



# **Ford Foundation records, International Division, Office of the Vice President, Office Files of Francis X. Sutton**

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, International Division, Office of the Vice President, Office Files of Francis X. Sutton
<b>ID:</b>	FA568
<b>Date [inclusive]:</b>	1949-2002
<b>Physical Description:</b>	31.8 Cubic Feet
<b>Physical Description:</b>	79 boxes (2 legal sized).
<b>Language of the Material:</b>	English
<b>Abstract:</b>	<p>The Ford Foundation established the Overseas Development Program in 1951 to increase agricultural production, improve health and living conditions, and advance education in developing countries through overseas grants. During a Foundation reorganization in 1966, the Overseas Development Program merged with the International Training and Research and the Population programs to form a unified International Division. In July 1954, Francis X. Sutton joined the Ford Foundation as an Executive Associate in the Behavioral Sciences program. He became Assistant to the Vice President of the newly created International Division in February 1967 and in October of the following year, was promoted to Deputy Vice President of the division, a position he retained until his retirement in 1983. The Office Files of Francis X. Sutton span from 1949-2002 and document his tenure as a Program Associate, a Representative for East and Central Africa, and later as Deputy Vice President of the International Division. The files include correspondence, interoffice memoranda, grant proposals, papers and reports related to the Foundation's international grant-making. There are also budget files regarding the financial planning and operations of the International Division, records of Dr. Sutton's travels, and copies of speeches and articles written by Dr. Sutton. Also documented is Dr. Sutton's post-retirement work as a consultant on the History Project, an effort he spearheaded for several years.</p>

### Preferred Citation note

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## Organizational History

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The Ford Foundation established the Overseas Development Program, one of its first grant programs, in 1951. Designed to increase agricultural production, improve health and living conditions, and advance education through overseas grants, the program initially targeted India and Pakistan, with a more limited number of grants issued in Indonesia and Burma. The Foundation initiated a program for smaller regional and national grants for the Near East region later that same year.

As part of a Foundation reorganization in 1966, the Overseas Development Program, along with the International Training and Research and the Population programs, became part of a unified International Division. A subsequent Foundation reorganization in 1983 eliminated the International Division and created two separate program divisions – the United States and International Affairs Program (USIAP) and the Developing Countries Program (DCP).

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## Biographical Note

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Francis X. Sutton was born on July 7, 1917 in Oneida, Pennsylvania. In 1938, he graduated from Temple University with a Bachelor of Science in Mathematics. Following his graduation, Dr. Sutton pursued graduate studies in mathematics at Princeton University, where he taught math and earned a Masters degree in 1940. He received a second Masters in Sociology from Harvard University in 1941. While studying in Cambridge, Dr. Sutton taught sociology at Suffolk University. From 1941 through 1945 he served as an aerial navigator and captain in the United States Army Air Force. Dr. Sutton returned to Harvard following the war and earned a PhD in Sociology in 1950. While pursuing his PhD, he was selected as a Junior Fellow of the Society of Fellows of Harvard University. From 1949 through 1954, Dr. Sutton lectured on Social Relations and served as an Assistant Professor in Sociology and General Education at Harvard. He also taught summer courses at Columbia University and the Salzburg Seminar in American Studies.

In July 1954, Dr. Sutton left academia for a position as Executive Associate in the Ford Foundation's Behavioral Sciences Program. He served in this capacity for three years until October 1957 when he became the Program Associate for the Overseas Development program's Near East and Africa division. In July 1963, Dr. Sutton transferred to the East and Central Africa office in Nairobi to serve as the Overseas Development Representative for the region. In February 1967, following the creation of the International Division the previous year, Dr. Sutton became the Assistant to the Vice President and by October 1968 was promoted to Deputy Vice President. Dr. Sutton served as Deputy Vice President throughout the 1970s and early 1980s. In 1977, he was also named Officer in Charge of the European

and International Affairs program which formed part of the International Division. Dr. Sutton officially retired from his posts at the Ford Foundation in June 1983 but stayed on as a consultant for several years to compile a history of the Foundation's international work. Dr. Sutton served as Acting Director of the Social Science Research Council (SSRC) for one year, commencing on October 1, 1985. From 1985 through 1992 Dr. Sutton served as both a member and chairman of the SSRC board and a consultant to several organizations and foundations including the Ford Foundation, the World Bank, the Rockefeller Foundation, and USAID.

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## Biographical / Historical

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

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

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

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

The Ford Foundation's expansion era (1950-1965) began when the Gaither Study Committee Report placed "peace" as the area of top priority for the Foundation and set the Ford Foundation on a global course. Board Chair Henry Ford II writing in the 1951 Annual Report of the Foundation, identified "the danger of war" as the "the prime threat to human welfare today." Under the leadership of the three Ford Foundation presidents in this period-- Paul Hoffman, H. Rowan Gaither and Henry Heald--and several key trustees, notably the two seriatim chairs, John J. McCloy and Julius A. Stratton, the Foundation programs were largely informed by the post-World War II desire to avoid nuclear war and promote greater understanding among the world's peoples, strengthening of the United Nations, and enhancing both private and public American participation in world affairs. The strong board presence of university presidents and former leaders of postwar reconstruction efforts in Europe also helped to inform Ford's approach to building the field of peace and international security in the United States and encouraged extensive overseas activities.

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

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

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

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

Understanding, and Overseas Development. Names changed but the program focus often remained the same.

President Heald maintained the areas of international interest of Hoffman and Gaither. The International Affairs program housed the programs based in the United States, Europe and Japan, with a few activities linking American and developing countries institutions. The Overseas Training and Research Program took over the efforts to increase American understanding of international issues. From 1957-1959, an International Legal Studies program, run from New York, helped build law programs in developing countries. Starting in 1959, the Overseas Development program comprised all the regional and country offices. In fiscal year 1964, Heald convinced the trustees to add a new focus on population, with grants both in the United States and overseas.

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

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

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

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

In the 1960s, the Ford Foundation Trustees began to rethink the role of the Foundation in the context of the era's dramatic political and cultural changes. For instance, the passage of the 1964 Civil Rights

Act created a domestic policy context in which the Foundation could more deeply engage with issues of rights and social justice. Events overseas starting in the late 1960s would extend the rights agenda to international affairs and development operations at the Foundation -- all advanced by the leadership of McGeorge Bundy (president, 1966-1979).

McGeorge Bundy was appointed president in 1966, following a significant career in national security and academic administration. During World War II, he worked with the Army's intelligence division, and in the early post-war years was a political analyst at the Council on Foreign Relations. Even without a postgraduate degree, at the age of thirty-four he became dean of the Faculty of Arts and Science at Harvard University. In 1961, President Kennedy appointed Bundy to be Special Assistant to the President for National Security - a position he held for five years under both Kennedy and Johnson. Those significant years saw the Bay of Pigs invasion, the Cuban Missile Crisis, and the beginnings of the Vietnam War.

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

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

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

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

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



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

In the first decade of Thomas' tenure, the international work was still framed using the post-war East-West dichotomy. Several trustees brought to the board active engagement in international issues: Donald F. McHenry (trustee over the period 1981-1993) had served as ambassador to the U.N. and was active in the anti-apartheid movement; and General Olusegun Obasanjo (trustee over the period 1987-1999) had been Nigerian head of state from 1976-1979, and was then president of the African leadership Forum. Along with McNamara and Soedjakmoto, Rodrigo Botero, an internationally renowned economist from Colombia and former Colombian Minister of Finance and Credit from 1974 to 1976, remained on the board over the period 1978-1989.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

In 1989, Thomas also instituted a major restructuring of the Foundation to fulfill his vision of "One Foundation." All programs were put into one division led by Vice President Susan Berresford. Carmichael joined the Institute of International Education to run a program on Soviet and Eastern European Affairs and then higher education in South Africa. All the Foundation grant programs - domestic and international - reported to Berresford: Africa and the Middle East (AME, formerly MEA),

Asia (ASIA), Latin American and the Caribbean (LAC/OLAC), Human Rights and Governance (HRG), Education and Culture (EC), Program-Related Investments (PRI), and International Affairs (IA).

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

During the 1990s, the promising political changes in African countries and elsewhere provided a positive perspective to counteract the continuing economic constraints facing the Foundation and the rising debt in developing countries. Both to reinforce local democratic initiatives and to address its economic challenges, the Foundation's field offices across Africa and the developing world shifted their support toward the promotion of smaller scale community-based initiatives.

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

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

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

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

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

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

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

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

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

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

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

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## Scope and Content Note

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The Office Files of Francis X. Sutton span from 1949-2002 and document his work as a Program Associate, Representative for East and Central Africa, Deputy Vice President of the International Division, and Foundation consultant. The files include correspondence, interoffice memoranda, grant proposals, papers and reports related to the Foundation's international grant-making. There are also budget files regarding the financial planning and operations of the International Division, travel records, and copies of his speeches and articles.

The collection also documents Dr. Sutton's post-retirement work as a Foundation consultant on the History Project. With three decades of Foundation experience in international affairs, Dr. Sutton spearheaded the efforts to assemble materials on and compile a comprehensive account of the Foundation's international policies and work abroad.

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## Arrangement

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The collection is arranged into 9 series.

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## Administrative Information

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### Publication Statement

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### Immediate Source of Acquisition note

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

### Conditions Governing Use note

Ford Foundation holds title, copyright and literary rights in the collection, in so far as it holds them. The Rockefeller Archive Center has authority to grant permission to cite and publish material from the collection for scholarly purposes. Permission to publish extensive excerpts, or material in its entirety, will be referred to the Ford Foundation.

### Processing Information Note

The original volume of 37 cubic feet accessioned by the Archives in 1992 and 2011 was reduced during processing to 31.8 cubic feet and transferred to 79 archival document boxes. Duplicate documents and reference background material on foreign nations and grantees were not retained.

Series VIII, Mr. Sutton's researcher files, were transferred to the collection after being held separately by Records Management.

Photographs and slides have been separated and placed in box 77. Legal-sized documents have been placed in boxes 78 and 79.

### 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.

Completion of a use agreement is required prior to providing scholarly access. See RAC Head of Reference (or applicable designee) for details.

Researchers interested in accessing digital media (floppy disks, CDs, DVDs, etc.) or audiovisual material (audio cassettes, VHS, etc.) in this collection must use an access surrogate. The original items may not be accessed because of preservation concerns. To request an access surrogate be made, or if you are unsure if there is an access surrogate, please contact an archivist.

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## Related Materials

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### Related Collections

Ford Foundation Resource Identifier: ACC2001/011 – Developing Countries Program, Office Files of Program Staff, 1960-1983. This collection documents the work of the International Division (later the DCP) in Latin America and Asia from 1960 through 1983, and contains correspondence, memoranda, budget reports and consultant files. (This collection has not yet been received by Rockefeller Archive Center.)

FA530 Ford Foundation records, Education and Culture Program, Office Files of Nancy McCarthy, 1951-1989, 1976-1989 (bulk). Nancy McCarthy joined the Ford Foundation in 1964 and, in 1968, became Dr. Sutton's secretary. In 1978, Ms. McCarthy earned a promotion as Dr. Sutton's research assistant, and throughout the mid-1980s worked with him on his history of the International Division. The collection contains correspondence and memoranda to and from Foundation staff, including Francis X. Sutton, as well as outside consultants and grantees. The files highlight the Foundation's program in International Training and Research. They also draw attention to its work in international studies and language education, and its interest in historically black colleges and refugees and migration trends.

Ford Foundation Resource Identifier: ACC91/17 – Individual Program Officer Correspondence Files, 1968-1987, 1972-1978 (bulk). This collection consists of the outgoing correspondence files of Foundation officers and consultants, and notes and reports prepared by the International Affairs program and its predecessor, European and International Affairs (EIA). The collection contains files belonging to Dr. Sutton from 1977 through 1978, coinciding with his promotion as Officer in Charge of the EIA program. (This collection has not yet been received by Rockefeller Archive Center.)

### Separated Materials

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



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## Collection Inventory

### Correspondence, 1967-1982

#### Scope and Contents

This series contains the correspondence files amassed by Dr. Sutton during his tenure in the International Division as Assistant to the Vice President (1967-1968) and Deputy Vice President (1968-1983). The files are arranged chronologically, and then, within each yearly increment, are arranged alphabetically by the surname of the correspondent. The series includes interoffice memoranda sent from and received by Dr. Sutton, as well as correspondence with individuals unaffiliated with the Ford Foundation. The files reveal Dr. Sutton's involvement with the programs and activities under his purview and his opinions and expectations of Foundation work at home and abroad.

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Chronological Files, A-M, May 1-Oct 31, 1968	box 2	folder 1
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## Program Files, Bulk, 1967-1985 1952-1985 (bulk 1967-1985) (1967-1985)

### Scope and Contents

This series contains memoranda, reports, discussion papers, grant proposals, conference and meeting materials, notes, and background information about Foundation activities, grant recipients and events and issues of national and international significance. Dr. Sutton's regional files illustrate the Foundation's work in Africa and the Middle East, Asia and the Pacific, Europe, and Latin America and the Caribbean and the efforts of program officers and staff members both in the New York office and abroad. The files within this series address a myriad of issues, including arts, culture and education, arms control, agriculture, human rights, rural and urban development, employment, women's opportunities, population, and program management.

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Arranged alphabetically by subject.

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## Trip Files, 1957-1980

### Scope and Contents

Dr. Sutton's trip files document the meetings and conferences he attended and the country visits he made from 1957 through 1980. The files contain itineraries, reports, background information, pre-trip logistics and post-visit observations, as well as agendas, meeting books and materials prepared for and following the Foundation's international conferences. Dr. Sutton's trip files offer firsthand accounts of the developed and developing countries within which the International Division operated and detail the need for continued Foundation support in many of the regions. The files reveal the frequency and pace with which Dr. Sutton and his colleagues in the International Division traveled, often attending multiple conferences each month, and stopping in several countries and occasionally on different continents during a single trip.

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Arranged chronologically.

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## Budget Files, 1966-1983

### Scope and Contents

This series contains budget and expenditure reports, interoffice memoranda, background materials, and notes regarding the finances and accounting practices of the Foundation's International Division. Budget reports and appropriations summaries trace the Foundation's grant funding through several fiscal years, recording active and completed grants as well as actual and proposed program budgets. Subjects addressed within the series include the Foundation's long-range financial plans, budget cuts, program commitments and funding requirements, management costs, and overseas staffing and compensation.

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## Speeches and Articles, 1961-1989

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Dr. Sutton regularly presented and published his opinions on and the results of his Ford Foundation work. His speeches, lectures, and articles are arranged chronologically from 1961 through 1982. Speeches and lectures Dr. Sutton gave to university audiences, conference attendees, government employees and Foundation colleagues make up the bulk of the series. Also included are articles written by Dr. Sutton for print in non-Ford Foundation publications, including journals, magazines, and newspapers.

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"Developing the Idea of a New Social Science Encyclopedia" -- <i>American Behavioral Scientist</i> (reprint), Sep 1962	box 57	folder 5
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## Ford Foundation History Project, Regional Files, 1951-1985

### Scope and Contents

The files within this series consist of Dr. Sutton's research notes and materials on the history of the Ford Foundation's international activities and were amassed during his post-retirement consultancy. Comprised of memoranda, reports, meeting and conference materials, trip files, and notes, the History Project Regional Files detail the Foundation's international interests and provide a framework for understanding its grant-making agenda in each region.

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## Ford Foundation History Project, Subject Files, 1949-1985

### Scope and Contents

The Ford Foundation History Project Subject Files include correspondence, memoranda, grant proposals, reports, meeting materials, and notes. The History Project Subject Files document the Foundation's broad-based, issue-focused efforts aimed at education and educational reform, international studies and relations, development planning and management, and arts and culture, among others. The Subject Files include program management materials, budget reports, and International Division administrative and operational files.

Also within this series are the Ford Foundation internal history files outlined by Dr. Sutton in chapter and section order. These files contain notes and background information on the early history of the Foundation and the formation of its international programs. Biographical information on the Foundation's original trustees and staff, initial budgeting demands, program considerations and later developments shaped the structure of Dr. Sutton's history outline. The Sutton/McCarthy History Text Files consist of the chapters that Dr. Sutton and his research assistant, Nancy McCarthy, composed using the materials found within this series. Some of these chapters also double as independent Foundation reports.

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## Researcher Files, Bulk, 1985-1987 1983-2002 (bulk 1985-1987) (1985-1987)

### Scope and Contents

The six "Researcher" files document Dr. Sutton's use of the Ford Foundation Archives. They record the collections he consulted and the documents he requested while working on his history of the Foundation's international activities, as well as reference copies of some of the chapters he wrote. The series also includes correspondence between Dr. Sutton and Ann Newhall, the Foundation's archivist, regarding his citation of archival materials within the history text.

### Arrangement

The files are arranged by box number according to the original Records Management boxes from which they were pulled, and then chronologically.

Title/Description	Instances	
Archive Use Re: History of Ford Foundation, 1983-1985	box 76	folder 7
Citation Check Re: Sutton Manuscript, "American Philanthropy in Educational and Cultural Exchange with the People's Republic of China" (1 of 3), 1985-1987	box 76	folder 8
Citation Check Re: History of the Ford Foundation International Division Part I (2 of 3), 1986-1987	box 76	folder 9
Citation Check re: Sutton Manuscript, "International Philanthropy in a Large Foundation" (3 of 3), 1987	box 76	folder 10
Research on Dwight Macdonald for Book Introduction (1 of 2), 1987	box 76	folder 11
Research on Ford Foundation International Work and Grants, Records of Individuals (2 of 2), 2001-2002	box 76	folder 12

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## Visual Materials, 1951-1985

Separated Materials:

## Separated Materials

Several of the files within this series were separated from the Program and Ford Foundation History Project Files series.

## Scope and Contents

This series contains photographs of Ford Foundation staff, officers, and trustees, program work abroad, field offices and international visits. There is also one sheet of slides of miscellaneous museum artifacts, artwork, and antiques.

## Arrangement

Alphabetical arrangement.

Title/Description	Instances	
Africa Mission II -- Francis X. Sutton, Alfred C. Wolf, Melvin J. Fox (separated from Trip Files--Africa Mission II), [1957]	box 77	folder 1
Asia and the Pacific -- India -- New Delhi Staff (separated from report "A Brief Note on the Ford Foundation's Current Program in India"), Sep 1985	box 77	folder 2
Center for Advanced Studies in the Behavioral Sciences Reception, Jan 7, 1955	box 77	folder 3
Inventory of Photographs in the Ford Foundation History File and List of Ford Foundation Negatives, 1958-[1985]	box 77	folder 4
Miscellaneous Foundation Images -- Field Offices, Staff Working Abroad, Agriculture, International Universities, Rural Development and Family Planning Programs, 1965-1967	box 77	folder 5
Photographs from F. Champion Ward -- International Visits including Beirut, [1956]	box 77	folder 6
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Staff/Officer/Trustee Photographs. K-N, n.d.	box 77	folder 9
Staff/Officer/Trustee Photographs. P-Z, [1961-1968]	box 77	folder 10
Slides -- Artwork, n.d.	box 77	folder 11

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