name changed to Office of Personnel Services in 1973), Logistical Services, and Program-Related Investments – causing his files to serve as a useful cross-section of the Foundation's activities in the 1970s.

[^ Return to Table of Contents](#)

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## Arrangement

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The office files of Arthur D. Trottenberg are arranged into 11 series:

Series I: ADMINISTRATION AND OPERATIONS (1964-1980, bulk 1968-1979)

Series II: MEMORANDA AND CORRESPONDENCE (1968-1979)

Series III: FINANCIAL (1958-1980, bulk 1970-1975)

Series IV: PERSONNEL (1954-1980, bulk 1968-1978)

Series V: INFORMATION SYSTEMS AND SERVICES (1965-1983, bulk 1967-1977)

Series VI: OVERSEAS (1966-1979, bulk 1968-1977)

Series VII: PROGRAM ACTIVITY (1958-1979, bulk 1968-1977)

Series VIII: SELF STUDY (1955-1979, bulk 1968-1973)

Series IX: SUBJECT FILES (1949-1979, bulk 1968-1977)

Series X: REAL ESTATE (1966-1979, bulk 1967-1976)

Series XI: BOARD OF TRUSTEES (1962-1979, bulk 1967-1978)

[^ Return to Table of Contents](#)

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

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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.

[^ Return to Table of Contents](#)

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## Collection Inventory

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### Administration and Operations, 1964-1980, bulk 1968-1979 (1968-1979)

#### Arrangement

Series I, Administration and Operations, is housed in ten archival boxes, and is divided into two subseries: Administration and Operations. "Operations" refers to the Foundation's program areas. Within these subseries, the files are arranged hierarchically by division and office. Items within each folder are arranged chronologically, maintaining original order.

## Scope and Contents

The Administration and Operations series contains materials from the Foundation's divisions, offices, and staff members. The series consists of various types of material such as reports and policy papers. However, the primary material found in this series is memoranda between Trottenberg and the staff members, demonstrating Trottenberg's role within various areas of the Foundation's work. The series is most abundant in Trottenberg's interaction with McGeorge Bundy, Roger Kennedy, and Howard Dressner, as well as the Office of the Comptroller, and Program-Related Investments. While not as profuse, the series also contains some documentation of the work of others, such as a few folders dedicated to the Division of Education and Research and its program officers. The series covers a wide range of topics spanning the Foundation's activities. Some of the most prominent topics include affirmative action, management costs, tax reporting, program-related investments, grant payments, review of program priorities, self-evaluation and task forces, record-keeping and records management, and benefit plans. This series is best used in conjunction with other series.

The series also contains correspondence, telegrams, speeches/statements, press releases, and newspaper articles.

## Administration, 1964-1980

| Title/Description  | Instances |           |
|--|-----------|-----------|
| Office of the President - Bundy, McGeorge, 1968-1969                     | box 1     | folder 1  |
| Office of the President - Bundy, McGeorge, 1970                          | box 1     | folder 2  |
| Office of the President - Bundy, McGeorge, 1971                          | box 1     | folder 3  |
| Office of the President - Bundy, McGeorge, 1972                          | box 1     | folder 4  |
| Office of the President - Bundy, McGeorge, 1973                          | box 1     | folder 5  |
| Office of the President - Bundy, McGeorge, 1974 January-June             | box 1     | folder 6  |
| Office of the President - Bundy, McGeorge, 1974 July-December            | box 1     | folder 7  |
| Office of the President - Bundy, McGeorge, 1975 January-October          | box 2     | folder 8  |
| Office of the President - Bundy, McGeorge, 1975 December                 | box 2     | folder 9  |
| Office of the President - Bundy, McGeorge, 1976                          | box 2     | folder 10 |
| Office of the President - Bundy, McGeorge, 1977-1979                     | box 2     | folder 11 |
| Office of the President - Smith, Theodore, 1974-1975                     | box 2     | folder 12 |
| Office of the President - Cuninggim, Merrimon, 1973-1974                 | box 2     | folder 13 |
| Office of the President - Cuninggim, Merrimon, 1975                      | box 2     | folder 14 |
| Office of the President - Towers, Perrin, Forster and Crosby, Inc., 1972 | box 2     | folder 15 |
| Division of Administration, 1964-1966                                    | box 3     | folder 16 |
| Division of Administration, 1967-1980                                    | box 3     | folder 17 |
| Division of Administration - Atwater, Verne, 1964-1968                   | box 3     | folder 18 |
| Division of Administration - Mayer, Robert, 1968-1973                    | box 3     | folder 19 |



|  |       |           |
|--|-------|-----------|
| Division of Administration - Comptroller, general, 1966-1968                           | box 3 | folder 20 |
| Division of Administration - Comptroller, general, 1969                                | box 3 | folder 21 |
| Division of Administration - Comptroller, general, 1970<br>January-June                | box 3 | folder 22 |
| Division of Administration - Comptroller, general, 1970 July-<br>December              | box 3 | folder 23 |
| Division of Administration - Comptroller, general, 1971<br>January-June                | box 4 | folder 24 |
| Division of Administration - Comptroller, general, 1971 July-<br>December              | box 4 | folder 25 |
| Division of Administration - Comptroller, general, 1972                                | box 4 | folder 26 |
| Division of Administration - Comptroller, general, 1973                                | box 2 | folder 27 |
| Division of Administration - Comptroller, general, 1974                                | box 4 | folder 28 |
| Division of Administration - Comptroller, general, 1975                                | box 4 | folder 29 |
| Division of Administration - Comptroller, general, 1976-1977                           | box 4 | folder 30 |
| Division of Administration - Comptroller, withholding federal<br>income tax, 1969-1971 | box 4 | folder 31 |
| Division of Administration - Comptroller, withholding federal<br>income tax, 1972-1976 | box 5 | folder 32 |
| Division of Administration - Comptroller, taxes, 1970                                  | box 5 | folder 33 |
| Division of Administration - Comptroller, taxes, 1971 January-<br>May                  | box 5 | folder 34 |
| Division of Administration - Comptroller, taxes, 1971 June-<br>December                | box 5 | folder 35 |
| Division of Administration - Comptroller, taxes, 1973                                  | box 5 | folder 36 |
| Division of Administration - Comptroller, taxes, 1974-1975                             | box 5 | folder 37 |
| Division of Administration - Comptroller, taxes, 1976-1979                             | box 5 | folder 38 |
| Division of Administration - Comptroller, reports, 1968                                | box 5 | folder 39 |
| Division of Administration - Logistical Services, 1967-1970                            | box 5 | folder 40 |
| Division of Administration - Purchasing Services, FY 1968                              | box 5 | folder 41 |
| Division of Administration - Building Services, 1967-1969                              | box 5 | folder 42 |
| Division of Administration - Building Services, use of facilities,<br>1968-1972        | box 5 | folder 43 |
| Division of Administration - Building Services, recycling,<br>1971-1975                | box 5 | folder 44 |
| Division of Administration - Program-Related Investments,<br>1968                      | box 6 | folder 45 |

|   |       |           |
|---|-------|-----------|
| Division of Administration - Program-Related Investments, 1969                    | box 6 | folder 46 |
| Division of Administration - Program-Related Investments, 1970                    | box 6 | folder 47 |
| Division of Administration - Program-Related Investments, 1971 January-June       | box 6 | folder 48 |
| Division of Administration - Program-Related Investments, 1971 July-December      | box 6 | folder 49 |
| Division of Administration - Program-Related Investments, 1972-1973               | box 6 | folder 50 |
| Division of Administration - Chafkin, Sol, 1972-1973                              | box 6 | folder 51 |
| Division of Administration - Kelly, Eamon, 1973-1976                              | box 6 | folder 52 |
| Office of the Secretary – Dressner, Howard, 1968-1971                             | box 7 | folder 53 |
| Office of the Secretary – Dressner, Howard, 1972                                  | box 7 | folder 54 |
| Office of the Secretary – Dressner, Howard, 1973-1974                             | box 7 | folder 55 |
| Office of the Secretary - Office of General Counsel – Dressner, Howard, 1971-1974 | box 7 | folder 56 |
| Office of the Secretary - Office of General Counsel – Dressner, Howard, 1975-1976 | box 7 | folder 57 |
| Office of the Secretary - Legal Services, 1969-1973                               | box 7 | folder 58 |
| Vice President for Finance - Kennedy, Roger, 1970                                 | box 7 | folder 59 |
| Vice President for Finance - Kennedy, Roger, 1971                                 | box 7 | folder 60 |
| Vice President for Finance - Kennedy, Roger, 1972-1973                            | box 7 | folder 61 |
| Vice President for Finance - Kennedy, Roger, 1974 January-June                    | box 8 | folder 62 |
| Vice President for Finance - Kennedy, Roger, 1974 September-December              | box 8 | folder 63 |
| Vice President for Finance - Kennedy, Roger, 1975-1976                            | box 8 | folder 64 |
| Vice President for Finance - Ellis, Reed, 1968-1969                               | box 8 | folder 65 |
| Vice President for Finance - Treasurer, 1971-1975                                 | box 8 | folder 66 |
| Vice President for Finance - Lenagh, Thomas, 1969-1972                            | box 8 | folder 67 |
| Office of Reports - Office of Reports, 1968-1971                                  | box 8 | folder 68 |
| Office of Reports - Office of Reports, 1972-1973                                  | box 8 | folder 69 |
| Office of Reports - Office of Reports, 1974-1977                                  | box 8 | folder 70 |
| Office of Reports - Annual Report, 1968   | box 9 | folder 71 |
| Office of Reports - Annual Report, 1969   | box 9 | folder 72 |

## Operations, 1967-1979

| Title/Description  | Instances |           |
|--|-----------|-----------|
| Division of Humanities and Arts - Lowry, W. McNeil, 1968-1976                | box 9     | folder 73 |
| Division of Education and Research, 1968-1976                                | box 9     | folder 74 |
| Division of Education and Research - Ward, F. Champion, 1967-1972            | box 9     | folder 75 |
| Division of Education and Research - Howe, Harold, 1971-1973                 | box 9     | folder 76 |
| Division of Education and Research - Cheit, Earl, 1973                       | box 9     | folder 77 |
| Division of Education and Research - Ellis, Reed, 1968-1969                  | box 9     | folder 78 |
| Office of Public Broadcasting - Friendly, Fred W. and David Davis, 1970-1973 | box 9     | folder 79 |
| Division of National Affairs - Sviridoff, Mitchell, 1967-1971                | box 10    | folder 80 |
| Division of National Affairs - Sviridoff, Mitchell, 1972-1977                | box 10    | folder 81 |
| Division of National Affairs - Robinson, Marshall, 1973-1979                 | box 10    | folder 82 |
| Division of International Affairs, 1969-1971                                 | box 10    | folder 83 |
| Division of International Affairs, 1972-1973                                 | box 10    | folder 84 |

[^ Return to Table of Contents](#)

## Memoranda and Correspondence, 1968-1979

### Arrangement

Series II, Memoranda and Correspondence, is housed in seven archival boxes, and is divided into two subseries: Memoranda and Correspondence.

### Scope and Contents

The Memoranda and Correspondence series provides a rough outline of Trottenberg's influence during his post at the Foundation. Even more so than the previous series, the documents in this series touch on topics that span all of the other series in this collection, such as affirmative action, computer usage, library services, access to Foundation records, travel policy, salary policy, medical plan, energy conservation, fellowships, grant payment procedures, leasing office space, and real estate inquiries. Since the topics tend to be mixed together, the files in this series may not be the most useful on their own. They may be better used in conjunction with the other series as a way of filling in holes in the data.

The series consists of primarily memoranda and correspondence, but also includes some telegrams, policy papers, and reports.

## Memoranda, 1968-1979

## Scope and Contents

The Memoranda subseries includes Trottenberg's chronological files and other assorted staff memoranda (mostly sent from Trottenberg to the staff, though there are some memoranda that were sent from other staff member to Trottenberg).

| Title/Description                            | Instances |            |
|--|-----------|------------|
| Staff Memos, 1973 January-August             | box 10    | folder 85  |
| Staff Memos, 1973 September-December         | box 10    | folder 86  |
| Staff Memos, 1974 January-May                | box 10    | folder 87  |
| Staff Memos, 1974 June-December              | box 10    | folder 88  |
| Staff Memos, 1975 January-June               | box 11    | folder 89  |
| Staff Memos, 1975 July-December              | box 11    | folder 90  |
| Staff Memos, 1976                            | box 11    | folder 91  |
| Staff Memos, 1977                            | box 11    | folder 92  |
| Staff Memos, 1978                            | box 11    | folder 93  |
| Chronological Files, 1968 January-June       | box 11    | folder 94  |
| Chronological Files, 1968 July-December      | box 11    | folder 95  |
| Chronological Files, 1969 January-June       | box 11    | folder 96  |
| Chronological Files, 1969 July-December      | box 11    | folder 97  |
| Chronological Files, 1970 January-August     | box 12    | folder 98  |
| Chronological Files, 1970 September-December | box 12    | folder 99  |
| Chronological Files, 1971 January-June       | box 12    | folder 100 |
| Chronological Files, 1971 July-December      | box 12    | folder 101 |
| Chronological Files, 1972 January-June       | box 12    | folder 102 |
| Chronological Files, 1972 July-December      | box 12    | folder 103 |
| Chronological Files, 1973 January-June       | box 12    | folder 104 |
| Chronological Files, 1973 July-December      | box 12    | folder 105 |
| Chronological Files, 1974 January-June       | box 12    | folder 106 |
| Chronological Files, 1974 July-December      | box 12    | folder 107 |
| Chronological Files, 1975                    | box 13    | folder 108 |
| Chronological Files, 1976                    | box 13    | folder 109 |
| Chronological Files, 1977                    | box 13    | folder 110 |
| Chronological Files, 1978                    | box 13    | folder 111 |
| Chronological Files, 1979                    | box 13    | folder 112 |

## Correspondence, 1968-1979

### Arrangement

Items within each folder are mostly arranged chronologically, maintaining original order. However, Trottenberg kept some of his correspondence files in alphabetical order based on the correspondent's last name. Original order has been maintained in these files as well.

### Scope and Contents

The Correspondence subseries includes miscellaneous correspondence with people outside of the Foundation. Some correspondence deals with grant proposals

| Title/Description                    | Instances |            |
|--------------------------------------|-----------|------------|
| Correspondence, general, 1970-1979   | box 13    | folder 113 |
| Correspondence, proposals, 1971-1972 | box 13    | folder 114 |
| Correspondence, proposals, 1974-1975 | box 13    | folder 115 |
| Alphabetical Files, A-H, 1968-1969   | box 14    | folder 116 |
| Alphabetical Files, K-R, 1968-1969   | box 14    | folder 117 |
| Alphabetical Files, S-Z, 1968-1969   | box 14    | folder 118 |
| Alphabetical Files, A-L, 1970-1971   | box 14    | folder 119 |
| Alphabetical Files, Ma-Me, 1970-1971 | box 14    | folder 120 |
| Alphabetical Files, Mi-Y, 1970-1971  | box 14    | folder 121 |
| Alphabetical Files, A-F, 1972-1973   | box 15    | folder 122 |
| Alphabetical Files, G-M, 1972-1973   | box 15    | folder 123 |
| Alphabetical Files, N-Z, 1972-1973   | box 15    | folder 124 |
| Alphabetical Files, A-J, 1974        | box 15    | folder 125 |
| Alphabetical Files, K-Z, 1974        | box 15    | folder 126 |
| Alphabetical Files, B-J, 1975        | box 15    | folder 127 |
| Alphabetical Files, K-W, 1975        | box 15    | folder 128 |
| Alphabetical Files, A-B, 1976-1979   | box 16    | folder 129 |
| Alphabetical Files, D-O, 1976-1979   | box 16    | folder 130 |
| Alphabetical Files, P-W, 1976-1979   | box 16    | folder 131 |

[^ Return to Table of Contents](#)

## Financial, 1958-1980, bulk 1970-1975 (1970-1975)

## Arrangement

Series III, Financial, is housed in seven archival boxes, and is divided into two subseries: General and Budget.

Items within each folder are arranged chronologically, maintaining original order.

## Scope and Contents

The Financial series contains various materials, such as a number of financial reports, both internal and outsourced to consultants. Other topics include, accounting procedures, balance of payments, the General Reserve, and management costs. However, the series is most complete in its documentation of budget planning. Trottenberg was a large presence in the process of forming the annual budgets for all of the Foundation's divisions and offices. His role in budget planning is particularly notable in the early half of the 1970s when the Foundation underwent a period of major retrenchment which will be discussed in more depth later.

The series consists of memoranda, correspondence, reports, charts, and notes.

## General, 1958-1980

### Scope and Contents

The General subseries consists of documents on a number of topics, such as accounting, management cost actions, and financial reports.

| Title/Description                    | Instances |            |
|--------------------------------------|-----------|------------|
| Accounting, recentralization, 1971   | box 16    | folder 132 |
| Accounting, instruction, 1976        | box 16    | folder 133 |
| Cash Flow, 1970-1977                 | box 16    | folder 134 |
| Balance of Payments, 1965-1969       | box 16    | folder 135 |
| General Reserves, 1972-1978          | box 16    | folder 136 |
| Management Costs, 1968               | box 16    | folder 137 |
| Management Costs, projection, 1971   | box 16    | folder 138 |
| Management Cost Actions, 1971-1972   | box 16    | folder 139 |
| Management Cost Actions, 1973-1975   | box 16    | folder 140 |
| Management Cost Actions, 1976-1978   | box 17    | folder 141 |
| Future Management Options, 1977-1978 | box 17    | folder 142 |
| Fiscal Status Report, 1968           | box 17    | folder 143 |
| Quarterly Financial Reports, 1969    | box 17    | folder 144 |
| Quarterly Financial Reports, 1970    | box 17    | folder 145 |
| Quarterly Financial Reports, 1971    | box 17    | folder 146 |
| Quarterly Financial Reports, 1972    | box 17    | folder 147 |
| Quarterly Financial Reports, 1973    | box 17    | folder 148 |

|   |        |            |
|---|--------|------------|
| Quarterly Financial Reports, 1974                         | box 17 | folder 149 |
| Quarterly Financial Reports, 1975                         | box 17 | folder 150 |
| Quarterly Financial Reports, 1976                         | box 17 | folder 151 |
| Quarterly Financial Reports, 1977                         | box 17 | folder 152 |
| Lucas, Tucker, and Company, 1968-1972                     | box 17 | folder 153 |
| Financial Statements, Price Waterhouse and Co., 1958-1960 | box 17 | folder 154 |
| Financial Statements, Price Waterhouse and Co., 1961-1963 | box 17 | folder 155 |
| Financial Statements, Price Waterhouse and Co., 1964-1966 | box 17 | folder 156 |
| Financial Statements, Price Waterhouse and Co., 1967-1969 | box 17 | folder 157 |
| Financial Statements, Price Waterhouse and Co., 1970-1972 | box 18 | folder 158 |
| Financial Statements, Price Waterhouse and Co., 1973-1974 | box 18 | folder 159 |
| Financial Statements, Price Waterhouse and Co., 1975-1976 | box 18 | folder 160 |
| Financial Statements, Price Waterhouse and Co., 1977-1978 | box 18 | folder 161 |
| Financial Statements, Price Waterhouse and Co., 1979-1980 | box 18 | folder 162 |

## Budget, 1968-1977

### Separated Materials:

### **Separated Materials**

All final reports have been removed from the collection and can be found in the Budget Records (see Appendix C).

### **Scope and Contents**

The Budget subseries contains budget materials ranging from general management costs to costs of particular offices. The Budget subseries documents budget planning only.

| Title/Description  | Instances |            |
|--|-----------|------------|
| Budget, general - FY 1970, 1968 November-1969 December   | box 18    | folder 163 |
| Budget, general - FY 1971, 1970                          | box 18    | folder 164 |
| Budget, general - FY 1972, 1970 October-1972 December    | box 18    | folder 165 |
| Budget, general - FY 1973, 1972 January-1973 February    | box 18    | folder 166 |
| Budget, general - FY 1974-1975, 1972 January-February    | box 19    | folder 167 |
| Budget, general - FY 1974-1975, 1972 February-1974 April | box 19    | folder 168 |
| Management Budget - FY 1970, 1968 June-1969 September    | box 19    | folder 169 |
| Management Budget - FY 1970, 1969 December-1970 December | box 19    | folder 170 |
| Management Budget - FY 1974-1975, 1973 May-September     | box 19    | folder 171 |

|   |        |            |
|---|--------|------------|
| Management Budget - FY 1974-1975, 1974 February-1975 December           | box 19 | folder 172 |
| Management Budget - FY 1976-1977, 1975 January-1977 December            | box 19 | folder 173 |
| General Management Costs - FY 1969, 1968 January-July                   | box 19 | folder 174 |
| General Management Costs - FY 1969, 1968 July-December                  | box 20 | folder 175 |
| General Management Costs - FY 1971, 1970 February-November              | box 20 | folder 176 |
| General Management Costs - FY 1972, 1971 February-1973 January          | box 20 | folder 177 |
| General Management Costs - FY 1973, 1972 February-1973 October          | box 20 | folder 178 |
| General Management Costs - FY 1974, 1972 November-1974 August           | box 20 | folder 179 |
| Division of Administration - FY 1970, 1970 August                       | box 20 | folder 180 |
| Division of Administration - FY 1972, 1971 April, 1972 April            | box 20 | folder 181 |
| Division of Administration - FY 1973, 1972 March-November               | box 20 | folder 182 |
| Comptroller - FY 1969-1970, 1968 November-1969 September                | box 20 | folder 183 |
| Comptroller - FY 1971, 1970 July-August                                 | box 20 | folder 184 |
| Manpower Services - FY 1969, 1968 November-1969 April                   | box 20 | folder 185 |
| Manpower Services - FY 1971-1972, 1971 April-1973 January               | box 20 | folder 186 |
| Manpower Services - FY 1973, 1972 March-May                             | box 20 | folder 187 |
| Logistical Services - FY 1970-1971, 1968 June-1970 August               | box 20 | folder 188 |
| Logistical Services - FY 1973, 1972 July- August                        | box 20 | folder 189 |
| Program-Related Investments - FY 1970-1971, 1968 November-1971 November | box 20 | folder 190 |
| Program-Related Investments - FY 1973, 1972 February-September          | box 21 | folder 191 |
| Office of Reports - FY 1973, 1972 April 14                              | box 21 | folder 192 |
| Program Management Costs - FY 1971, 1969 December-1972 March            | box 21 | folder 193 |
| Program Management Costs - FY 1971, 1970 April-1971 December            | box 21 | folder 194 |
| Program Management Costs - FY 1972, 1971 February-1973 January          | box 21 | folder 195 |
| Program Management Costs - FY 1973, 1972 February-1973 March            | box 21 | folder 196 |



|   |        |            |
|---|--------|------------|
| Program Management Costs - FY 1974-1975, 1972<br>February-1973 February | box 21 | folder 197 |
| Program Management Costs - FY 1974-1975, 1973<br>February-1974 February | box 21 | folder 198 |
| Division of the Humanities and the Arts - FY 1970, 1969 April<br>14     | box 21 | folder 199 |
| Division of Education and Research - FY 1970, 1968<br>December-1969 May | box 21 | folder 200 |
| Division of Education and Research - FY 1971-1972, 1970 April<br>22     | box 21 | folder 201 |
| Office of Public Broadcasting - FY 1970-1971, 1969 May-1970<br>April    | box 22 | folder 202 |
| Division of National Affairs - FY 1970, 1969 April-November             | box 22 | folder 203 |
| Division of National Affairs - FY 1973, 1972 February                   | box 22 | folder 204 |
| Division of International Affairs - FY 1970, 1969 March-July            | box 22 | folder 205 |
| Budget Reports, 1968-1972   | box 22 | folder 206 |

[^ Return to Table of Contents](#)

## Personnel, 1954-1980, bulk 1968-1978 (1968-1978)

### Arrangement

Series IV, Personnel, is housed in eight archival boxes, and is divided into two subseries: General and Compensation. Items within each folder are arranged chronologically, maintaining original order.

### Scope and Contents

The Personnel series covers a wide range of topics, such as the internationalization of staff, staff recruitment and orientation, leaves of absence, housing assistance, travel policy, and field office memos. However, the most abundant information that this series contains is that of compensation packages, ranging from salary policies to benefits. Whereas salary policy is primarily documented in the form of office memoranda, much of the information on benefits is in the form of consultant reports by Towers, Perrin, Forster, and Crosby (TPFC). Establishing salary policies during the early 1970s was a difficult task due to the rapidly rising costs of living in New York combined with the Foundation's need to cut management costs during its period of severe retrenchment. During Trottenberg's time, employee benefit packages were affected by the Employment Retirement Income Security Act of 1974, which will be discussed in more depth later.

The series primarily consists of memoranda, correspondence, reports, policy papers, charts, and notes.

## General, 1954-1980

## Scope and Contents

The General subseries consists of documents on a number of topics, such as staff recruitment and orientation, leaves of absence, housing assistance, and travel policy.

| Title/Description                               | Instances |             |
|---|-----------|-------------|
| General, 1966-1967                              | box 22    | folder 207  |
| General, 1968-1969                              | box 22    | folder 208  |
| General, 1970                                   | box 22    | folder 209  |
| General, 1971                                   | box 22    | folder 210  |
| General, 1972 January-April                     | box 22    | folder 211  |
| General, 1972 May-December                      | box 22    | folder 212  |
| General, 1973-1975                              | box 22    | folder 213  |
| Field Office Memos, 1970-1972                   | box 23    | folder 214  |
| Field Office Memos, 1973                        | box 23    | folder 215  |
| Field Office Memos, 1976                        | box 23    | folder 216  |
| Job Description Study, 1964-1974                | box 23    | folder 217  |
| Staff Recruitment, 1963-1966                    | box 23    | folder 218  |
| Staff Recruitment, 1969-1974                    | box 23    | folder 219  |
| Employment Tests, 1962-1970                     | box 23    | folder 220  |
| Personnel Development and Training, 1954        | box 23    | folder 220a |
| New Staff Orientation, 1965                     | box 23    | folder 221  |
| Staff Profile, 1971-1973                        | box 23    | folder 222  |
| Internationalization of Staff, 1969-1970        | box 23    | folder 223  |
| Staff Programs, 1971-1979                       | box 23    | folder 224  |
| Delegation of Authority, 1958-1968              | box 23    | folder 225  |
| Check Cashing, 1972-1973                        | box 23    | folder 226  |
| Leaves of Absence, 1969-1974                    | box 23    | folder 227  |
| Educational Programs, 1972-1980                 | box 24    | folder 228  |
| Grievance Procedure, 1974                       | box 24    | folder 229  |
| Staff Appraisals, 1971-1977                     | box 24    | folder 230  |
| Job Reclassifications and Promotions, 1964-1972 | box 24    | folder 231  |
| Termination of Employment, 1968-1971            | box 24    | folder 232  |
| Holidays, 1968-1970                             | box 24    | folder 233  |

|   |        |            |
|---|--------|------------|
| Health and Medical Services, 1967-1972    | box 24 | folder 234 |
| Cost of Living, 1969-1978                 | box 24 | folder 235 |
| Housing Assistance for NY Staff, 1974     | box 24 | folder 236 |
| Facility Charges, 1969-1974               | box 24 | folder 237 |
| Moving and Shipping, 1968-1977            | box 24 | folder 238 |
| Automobiles, 1968-1972                    | box 24 | folder 239 |
| Insurances, 1973-1975                     | box 24 | folder 240 |
| Insurances, 1976-1979                     | box 24 | folder 241 |
| John Liner Associates, Inc., 1971         | box 25 | folder 242 |
| Travel, general, 1965-1969                | box 25 | folder 243 |
| Travel, general, 1970 January-June        | box 25 | folder 244 |
| Travel, general, 1970 July-December       | box 25 | folder 245 |
| Travel, general, 1971-1975                | box 25 | folder 246 |
| Travel, spouses, 1969-1970                | box 25 | folder 247 |
| Travel, spouses, 1971-1976                | box 25 | folder 248 |
| Travel, freight and allowances, 1969-1972 | box 25 | folder 249 |
| Cresap, McCormick and Paget, Inc., 1975   | box 25 | folder 250 |

## Compensation, 1966-1979

### Scope and Contents

The Compensation subseries contains information on salary policy and benefits (mainly the thrift and retirement plans).

| Title/Description                             | Instances |            |
|---|-----------|------------|
| Salary Policy - FY 1972, 1971 July-December   | box 26    | folder 251 |
| Salary Policy - FY 1973, 1972                 | box 26    | folder 252 |
| Salary Policy - FY 1974, 1973                 | box 26    | folder 253 |
| Salary Policy - FY 1975, 1974                 | box 26    | folder 254 |
| Salary Policy - FY 1976, 1975 June-1976 June  | box 26    | folder 255 |
| Salary Policy - FY 1977, 1976 April-September | box 26    | folder 256 |
| Salary Policy - FY 1978, 1977 March-October   | box 26    | folder 257 |
| Salary Policy - FY 1979, 1978 April-November  | box 26    | folder 258 |
| Salary Policy - FY 1980, 1979 March-September | box 26    | folder 259 |
| Salary Comparisons, 1970-1976                 | box 26    | folder 260 |

|  |        |            |
|--|--------|------------|
| Pay Board Regulations, 1971-1973   | box 26 | folder 261 |
| Benefits, general, 1966-1973   | box 26 | folder 262 |
| Thrift and Retirement Plan, 1969-1975                                    | box 26 | folder 263 |
| Webster, Sheffield, Fleischmann, Hitchcock and Brookfield, 1968          | box 27 | folder 264 |
| Rogers, Casey, and Barksdale, Inc., 1977                                 | box 27 | folder 265 |
| Robert Hayes and Associates, Inc., 1978                                  | box 27 | folder 266 |
| Towers, Perrin, Forster and Crosby (TPFC Reports), 1968                  | box 27 | folder 267 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1969 February          | box 27 | folder 268 |
| Towers, Perrin, Forster and Crosby (TPFC Appendices), 1969 February      | box 27 | folder 269 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1969 April             | box 27 | folder 270 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1970 September         | box 27 | folder 271 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1970 December          | box 27 | folder 272 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1971                   | box 28 | folder 273 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1972 May               | box 28 | folder 274 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1972 October           | box 28 | folder 275 |
| Towers, Perrin, Forster and Crosby (TPFC Reports), 1973 January-June     | box 28 | folder 276 |
| Towers, Perrin, Forster and Crosby (TPFC Reports), 1973 October-December | box 28 | folder 277 |
| Towers, Perrin, Forster and Crosby (TPFC Reports), 1974                  | box 28 | folder 278 |
| Towers, Perrin, Forster and Crosby (TPFC Reports), 1975                  | box 28 | folder 279 |
| Towers, Perrin, Forster and Crosby (TPFC Reports), 1977 May-September    | box 28 | folder 280 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1971 November          | box 28 | folder 281 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1978 February          | box 29 | folder 282 |
| Towers, Perrin, Forster and Crosby (TPFC Report), 1978 September         | box 29 | folder 283 |

[^ Return to Table of Contents](#)

## Information Systems and Services, 1965-1983, bulk 1967-1977 (1967-1977)

### Arrangement

Series V, Information Systems and Services, is housed in four archival boxes, and is divided into four subseries: General, Library, Archives and Records Management, and Computer and Electronic Data Processing.

Items within each folder are arranged chronologically, maintaining original order.

### Scope and Contents

The Information Systems and Services series addresses the full gamut of information areas of the Foundation. The Library subseries includes limited information about library usage, donation of books, and future development of the library and library services. The Archives and Records Management subseries contains information on record-keeping and records management in the form of correspondence control and bureaucratic reporting, as well as information on an oral history project documenting policies, program objectives, and organization of the Foundation. The subseries also documents the beginnings of the Foundation's archives, primarily in the form of establishing policies and procedures on the access of archival records. The series proves most useful in the fullness of its Computer and Electronic Data Processing subseries. Information technology is no doubt an integral part of today's workplace, but its presence was not always assumed. The Computer and Electronic Data Processing subseries documents the Foundation's early efforts at incorporating use of computer systems into the Foundation's workload in order to speed up processes that could easily be automated. Initially (as early as 1965), the Foundation looked into the prospect of using computers primarily for computer-based accounting. However, as years passed, the Foundation expanded its interest in computer usage, as with its 1974 proposal for the Grants Retrieval and Information Display System (GRIDS), providing wider-spread access of data on grants throughout the Foundation.

The series consists of memoranda, correspondence, reports, policy papers, reports, and notes.

## General, 1967-1973

### Scope and Contents

The General subseries consists of general consultant studies on the Foundation's information systems and services.

| Title/Description                              | Instances |            |
|--|-----------|------------|
| Documentation Incorporated, part 1, 1967 March | box 29    | folder 284 |
| Documentation Incorporated, part 2, 1967 March | box 29    | folder 285 |
| Documentation Incorporated, part 3, 1967 March | box 29    | folder 286 |
| Documentation Incorporated, 1967 April         | box 29    | folder 287 |
| Cresap, McCormick and Paget, 1973              | box 29    | folder 288 |

## Library, 1968-1974

| Title/Description            | Instances |            |
|------------------------------|-----------|------------|
| Library, general, 1968-1969  | box 30    | folder 289 |
| Library, general, 1970-1974  | box 30    | folder 290 |
| Library Committee, 1968-1969 | box 30    | folder 291 |
| Donation of Books, 1972-1974 | box 30    | folder 292 |

Donation to JFK Library, 1973

box 30

folder 293

## Archives and Records Management, 1967-1983

| Title/Description                                | Instances |            |
|--|-----------|------------|
| Archives, general, 1970-1983                     | box 30    | folder 294 |
| Lektrievers – Records' Security and Access, 1969 | box 30    | folder 295 |
| Oral History, 1970-1977                          | box 30    | folder 296 |
| Bureaucratic Reporting, 1972                     | box 30    | folder 297 |
| Correspondence Control, 1967-1973                | box 30    | folder 298 |
| Outside Money Managers, 1971                     | box 30    | folder 299 |
| Towers, Perrin, Forster, and Crosby, 1974        | box 30    | folder 300 |

## Computer and Electronic Data Processing, 1965-1977

### Scope and Contents

The Computer and Electronic Data Processing subseries documents computer usage within the Foundation, particularly in its early stages

| Title/Description   | Instances |            |
|---|-----------|------------|
| Computer, general, 1965-1967  | box 30    | folder 301 |
| Computer, general, 1968   | box 30    | folder 302 |
| Computer, general, 1969   | box 30    | folder 303 |
| Computer, general, 1970   | box 31    | folder 304 |
| Computer, general, 1971-1972  | box 31    | folder 305 |
| Computer, general, 1973   | box 31    | folder 306 |
| Computer, general, 1974   | box 31    | folder 307 |
| Computer, general, 1975   | box 31    | folder 308 |
| Computer, general, 1976-1977  | box 31    | folder 309 |
| Computer Advisory Committee, 1969-1970                              | box 31    | folder 310 |
| Computer Services Committee, 1976                                   | box 31    | folder 311 |
| Computer Budget Reports, 1969                                       | box 31    | folder 312 |
| Computer Status Reports, 1969-1973                                  | box 31    | folder 313 |
| Automated Payroll and Personnel Information System, 1969            | box 31    | folder 314 |
| Automated Portfolio Management and Securities Accounting, 1970-1973 | box 31    | folder 315 |
| Grants Retrieval and Information Display System, 1974-1975          | box 32    | folder 316 |

|   |        |            |
|---|--------|------------|
| Equipment Lease, 1970-1975                        | box 32 | folder 317 |
| IBM, Computer Usage Seminar, 1969                 | box 32 | folder 318 |
| IBM, Equipment, 1975-1976                         | box 32 | folder 319 |
| Center for Management Technology, Inc., 1975-1976 | box 32 | folder 320 |
| Center for Management Technology, Inc., 1976      | box 32 | folder 321 |

[^ Return to Table of Contents](#)

## Overseas, 1966-1979, bulk 1968-1977 (1968-1977)

### Arrangement

Series VI, Overseas, is housed in four archival boxes, and is divided into four subseries: General, Staff Trips, Audits, and Conferences. Items within each folder are arranged chronologically, maintaining original order.

### Scope and Contents

The Overseas series covers a number of topics, ranging from compensation and taxes for overseas staff members, to information about field offices such as financial audits. The series also includes staff members' overseas trip reports. For instance, Trottenberg traveled all over the globe to such locales as, London, Paris, Latin American, Egypt, Lebanon, and Nigeria, visiting field offices and attending committee meetings. The series also documents preparation and planning for a number of conferences that were held overseas. Some such conferences include the International Division Conferences in 1973 and 1975, the Athens Press Conference in 1973, as well as conferences held in Nairobi, New Delhi, and Mexico.

The series consists of memoranda, telegrams, reports, policy papers, audits, newspaper articles, and notes.

## General, 1966-1979

### Scope and Contents

The General subseries consists of documents on a number of topics, including personnel policies, compensation, and taxes for overseas offices, as well as information on specific field offices.

| Title/Description                               | Instances |            |
|---|-----------|------------|
| Overseas, general, 1969-1973                    | box 32    | folder 322 |
| International Division Organization, 1970       | box 32    | folder 323 |
| Guidelines to Personnel Administration, 1966    | box 32    | folder 324 |
| Personnel Policies, 1970-1976                   | box 32    | folder 325 |
| Towers, Perrin, Forster and Crosby, 1969        | box 32    | folder 326 |
| Towers, Perrin, Forster and Crosby, 1977        | box 32    | folder 327 |
| Compensation and Taxes, 1974-1976               | box 32    | folder 328 |
| Compensation and Taxes, 1977 January-August     | box 33    | folder 329 |
| Compensation and Taxes, 1977 September-December |           |            |

|   |        |            |
|---|--------|------------|
|   | box 33 | folder 330 |
| Taxes, 1969-1974  | box 33 | folder 331 |
| Taxes, 1978-1979  | box 33 | folder 332 |
| Field Office – Athens, Greece, 1970-1972                          | box 33 | folder 333 |
| Field Office – Bangkok, Thailand, 1967                            | box 33 | folder 334 |
| Field Office – Lagos, Nigeria, 1969-1970                          | box 33 | folder 335 |
| Field Office – Madrid, Spain, 1970-1972                           | box 33 | folder 336 |
| Field Office – New Delhi, India, 1968-1975                        | box 33 | folder 337 |
| Field Office – Latin America and Caribbean, 1968-1972             | box 33 | folder 338 |
| Towers, Perrin, Forster and Crosby – Middle East and Africa, 1970 | box 33 | folder 339 |
| Towers, Perrin, Forster and Crosby – Asia and Pacific, 1970       | box 34 | folder 340 |
| Towers, Perrin, Forster and Crosby – Latin America, 1970          | box 34 | folder 341 |
| Annual Reports, general - FY 1969, 1970 January-February          | box 34 | folder 342 |
| Annual Reports, Middle East and Africa - FY 1968, 1969 January    | box 34 | folder 343 |

### Staff Trips, 1968-1973

| Title/Description                                     | Instances |            |
|---|-----------|------------|
| Staff Trips, general, 1968-1970                       | box 34    | folder 344 |
| Asian and Pacific Office Visits, 1969                 | box 34    | folder 345 |
| ADT's Trip to Lebanon, Egypt, and Nigeria, 1968       | box 34    | folder 346 |
| ADT's Trip to Latin America, 1973                     | box 34    | folder 347 |
| ADT's Trip to Paris, France and London, England, 1973 | box 34    | folder 348 |

### Audits of Field Offices, 1966-1975

| Title/Description   | Instances |            |
|---|-----------|------------|
| Stewart, Charles and John V. McDermott, 1966                  | box 34    | folder 349 |
| Akmajian, Herant, 1969-1971                                   | box 34    | folder 350 |
| Wolf, Thomas and John P. Doran, 1971                          | box 34    | folder 351 |
| Masone Jr., Nunzio, Thomas Wolf, and Leonard Spilka, 1972     | box 34    | folder 352 |
| Esola, Ronald, 1972   | box 34    | folder 353 |
| Akmajian, Herant, 1972-1973                                   | box 34    | folder 354 |
| Wolf, Thomas, Leonard Spilka, and Ronald P. Walker, 1973-1975 | box 34    | folder 355 |



Masone Jr., Nunzio, Ronald Esola, and Thomas Wolf,  
1973-1975

box 35

folder 356

## Conferences, 1968-1975

| Title/Description                       | Instances |            |
|---|-----------|------------|
| Administrative Conferences, 1968-1971   | box 35    | folder 357 |
| International Division Conference, 1973 | box 35    | folder 358 |
| International Division Conference, 1975 | box 35    | folder 359 |
| Nairobi Conference, 1969                | box 35    | folder 360 |
| Mexico Conference, 1969                 | box 35    | folder 361 |
| New Delhi, India Conference, 1970       | box 35    | folder 362 |
| New Delhi Conference, 1971              | box 35    | folder 363 |
| New Delhi Conference, 1971              | box 35    | folder 364 |
| Athens Press Conference, 1973           | box 35    | folder 365 |

[^ Return to Table of Contents](#)

## Program Activity, 1958-1979, bulk 1968-1977 (1968-1977)

### Separated Materials:

### **Separated Materials**

Specific appropriations have been removed from the folders as this information can be found within the dockets in the Board of Trustees Records. Moreover, information about various PRIs has also been removed and was originally found in the Closed Grant File Room at Ford Foundation (see Appendix E).

### **Arrangement**

Series VII, Program Activity, is housed in six archival boxes, and is divided into four subseries: General, Program-Related Investments, Grants, Financial Reviews of Grantees.

Items within each folder are arranged chronologically, maintaining original order.

### **Scope and Contents**

The Program Activity series documents general policy for activities related to the Foundation's program areas. The series covers general program strategy, planning and evaluation. It also covers topics in grant administration such as, travel and study awards, payment policy, multi-year renewals, Delegated Authority Projects (DAPs), Foundation-Administered Projects (FAPs), and expenditure responsibility. The series contains some information on specific grants that the Foundation issued in the form of financial reviews of grantees. The series also documents Program-Related Investments (PRIs), a direct responsibility of Trottenberg's. Beginning in 1968, PRIs began as an experiment in realizing philanthropic goals via capital investment. The PRI subseries documents the beginnings of this experiment, covering some specific information on PRI recipients to self-evaluation of the new program. Topics in this series include the PRI Policy Committee, threshold approvals, fiscal status summaries, and investment summaries. The series also includes two information papers evaluating the PRI program two years and four years after its inception.

The series consists of memoranda, correspondence, reports, financial reviews, and notes.

## General, 1968-1972

### Scope and Contents

The General subseries consists of information on planning and evaluation the Foundation's programs.

| Title/Description            | Instances |            |
|------------------------------|-----------|------------|
| Program Strategy, 1968       | box 36    | folder 366 |
| Program Planning, 1972       | box 36    | folder 367 |
| Program Evaluation, 1968     | box 36    | folder 368 |
| Monitoring Policy, 1970-1971 | box 36    | folder 369 |

## Program-Related Investments, 1968-1973

### Scope and Contents

The Program-Related Investments focuses on the progress of the PRI program in its first years.

| Title/Description   | Instances |            |
|---|-----------|------------|
| PRI Meetings, 1968-1971   | box 36    | folder 370 |
| Mutual Fund Meeting, 1968-1969                                  | box 36    | folder 371 |
| Investments, general, 1969-1973                                 | box 36    | folder 372 |
| Commitments, revisions, 1968-1970                               | box 36    | folder 373 |
| Threshold Approvals, 1969-1971                                  | box 36    | folder 374 |
| Investment Summaries and Annual Reports, 1968-1970              | box 36    | folder 375 |
| Fiscal Status and Summary Reports, 1970-1972                    | box 36    | folder 376 |
| Information Paper – 2 Years of PRIs, 1970                       | box 36    | folder 377 |
| Information Paper – 4 Years of PRIs, 1971-1972                  | box 36    | folder 378 |
| Webster, Sheffield, Fleischmann, Hitchcock and Brookfield, 1968 | box 36    | folder 379 |
| Marshall and MacDevitt, 1970                                    | box 36    | folder 380 |

## Grants, 1958-1979

### Scope and Contents

the Grants subseries emphasizes Foundation policies on administering grants.

| Title/Description          | Instances |            |
|----------------------------|-----------|------------|
| Grants, general, 1958-1973 | box 37    | folder 381 |

|   |        |            |
|---|--------|------------|
| Grants to Individuals, 1969-1971                        | box 37 | folder 382 |
| Grants to Individuals, 1972-1974                        | box 37 | folder 383 |
| Grants to Individuals, 1975-1977                        | box 37 | folder 384 |
| Travel and Study Awards, 1968-1969                      | box 37 | folder 385 |
| Grants to Government Employees, 1969-1977               | box 37 | folder 386 |
| Grants Processing System, 1969                          | box 37 | folder 387 |
| Payment Policy and Procedures, 1970-1976                | box 38 | folder 388 |
| Overhead Charges, 1968-1970                             | box 38 | folder 389 |
| Overhead Charges, 1971-1974                             | box 38 | folder 390 |
| Expenditure Responsibility, 1969-1979                   | box 38 | folder 391 |
| Multi-Year Renewals, 1973                               | box 38 | folder 392 |
| DAPs, general, 1972-1973                                | box 38 | folder 393 |
| FAPs, general, 1970-1972                                | box 38 | folder 394 |
| Report and Analysis, 1971                               | box 38 | folder 395 |
| Information Paper – Management and Program Trends, 1971 | box 39 | folder 396 |
| Information Paper – FAP Project, 1971-1972              | box 39 | folder 397 |
| Appropriation Reports, 1968                             | box 39 | folder 398 |

## Financial Reviews of Grantees, 1966-1975

| Title/Description  | Instances |            |
|--|-----------|------------|
| Stewart, Charles, 1966-1967                                      | box 39    | folder 399 |
| Gregory, Stanley, 1969-1970                                      | box 39    | folder 400 |
| Akmajian, Herant, 1969-1971                                      | box 39    | folder 401 |
| Stewart, Charles, 1969   | box 39    | folder 402 |
| Stewart, Charles, 1970   | box 40    | folder 403 |
| Stewart, Charles, 1971   | box 40    | folder 404 |
| Bishop, Jeremy and Charles Stewart, 1970                         | box 40    | folder 405 |
| Masone Jr., Nunzio, Ronald Esola, and Charles Stewart, 1970-1971 | box 40    | folder 406 |
| Wolf, Thomas, 1970-1971  | box 40    | folder 407 |
| Esola, Ronald, 1971  | box 40    | folder 408 |
| Esola, Ronald, 1972  | box 40    | folder 409 |
| Masone Jr., Nunzio, 1972   | box 40    | folder 410 |

|  |        |            |
|--|--------|------------|
| Wolf, Thomas, Leonard Spilka, and Charles Stewart, 1972    | box 40 | folder 411 |
| Stewart, Charles, 1973                                     | box 41 | folder 412 |
| Cavanaugh, Harry and Lee Harris, 1973-1974                 | box 41 | folder 413 |
| Masone Jr., Nunzio and Ronald Esola, 1973 February-June    | box 41 | folder 414 |
| Masone Jr., Nunzio and Ronald Esola, 1973 July-December    | box 41 | folder 415 |
| Masone Jr., Nunzio and Ronald Esola, 1974                  | box 41 | folder 416 |
| Wolf, Thomas, Leonard Spilka, and Ronald Walker, 1973-1975 | box 41 | folder 417 |
| Cavanaugh, Harry, 1974-1975                                | box 41 | folder 418 |
| Doran, John, 1974  | box 41 | folder 419 |
| Doran, John, 1975  | box 41 | folder 420 |

[^ Return to Table of Contents](#)

## Self Study, 1955-1979, bulk 1968-1973 (1968-1973)

### Arrangement

Items within each folder are arranged chronologically, maintaining original order.

### Scope and Contents

The Self Study series contains a number of self studies and task forces that the Foundation conducted in order to learn more about itself and how it runs in order to improve Foundation policies and procedures. There are a few studies on overseas offices (Overseas Development Self Study, Overseas Compensation Study, and Overseas Task Force) that can be used in conjunction with the Overseas series in order to round out the researchers knowledge of the overseas component of the Foundation's administration. There are a number of other studies dealing with the size of the Foundation in terms of assets and expenditures. For instance, Paul Strasburg's paper on the size of Foundation argues breaking the Foundation into smaller divisions, basing his argument on the various effects the action would cause for the public. Trottenberg, ever concerned with the Foundation's need for retrenchment, disagreed with Strasburg's proposal, arguing that decentralizing the Foundation would increase its general management costs. Other studies also deal with the issue of the Foundation's costs, such as the Cost Comparison Study. Some studies deal less directly with how the Foundation is run, and more on how it can expand its program areas. For instance, the Telecommunications Task Force aimed to study the impact of telecommunications, beyond just television, on society, in order to assess how the Foundation could be involved in the field.

The series consists of memoranda, correspondence, reports, questionnaires, newspaper articles, charts, and notes.

| Title/Description                        | Instances |            |
|--|-----------|------------|
| Self Study Committee, 1971-1972          | box 42    | folder 421 |
| Task Force on Financial Accounting, 1971 | box 42    | folder 422 |
| Ford Foundation Size, 1955-1973          | box 42    | folder 423 |
| Cost Comparison Study, 1972-1973         | box 42    | folder 424 |
| Joint Cost Study, 1973-1979              | box 42    | folder 425 |

|  |        |            |
|--|--------|------------|
| Goals and Objectives for Administration, 1960-1967   | box 42 | folder 426 |
| The People at Ford, 1972                             | box 42 | folder 427 |
| Overseas Development Self Study, 1966                | box 43 | folder 428 |
| Overseas Development Self Study, 1966-1967           | box 43 | folder 429 |
| Overseas Questionnaire and Results, 1968             | box 43 | folder 430 |
| Overseas Compensation Study, 1968-1969 March         | box 43 | folder 431 |
| Overseas Compensation Study, 1969 April-August       | box 43 | folder 432 |
| Overseas Compensation Study, 1969 September-November | box 43 | folder 433 |
| Overseas Task Force, 1972-1974                       | box 43 | folder 434 |
| FAP, Resource Allocation Study, 1970                 | box 43 | folder 435 |
| FAP, Resource Allocation Study, 1971 January-April   | box 44 | folder 436 |
| FAP, Resource Allocation Study, 1971 May-August      | box 44 | folder 437 |
| Telecommunications Task Force, 1972-1973             | box 44 | folder 438 |

[^ Return to Table of Contents](#)

## Subject Files, 1949-1979, bulk 1968-1977 (1968-1977)

### Arrangement

Folders are arranged alphabetically by topic, and items within each folder are arranged chronologically, maintaining original order.

### Scope and Contents

The Subject Files series contains the topical subject files, documenting many of the activities and issues with which the Foundation was involved during Trottenberg's time. The topics range from work with Magnum Films to create a documentary of the Foundation's current building at the time of its construction in 1967, to work with a number of grantees, such as Yale University and their Pay As You Earn (PAYE) student loans plan. The series also contains information on housing for then-president, McGeorge Bundy, and Board of Trustees member, Julius A. Stratton. The folders associated with this topic (box 46, folders 454-458) are restricted in their accessibility by researchers. Researchers should consult the Foundation's archivist prior to reviewing the material within those folders. Some of the most significant and well-documented topics in the series include organizations dependent on Foundation support (particularly several agricultural institutes), the Tax Reform Act of 1969, and the Employment Retirement Income Security Act of 1974, retrenchment of foundation expenses, and affirmative action.

#### Dependent Organizations:

The Ford Foundation gives financial support to many organizations, but some of these receive so much support that they are deemed to be largely, if not wholly, dependent upon the Foundation. This series documents a number of organizations that fall into this category, such as the Institute of International Education (IIE). Relying on the Foundation for general support, IIE is an organization that administers international education and technical assistance programs, and it has worked with many of the Foundation's individual grant projects all over the world. For instance, IIE has worked with several agricultural institutes that are also dependent upon Foundation support. The Foundation helped to establish several agricultural institutes, such as the International Rice Research Institute

(IRRI) in the Philippines. IRRI was established in 1960 order to accelerate and improve the development of rice varieties and their production techniques. Other, agricultural research and training centers include International Institute of Tropical Agriculture in Nigeria, Centro Internacional de Agricultura Tropical in Colombia, and Centro Internacional de Mejoramiento de Maiz Y Trigo in Mexico.

#### Tax Reform Act of 1969:

The Tax Reform Act of 1969, signed into law by President Nixon on December 30, 1969, provides an extensive legal framework requiring philanthropic foundations to be more publicly accountable for their work. For the most part, the Foundation considered the new law to be a positive change, but it would still demand that the Foundation adjust their programs and procedures in order to comply with the new regulations. For instance, in an effort to prevent foundations from being misused in such a way that they financially benefit their founders, the Act set requirements such as a minimum payout of six percent of assets or of full next investment income (whichever is higher). Other provisions include a new kind of "expenditure responsibility" over grants, demanding that foundations perform certain monitoring duties that previously had been the responsibility of the Internal Revenue Service, and a four percent excise tax on the net investment income of foundations. The series documents the Foundation's reactions to the Tax Reform Act of 1969 as well as the process through which the Foundation altered its programs and procedures in order to comply with the Act and its related amendments. For basic background information about the legislation's provisions and the Foundation's reactions, the researcher may want to refer to the Ford Foundation Annual Report 1969.

#### Employment Retirement Income Security Act of 1974:

Another law that affected the Foundation during Trottenberg's time was the Employment Retirement Income Security Act of 1974 (ERISA). With the enactment of ERISA, Congress established a new regulatory framework for employee benefit plans, including more detailed requirements relating to fiduciary responsibility. The series documents the Foundation's process of understanding the Act and putting it to work with its own benefits plans, particularly its retirement and thrift plans.

#### Retrenchment:

One of the major issues with which Trottenberg dealt during his tenure at the Foundation was the retrenchment program. In fact, in a memorandum to the staff announcing Trottenberg's retirement from the Foundation, then-president, Franklin Thomas, paid particular attention to Trottenberg's diligence in dealing with the difficulties stemming from the Foundation's retrenchment period.

The latter half of the 1970s was marked by a period of severe reduction of the Foundation's general management costs and program budgets. Financial reductions first became a necessity in 1967 and 1971 in order to preserve the Foundation's longevity. However, the Foundation's projections at those times were too hopeful, and combined with the bad economies of 1973 and 1974, the Foundation needed to undergo even larger reductions in order to remain a stable institution. Thus, at the December 1974 meeting of the Board of Trustees, a new target for annual spending was set at \$100 million, requiring a 50% budget cut. Budget cuts were implemented across all areas of Foundation spending – from a reduced size and decrease in the number of grants to the termination of employees. Trottenberg recommended setting up an appropriation from the Foundation's General Funds to create a Retrenchment Fund. First recommended in 1975 and expected to last as long as 1979, the Retrenchment Fund began as \$500,000 set aside by the Foundation to cover costs associated with the retrenchment program. For instance, the IBM Computerized Energy Conservation Power Management System was utilized to conserve energy and in turn, it reduced operating costs of the Foundation's building. Since the system helped to cut costs, its installation was charged to the Retrenchment Fund.

The series documents the retrenchment program from setting up the Retrenchment Fund to how the financial reductions would affect all aspects of the Foundation, such as employees and field offices.

#### Affirmative Action:

As affirmative action for women and minorities became an important social movement in the 1970s, Trottenberg paid particular attention. He emphasized hiring women and minorities as Foundation employees, as well as hiring

minority consultants. The concern for affirmative action was such that a subcommittee of the Affirmative Action Committee, chaired by William Gormbley, was created in order to study the possibility of revitalizing the Training Associate Program in an attempt to improve the Foundation's affirmative action program. The affirmative action folders in the Subject Files series include Trottenberg's background research on the affirmative action policies of other institutions, and document creating and abiding by affirmative action policies within the Foundation.

Though the bulk of materials on this subject are found in the Subject Files series, this issue was clearly important to Trottenberg, as his emphasis on it is evident throughout the entire collection. For instance, in the Financial series, a folder on consulting firm Lucas, Tucker, and Company contains a study by Bert Mitchell, and strongly encouraged by Trottenberg, on the presence of black CPAs in the accounting profession. Evidence of Trottenberg's concern for affirmative action is also present in such series as Administration and Operations and Memoranda and Correspondence.

| <b>Title/Description</b>  | <b>Instances</b> |            |
|---|------------------|------------|
| Administrative Conference, 1971-1972                                      | box 44           | folder 439 |
| Affirmative Action – General Material and Clippings, 1972-1975            | box 44           | folder 440 |
| Affirmative Action – General Material and Clippings, 1970-1972            | box 44           | folder 441 |
| Affirmative Action – General Material and Clippings, 1971-1973            | box 44           | folder 442 |
| Affirmative Action – General Material and Clippings, 1970-1972            | box 44           | folder 443 |
| Affirmative Action – General Material and Clippings, 1970                 | box 45           | folder 444 |
| Affirmative Action – Role of Women at Ford Foundation, 1971 January-March | box 45           | folder 445 |
| Affirmative Action – Role of Women at Ford Foundation, 1971 May-1972      | box 45           | folder 446 |
| Affirmative Action – Drake-Beam Study, 1970                               | box 45           | folder 447 |
| Affirmative Action – Drake-Beam Study, 1971 January                       | box 45           | folder 448 |
| Affirmative Action – Drake-Beam Study, 1971 February-1973                 | box 45           | folder 449 |
| Affirmative Action – Towers, Perrin, Forster and Crosby, 1972-1973        | box 45           | folder 450 |
| Affirmative Action – Ulric Hayes and Minority Personnel, 1967-1972        | box 45           | folder 451 |
| Affirmative Action – Job Opportunities, 1972-1975                         | box 45           | folder 452 |
| American Historical Association, 1965-1970                                | box 46           | folder 453 |
| Apartment – Bundy, McGeorge, 1966-1976                                    | box 46           | folder 454 |
| Apartment – Bundy, McGeorge, 1966-1967                                    | box 46           | folder 455 |
| Apartment – Stratton, Julius A., 1966-1971                                | box 46           | folder 456 |
| Apartment – Stratton, Julius A., 1966-1971                                | box 46           | folder 457 |
| Apartment – Stratton, Julius A., 1966                                     | box 46           | folder 458 |
| Aspen Institute for Humanistic Studies, 1970-1972                         | box 46           | folder 459 |
| Aspen Institute for Humanistic Studies, 1973-1976                         | box 47           | folder 460 |

|  |        |            |
|--|--------|------------|
| Bylaws of Ford Foundation, 1949-1964   | box 47 | folder 461 |
| Center for War and Peace Studies, 1968   | box 47 | folder 462 |
| Community Development Conference, 1971   | box 47 | folder 463 |
| Congress of Racial Equality, 1968-1969   | box 47 | folder 464 |
| Council on Foundations, 1971-1973  | box 47 | folder 465 |
| Dependent Organizations, general, 1968-1971  | box 47 | folder 466 |
| Dependent Organizations – Educational Facilities Lab. Inc., 1976                           | box 47 | folder 467 |
| Dependent Organizations – International Food Policy Research Institute, 1975-1976          | box 47 | folder 468 |
| Dependent Organizations – Institute of International Education, 1969-1970                  | box 47 | folder 469 |
| Dependent Organizations – Institute of International Education, 1971-1974                  | box 47 | folder 470 |
| Dependent Organizations – Institute of International Education, 1975-1979                  | box 47 | folder 471 |
| Dependent Organizations – Agricultural Institutes, 1966-1968                               | box 48 | folder 472 |
| Dependent Organizations – Agricultural Institutes, 1969 January-February                   | box 48 | folder 473 |
| Dependent Organizations – Agricultural Institutes, 1969 March-May                          | box 48 | folder 474 |
| Dependent Organizations – Agricultural Institutes, 1969 June-December                      | box 48 | folder 475 |
| Dependent Organizations – Agricultural Institutes, 1970-1971                               | box 48 | folder 476 |
| Dependent Organizations – Agricultural Institutes, 1972                                    | box 48 | folder 477 |
| Dependent Organizations – Agricultural Institutes, 1973                                    | box 48 | folder 478 |
| Dependent Organizations – Agricultural Institutes, 1974-1977                               | box 49 | folder 479 |
| Dependent Organizations – Agricultural Institutes, budgets - FY 1970, 1969                 | box 49 | folder 480 |
| Dependent Organizations – Agricultural Institutes, benefits, 1969                          | box 49 | folder 481 |
| Dependent Organizations – Consultative Group for International Agricultural Research, 1977 | box 49 | folder 482 |
| Doane Agricultural Service, 1970   | box 49 | folder 483 |
| Edison Institute, 1970   | box 49 | folder 484 |
| Energy Policy Project, 1971-1974   | box 49 | folder 485 |
| Employment Retirement Income Security Act of 1974 (ERISA), 1973-1974 September             | box 49 | folder 486 |



|  |        |            |
|--|--------|------------|
| ERISA, 1974 October-December                                   | box 50 | folder 487 |
| ERISA, 1975 January-September                                  | box 50 | folder 488 |
| ERISA, 1975 October  | box 50 | folder 489 |
| ERISA, 1975 November   | box 50 | folder 490 |
| ERISA, 1975 December   | box 50 | folder 491 |
| ERISA, 1976-1977   | box 50 | folder 492 |
| Ford Family Painting, 1973-1978                                | box 50 | folder 493 |
| Haile Selassie I University, 1969-1971                         | box 51 | folder 494 |
| Haile Selassie I University, 1972 January-May                  | box 51 | folder 495 |
| Haile Selassie I University, 1972 July                         | box 51 | folder 496 |
| Haile Selassie I University, 1972 August-December              | box 51 | folder 497 |
| Industry Position Papers, tabs 1-3, 1973                       | box 51 | folder 498 |
| Industry Position Papers, tabs 4-6, 1973                       | box 51 | folder 499 |
| Leadership Development Program, 1969-1973                      | box 51 | folder 500 |
| London School of Economics, 1966-1969                          | box 51 | folder 501 |
| Magnum Films, 1967-1969  | box 52 | folder 502 |
| Metropolitan Applied Research Center, Inc., 1970               | box 52 | folder 503 |
| New York City Schools, 1968                                    | box 52 | folder 504 |
| Overseas Schools Advisory Council, 1971-1974                   | box 52 | folder 505 |
| Pan Am Heliport, 1967-1970                                     | box 52 | folder 506 |
| Pay As You Earn (PAYE) Student Loans, 1969-1971                | box 52 | folder 507 |
| Peterson Commission, 1969-1970                                 | box 52 | folder 508 |
| Rand Corporation, 1969-1970                                    | box 52 | folder 509 |
| Retrenchment, general, 1974                                    | box 52 | folder 510 |
| Retrenchment, general, 1975 January-February                   | box 52 | folder 511 |
| Retrenchment, general, 1975 March-1979                         | box 52 | folder 512 |
| Retrenchment – Retrenchment Fund, 1975-1979                    | box 53 | folder 513 |
| Retrenchment – Field Offices, 1975-1978                        | box 53 | folder 514 |
| Retrenchment – Terminations, 1975-1979                         | box 53 | folder 515 |
| Retrenchment – Reports, 1975-1976                              | box 53 | folder 516 |
| Salzburg Seminar in American Studies, 1968-1972                | box 53 | folder 517 |
| Search Committee for President (of Ford Foundation), 1973-1979 | box 53 | folder 518 |

|  |        |            |
|--|--------|------------|
| Soul and Latin Theater, Inc., 1970   | box 53 | folder 519 |
| Taconic Foundation, 1969   | box 53 | folder 520 |
| Tax Reform Act of 1969, general, 1968-1969 May   | box 53 | folder 521 |
| Tax Reform Act of 1969, general, 1969 June-August  | box 53 | folder 522 |
| Tax Reform Act of 1969, general, 1969 September-December   | box 53 | folder 523 |
| Tax Reform Act of 1969, general, 1970 January  | box 54 | folder 524 |
| Tax Reform Act of 1969, general, 1970 February-March   | box 54 | folder 525 |
| Tax Reform Act of 1969, general, 1970 April-November   | box 54 | folder 526 |
| Tax Reform Act of 1969, general, 1971-1972   | box 54 | folder 527 |
| Tax Reform Act of 1969 – McGeorge Bundy, 1969-1970   | box 54 | folder 528 |
| Tax Reform Act of 1969 – FAPs, 1969-1971   | box 54 | folder 529 |
| Tax Reform Act of 1969 – House Ways and Means Committee, 1969 April-May                                      | box 54 | folder 530 |
| Tax Reform Act of 1969 – House Ways and Means Committee, 1969 June-August                                    | box 54 | folder 531 |
| Tax Reform Act of 1969 – Impact on Foundations, 1969-1970  | box 55 | folder 532 |
| Tax Reform Act of 1969 – Statements of Initial Witnesses Appearing Before the Senate Finance Committee, 1969 | box 55 | folder 533 |
| Tax Reform Act of 1969 – Statements of Initial Witnesses Appearing Before the Senate Finance Committee, 1969 | box 55 | folder 534 |
| Tax Reform Act of 1969 – Hearing Held Before Committee on Finance, 1969                                      | box 55 | folder 535 |
| Tax Reform Act of 1969 – Congressman Patman, 1970-1974   | box 55 | folder 536 |
| Television, 1966-1968  | box 55 | folder 537 |
| Travel Program for Foreign Diplomats, 1969-1977  | box 55 | folder 538 |
| United Fund of Greater NY, 1969  | box 56 | folder 539 |
| United Fund of Greater NY, 1970-1971   | box 56 | folder 540 |
| United Fund of Greater NY, 1972  | box 56 | folder 541 |
| United Fund of Greater NY, 1973-1975   | box 56 | folder 542 |
| United Nations International School, 1968-1976   | box 56 | folder 543 |
| Winsor School, 1970  | box 56 | folder 544 |
| Woodrow Wilson International Center for Scholars, 1969   | box 56 | folder 545 |
| Yale University, 1969-1971   | box 56 | folder 546 |

[^ Return to Table of Contents](#)

## Real Estate, 1966-1979, bulk 1967-1976 (1967-1976)

### Arrangement

Series X, Real Estate, is housed in five archival boxes, and is divided into two subseries: General and United Nations Development Corporation (U.N.D.C.). Items within the folders are arranged chronologically, maintaining original order.

### Scope and Contents

The Real Estate series contains information on the Foundation's investments in real estate, particularly focusing on the United Nations Development Corporation (U.N.D.C.). In fact, the decision by the Board of Trustees to locate the current Foundation building in the vicinity of the United Nations was made with the express idea that the new building could then serve as a catalyst for developing and improving the entire area. Soon after the Foundation's building was built, the Board of Trustees Executive Committee began a real estate investment plan to acquire 28 properties located in a two block "core development area" spanning between 43rd and 45th Streets and 1st and 2nd Avenues. The initial work in setting up this real estate investment plan in the U.N. area predated Trottenberg, but he quickly became involved once his term at the Foundation began. In the May of 1968, just before Trottenberg joined the Foundation, the New York State Legislature passed a law that set the two block core development area aside as the United Nations Development District. The law also created the United Nations Development Corporation to develop the district or to make arrangements with private sponsors to develop it. The Foundation's involvement with and financial support for the U.N.D.C. was motivated by a desire to improve the area of the U.N. in order to serve public interest by demonstrating the possibility to effect dramatic, qualitative changes with a strong social purpose through cooperation of the public and private sectors.

The series consists of memoranda, correspondence, reports, press releases, newspaper articles, notes, maps, and blueprints.

## General, 1969-1977

### Scope and Contents

The General subseries contains general information on the Foundation's investments in real estate, as well as information on all real estate investments that fall outside of the U.N.D.C.

| Title/Description                | Instances |            |
|----------------------------------|-----------|------------|
| Real Estate, general, 1970-1971  | box 56    | folder 547 |
| Investment Reports, 1972         | box 56    | folder 548 |
| Wilson Property, 1969-1975       | box 56    | folder 549 |
| Financial Reports, 1973-1974     | box 56    | folder 550 |
| Wholly-Owned Subsidiaries, 1976  | box 56    | folder 551 |
| Portfolio Reviews, 1976          | box 56    | folder 552 |
| Real Estate Strategy Paper, 1977 | box 56    | folder 553 |
| Oversize Material                | box 65    |            |

## United Nations Development Corporation (U.N.D.C.), 1966-1979

### Scope and Contents

The U.N.D.C subseries is the stronger of the two in this series. It contains material documenting the development of the U.N. area from the setting up of bylaws for the U.N.D.C. to information on some specific real estate investments such as the Beaux Arts Hotel.

| Title/Description  | Instances |            |
|--|-----------|------------|
| United Nations Development Corporation, general, 1966-1969 | box 56    | folder 554 |
| U.N.D.C., general, 1970                                    | box 57    | folder 555 |
| U.N.D.C., general, 1972                                    | box 57    | folder 556 |
| U.N.D.C., general, 1973 January-June                       | box 57    | folder 557 |
| U.N.D.C., general, 1973 August-December                    | box 57    | folder 558 |
| U.N.D.C., general, 1974-1975                               | box 57    | folder 559 |
| Development of U.N. Area, 1966                             | box 57    | folder 560 |
| Development of U.N. Area, 1967 January-June                | box 57    | folder 561 |
| Development of U.N. Area, 1967 July-December               | box 57    | folder 562 |
| Development of U.N. Area, 1968 January-March               | box 58    | folder 563 |
| Development of U.N. Area, 1968 April-June                  | box 58    | folder 564 |
| Bills, Bylaws, and Reports, etc., 1968-1971                | box 58    | folder 565 |
| Hammer, Greene, Siler Associates, 1967                     | box 58    | folder 566 |
| U.N.D.C. Board of Directors, 1968-1971                     | box 58    | folder 567 |
| U.N.D.C. Board of Directors, meeting, 1969 January 30      | box 58    | folder 568 |
| U.N.D.C. Board of Directors, meeting, 1969 May 12          | box 58    | folder 569 |
| U.N.D.C. Board of Directors, meeting, 1969 August 4        | box 58    | folder 570 |
| U.N.D.C. Board of Directors, meeting, 1969 August 18       | box 58    | folder 571 |
| U.N.D.C. Board of Directors, meeting, 1969 October 30      | box 58    | folder 572 |
| U.N.D.C. Clippings and Charts, 1968-1971                   | box 59    | folder 573 |
| Transfer of Real Estate to U.N.D.C., 1971                  | box 59    | folder 574 |
| Fund for Area Planning and Development Grants, 1968-1971   | box 59    | folder 575 |
| U.N.D.C. – Recoverable Grant, 1979                         | box 59    | folder 576 |
| Beaux Arts Hotel, 1968                                     | box 59    | folder 577 |
| The Eye Cinema, 1968-1969                                  | box 59    | folder 578 |
| John H. Muller, Real Estate Consultant, 1967               | box 59    | folder 579 |

[^ Return to Table of Contents](#)

## Board of Trustees, 1962-1979, bulk 1967-1978 (1967-1978)

### Scope and Contents

The Board of Trustees series primarily contains information on Board meetings ranging from 1967 to 1979. It also includes the Executive Committee and the Finance Committee meetings from this time. These folders contain materials such as Minutes from the meetings, as well as reports to be discussed at the meetings and press releases announcing decisions solidified at the meetings. Dockets and Treasurer's Reports, however, have been removed from the folders; thus, this series is best used in conjunction with the Board of Trustees, Executive Committee, and Finance Committee Records. In addition to the various meetings, the series contains information on (topics in general folders), as well as correspondence with some of the Board's members, such as Julius A. Stratton, Alexander Heard, and Walter Haas. Particularly interesting is a folder about Henry Ford II's resignation from the Board of Trustees. As the son and grandson of the two Fords that established the Foundation in 1936, Henry II had a personal connection to the Foundation, as well as a respect for the Foundation's work. After 33 years as a trustee, Ford was the longest-standing Board member at the time of his resignation in 1977. Ford served the Foundation from its early, informal beginnings and helped transition it to its more structured state when the Foundation became a national and international philanthropy in 1950. Ford's letter of resignation left the Foundation with some of his criticisms of how things were being run, attracting a host of negative media coverage, some of which is included in the collection.

The series primarily consists of memoranda, correspondence, telegrams, reports, policy papers, press releases, newspaper articles, and notes.

#### Separated Materials:

### Separated Materials

Some materials, such as Minutes from the meetings, Dockets, and Financial Reports, have been removed from the collection and can be found within their respective collections (see Appendix D).

### Arrangement

Series XI, Board of Trustees, is divided into two subseries: General and Meetings.

## General, 1962-1978

### Scope and Contents

The General subseries contains assorted information about the Board of Trustees and some of its members, including information on Henry Ford's resignation from the Board.

| Title/Description                     | Instances |            |
|---------------------------------------|-----------|------------|
| Board of Trustees, general, 1962-1964 | box 59    | folder 580 |
| Board of Trustees, general, 1965      | box 59    | folder 581 |
| Board of Trustees, general, 1966      | box 59    | folder 582 |
| Board of Trustees, general, 1967      | box 59    | folder 583 |
| Board of Trustees, general, 1968-1969 | box 59    | folder 584 |
| Board of Trustees, general, 1970-1971 | box 59    | folder 585 |

|  |        |            |
|--|--------|------------|
| Board of Trustees, general, 1972-1973          | box 59 | folder 586 |
| Board of Trustees, general, 1974 January-June  | box 60 | folder 587 |
| Board of Trustees, general, 1974 July-December | box 60 | folder 588 |
| Board of Trustees, general, 1975               | box 60 | folder 589 |
| Board of Trustees, general, 1976-1977          | box 60 | folder 590 |
| Stratton, Julius A., 1965-1969                 | box 60 | folder 591 |
| Heard, Alexander, 1969-1977                    | box 60 | folder 592 |
| Haas, Walter, 1976-1977                        | box 60 | folder 593 |
| Ford, Henry, 1977-1978                         | box 60 | folder 594 |

## Meetings, 1967-1979

### Scope and Contents

The Meetings subseries is divided by regular Board of Trustees meetings, Executive Committee meetings, and Finance Committee meetings, with meetings arranged chronologically. Items within folders are arranged chronologically, maintaining original order.

| Title/Description                | Instances |            |
|----------------------------------|-----------|------------|
| Trustees Meeting, 1967 March     | box 60    | folder 595 |
| Trustees Meeting, 1968 June      | box 60    | folder 596 |
| Trustees Meeting, 1968 September | box 60    | folder 597 |
| Trustees Meeting, 1968 December  | box 60    | folder 598 |
| Trustees Meeting, 1969 March     | box 60    | folder 599 |
| Trustees Meeting, 1969 June      | box 60    | folder 600 |
| Trustees Meeting, 1969 September | box 60    | folder 601 |
| Trustees Meeting, 1969 December  | box 61    | folder 602 |
| Trustees Meeting, 1970 March     | box 61    | folder 603 |
| Trustees Meeting, 1970 June      | box 61    | folder 604 |
| Trustees Meeting, 1970 September | box 61    | folder 605 |
| Trustees Meeting, 1970 December  | box 61    | folder 606 |
| Trustees Meeting, 1971 March     | box 61    | folder 607 |
| Trustees Meeting, 1971 June      | box 61    | folder 608 |
| Trustees Meeting, 1971 September | box 61    | folder 609 |
| Trustees Meeting, 1971 December  | box 61    | folder 610 |
| Trustees Meeting, 1977 March     | box 61    | folder 611 |

|   |        |            |
|---|--------|------------|
| Trustees Meeting, 1977 June                     | box 61 | folder 612 |
| Trustees Meeting, 1977 September                | box 61 | folder 613 |
| Trustees Meeting, 1978 March                    | box 61 | folder 614 |
| Trustees Meeting, 1978 June                     | box 61 | folder 615 |
| Trustees Meeting, India, 1978 October           | box 61 | folder 616 |
| Trustees Meeting, 1978 December                 | box 61 | folder 617 |
| Future Planning Project, 1975                   | box 62 | folder 618 |
| Future Planning Project, 1976 January-September | box 62 | folder 619 |
| Future Planning Project, 1976 October           | box 62 | folder 620 |
| Future Planning Project, 1977                   | box 62 | folder 621 |
| Executive Committee, 1969-1974                  | box 62 | folder 622 |
| Executive Committee, 1975-1977                  | box 62 | folder 623 |
| Executive Committee, 1978-1979                  | box 62 | folder 624 |
| Finance Committee, 1969                         | box 62 | folder 625 |
| Finance Committee, 1970                         | box 62 | folder 626 |
| Finance Committee, 1971 March, June             | box 62 | folder 627 |
| Finance Committee, 1971 November                | box 62 | folder 628 |
| Finance Committee, 1971 September, December     | box 62 | folder 629 |
| Finance Committee, 1972 March                   | box 63 | folder 630 |
| Finance Committee, 1972 June                    | box 63 | folder 631 |
| Finance Committee, 1972 September               | box 63 | folder 632 |
| Finance Committee, 1972 December                | box 63 | folder 633 |
| Finance Committee, 1973 March                   | box 63 | folder 634 |
| Finance Committee, 1973 June                    | box 63 | folder 635 |
| Finance Committee, 1973 September               | box 63 | folder 636 |
| Finance Committee, 1973 December                | box 63 | folder 637 |
| Finance Committee, 1974 March                   | box 63 | folder 638 |
| Finance Committee, 1974 June                    | box 63 | folder 639 |
| Finance Committee, 1974 September               | box 64 | folder 640 |
| Finance Committee, 1974 December                | box 64 | folder 641 |
| Finance Committee, 1975 March                   | box 64 | folder 642 |
| Finance Committee, 1975 June                    | box 64 | folder 643 |

|   |        |            |
|---|--------|------------|
| Finance Committee, 1975 September         | box 64 | folder 644 |
| Finance Committee, 1975 December          | box 64 | folder 645 |
| Finance Committee, 1976 March             | box 64 | folder 646 |
| Finance Committee, 1978 March             | box 64 | folder 647 |
| Finance Committee, 1978 June              | box 64 | folder 648 |
| Finance Committee, 1978 October, December | box 64 | folder 649 |
| Finance Committee, 1979 March             | box 64 | folder 650 |
| Finance Committee, 1979 June              | box 64 | folder 651 |

[^ Return to Table of Contents](#)

## Appendix D: Board of Trustees, Executive Committee, and Finance Committee Papers Removed from Collection

Appendix D: Board of Trustees, Executive Committee, and Finance Committee Papers:

### Appendix D: Board of Trustees, Executive Committee, and Finance Committee Papers

#### BOARD OF TRUSTEES

Note: Agendas, Minutes, and Dockets for the following meeting dates have been removed from the collection and can be found in the Board of Trustees Records. However, some folders in the collection still contain Agendas and Minutes; only those Agendas and Minutes that were already filed with the Dockets in the Board of Trustees Records have been removed from the collection.

March 1972

June 1972

September 1972

December 1972

March 29-30, 1973

June 28-29, 1973

September 1973

December 1973

March 1974

June 1974

September 1974

December 1974



March 1975

June 1975

September 1975

December 1975

March 1976

June 1976

September 1976

December 1976

March 24-25, 1977

June 23-24, 1977

September 29-30, 1977

December 7-8, 1977

March 30-31, 1978

June 29-30, 1978

October 5-6, 1978

December 7-8, 1978

#### EXECUTIVE COMMITTEE

Note: Minutes for the following meeting dates have been removed from the collection and can be found in the Executive Committee Records.

February 24, 1970

May 28, 1970

November 6, 1970

February 2, 1971

April 30, 1971

November 16, 1971

February 23, 1972

October 18, 1972

December 8, 1972

February 7, 1973

October 31, 1973

February 6, 1974

October 30, 1974

February 26, 1975

May 22, 1975

October 29, 1975

February 27, 1976

November 3, 1976

February 16, 1977

May 23, 1977

#### FINANCE COMMITTEE

Note: Minutes, Treasurer's Reports, and Financial Reports for the following meeting dates have been removed from the collection and can be found in the Finance Committee Records.

March 26, 1969

March 24, 1971

June 23, 1971

September 22, 1971

December 9, 1971

March 29, 1972

June 28, 1972

September 27, 1972

December 8, 1972

March 28, 1973

June 27, 1973

September 24, 1973

December 13, 1973

March 27, 1974

June 26, 1974

September 26, 1974

December 12, 1974

March 25, 1975

June 26, 1975

September 24, 1975

December 11, 1975

February 27, 1976

March 24, 1976

September 22, 1976

December 9, 1976

March 23, 1977

December 7, 1977

March 29, 1978

June 1978

October 5-6, 1978

December 6, 1978

March 28, 1979

June 27, 1979

## **Appendix E: Program-Related Investments Removed from Collection**

Appendix E: Program-Related Investments:

### **Appendix E: Program-Related Investments**

Note: The following companies are recipients of program-related investments. Folders containing information on these PRIs have been removed from the collection. Information on these PRIs was originally located within the Closed Grant File Room at Ford Foundation.

Acadian Delight

ACTION

All Pro Chicken, Inc.

Cable TV – Broadcasting

Center for Understanding Media, Inc.

Cheetah Tours

Coalition Venture Corporation

Community Progress, Inc.

Congaree Iron and Steel

Cooperative Services, Inc.

Daily Made (Ship Shape)

Detroit Educational Television Foundation

East Central Catfish

Ebony Development Corporation

Educational Broadcasting Corporation WNET/Ch. 13

Federation of Southern Cooperatives

Feedinco

First Harlem Securities Corporation

Fort Lincoln Development Corporation

Freedom Enterprises

Funds for Self Enterprise (Cincinnati Business Assistance and Determined Young Men)

The Growing Mind

Harvard Community Health Plan

India (Bombay) Soybean Processing Plant

Jefferson County Improvement Corporation

Mecco Enterprises, Inc.

MESBIC (Minority Enterprise Small Business Investment Companies)

Mobilization for Youth

Mortgage Opportunities, Inc.

National Council on Crime and Delinquency

National Housing Partnership

The Nature Conservancy

New Breed Industries

North Milwaukee State Bank

Our Markets, Inc.

Progress Enterprises (Zion Enterprises)

Rhode Island Group Health Association

The Salk Institute

Shaw University

The Third Press

Vic-Way Broadcasting Corporation

W.V.B. Corporation

Yale College

## **Appendix F: Legal Consultants Removed from Collection**

Appendix F: Legal Consultants:

### **Appendix F: Legal Consultants**

Note: The following lists the legal consultants used by the Foundation. Some of these firms can still be found within the collection, primarily in the form of correspondence or consultant reports. Evidence of the usage of other firms has been wholly removed from the collection because the materials were non-archival. The following is a complete list of all legal consultants that were, at one point, present in Trottenberg's collection.

Alzheimer and Gray

Cravath, Swaine, and Moore

Debevoise, Plimpton, Lyons, and Gates

Ferguson and Capron

Ginsburg, Feldman, and Bress

Hill, Lewis, Adams, Goodrich, and Tait

McCoy, Weaver, Wiggins, Cleveland, and Raper

Morgan, Lewis, and Bockius

Patterson, Belknap, and Webb

Pillsbury, Madison, and Sutro

Shearman and Sterling