Ford Foundation records, Office of the Vice President of Administration, Office Files of Arthur D. Trottenberg

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Summary Information

Repository:	Rockefeller Archive Center
Creator:	Ford Foundation
Title:	Ford Foundation records, Office of the Vice President of Administration, Office Files of Arthur D. Trottenberg
ID:	FA669
Date [inclusive]:	1968-1979
Physical Description:	29.36 Cubic Feet
Language of the Material:	English
Abstract:	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, Trottenberg's files provide the researcher with a broad view of the Foundation's activities during his tenure.

Preferred Citation

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Biographical / Historical

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.

Scope and Contents

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.

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Arrangement

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 (1958-1980, bulk 1968-1978) Series V: INFORMATION SYSTEMS AND SERVICES (1967-1983, 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)

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Administrative Information

Publication Statement

Rockefeller Archive Center

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Conditions Governing Use

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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.

Collection Inventory

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

Scope and Contents

The series consists mainly of memoranda, but also includes correspondence, telegrams, reports, policy papers, speeches/statements, press releases, and newspaper articles.

Arrangement

Series I, Administraion 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

Administration and Operations 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.

Administration

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 January-June	box 3	folder 22
Division of Administration - Comptroller, general, 1970 July-December	box 3	folder 23
Division of Administration - Comptroller, general, 1971 January-June	box 4	folder 24

Division of Administration - Comptroller, general, 1971 July-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 income tax, 1969-1971	box 4	folder 31
Division of Administration - Comptroller, withholding federal 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-May	box 5	folder 34
Division of Administration - Comptroller, taxes, 1971 June-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, 1968-1972	box 5	folder 43
Division of Administration - Building Services, recycling, 1971-1975	box 5	folder 44
Division of Administration - Program-Related Investments, 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

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

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Memoranda and Correspondence, 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). The Correspondence subseries includes miscellaneous correspondence with people outside of the Foundation. Some correspondence deals with grant proposals. The series consists of primarily memoranda and correspondence, but also includes some telegrams, policy papers, and reports.

Arrangement

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

Scope and Contents

Memoranda and Correspondence 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.

Memoranda

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

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.

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

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Financial, 1958-1980 (1970-1975)

Scope and Contents

The General subseries consists of documents on a number of topics, such as accounting, management cost actions, and financial reports. The Budget subseries contains budget materials ranging from general management costs to costs of particular offices. The Budget subseries documents budget planning only. The series consists of memoranda, correspondence, reports, charts, and notes.

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

Financial 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.

General

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 & Co., 1958-1960	box 17	folder 154
Financial Statements, Price Waterhouse & Co., 1961-1963	box 17	folder 155
Financial Statements, Price Waterhouse & Co., 1964-1966	box 17	folder 156
Financial Statements, Price Waterhouse & Co., 1967-1969	box 17	folder 157
Financial Statements, Price Waterhouse & Co., 1970-1972	box 18	folder 158
Financial Statements, Price Waterhouse & Co., 1973-1974	box 18	folder 159

Financial Statements, Price Waterhouse & Co., 1975-1976	box 18	folder 160
Financial Statements, Price Waterhouse & Co., 1977-1978	box 18	folder 161
Financial Statements, Price Waterhouse & Co., 1979-1980	box 18	folder 162

Budget

Separated Materials:
Separated Materials

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

Title/Description	Instances	
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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
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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 February - 1973 February	box 21	folder 197
Program Management Costs - FY 1974-1975, 1973 February - 1974 February	box 21	folder 198
Division of the Humanities and the Arts - FY 1970, 1969 April 14	box 21	folder 199
Division of Education and Research - FY 1970, 1968 December - 1969 May	box 21	folder 200
Division of Education and Research - FY 1971-1972, 1970 April 22	box 21	folder 201
Office of Public Broadcasting - FY 1970-1971, 1969 May - 1970 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

Personnel, 1958-1980 (1968-1978)

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. The Compensation subseries contains information on salary policy and benefits (mainly the thrift and retirement plans). The series consists of memoranda, correspondence, reports, policy papers, charts, and notes.

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

Personnel 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 (TPF&C). 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.

General

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

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 & Brookfield, 1968	box 27	folder 264
Rogers, Casey, & Barksdale, Inc., 1977	box 27	folder 265
Robert Hayes and Associates, Inc., 1978	box 27	folder 266
Towers, Perrin, Forster & Crosby (TPF&C Reports), 1968	box 27	folder 267
Towers, Perrin, Forster & Crosby (TPF&C Report), 1969 February	box 27	folder 268
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Towers, Perrin, Forster & Crosby (TPF&C Report), 1969 April	box 27	folder 270
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Towers, Perrin, Forster & Crosby (TPF&C Report), 1970 December	box 27	folder 272
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Towers, Perrin, Forster & Crosby (TPF&C Report), 1972 May	box 28	folder 274
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Towers, Perrin, Forster & Crosby (TPF&C Reports), 1973 January-June	box 28	folder 276

Towers, Perrin, Forster & Crosby (TPF&C Reports), 1973 October-December	box 28	folder 277
Towers, Perrin, Forster & Crosby (TPF&C Reports), 1974	box 28	folder 278
Towers, Perrin, Forster & Crosby (TPF&C Reports), 1975	box 28	folder 279
Towers, Perrin, Forster & Crosby (TPF&C Reports), 1977 May-September	box 28	folder 280
Towers, Perrin, Forster & Crosby (TPF&C Report), 1971 November	box 28	folder 281
Towers, Perrin, Forster & Crosby (TPF&C Report), 1978 February	box 29	folder 282
Towers, Perrin, Forster & Crosby (TPF&C Report), 1978 September	box 29	folder 283

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Information Systems and Services, 1967-1983 (1967-1977)

Scope and Contents

The General subseries consists of general consultant studies on the Foundation's information systems and services. The Library subseries and the Archives and Records Management subseries are fairly limited in the information on these units. The Computer and Electronic Data Processing subseries, on the other hand, is a more useful subseries as it more thoroughly documents computer usage within the Foundation, particularly in its early stages. The series consists of memoranda, correspondence, reports, policy papers, reports, and notes.

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

Information Systems and Services 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.

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Documentation Incorporated, part 3, 1967 March	box 29	folder 286
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Library, general, 1970-1974	box 30	folder 290
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Donation to JFK Library, 1973	box 30	folder 293

Archives and Records Management

Title/Description	Instances	
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Computer Advisory Committee, 1969-1970	box 31	folder 310
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Center for Management Technology, Inc., 1975-1976	box 32	folder 320
Center for Management Technology, Inc., 1976	box 32	folder 321

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Overseas, 1966-1979 (1968-1977)

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

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

Overseas 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.

General

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
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Compensation and Taxes, 1977 January-August	box 33	folder 329
Compensation and Taxes, 1977 September-December	box 33	folder 330
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Field Office – Bangkok, Thailand, 1967	box 33	folder 334
Field Office – Lagos, Nigeria, 1969-1970	box 33	folder 335
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Field Office – Latin America and Caribbean, 1968-1972	box 33	folder 338
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Masone Jr., Nunzio, Thomas Wolf, and Leonard Spilka, 1972	box 34	folder 352
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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

Title/Description	Instances	
Administrative Conferences, 1968-1971	box 35	folder 357
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New Delhi Conference, 1971	box 35	folder 364
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Program Activity, 1958-1979 (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).

Scope and Contents

The General subseries consists of information on planning and evaluation the Foundation's programs. The Program-Related Investments focuses on the progress of the PRI program in its first years, and the Grants subseries emphasizes Foundation policies on administering grants. The series consists of memoranda, correspondence, reports, financial reviews, and notes.

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

Program Activity 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.

General

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

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Title/Description	Instances	
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Information Paper – FAP Project, 1971-1972	box 39	folder 397
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Title/Description	Instances	
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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

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Self Study, 1955-1979 (1968-1973)

Arrangement

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

Scope and Contents

Series VIII, Self Study, is housed in three archival boxes. The series consists of various task forces and other studies the Foundation conducted on itself. Studies cover topics such as financial accounting, overseas compensation, FAP resource allocation, and telecommunications. The series consists of memoranda, correspondence, reports, questionnaires, newspaper articles, charts, and notes.

Scope and Contents

Self Study 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.

Title/Description	Instances	
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Goals and Objectives for Administration, 1960-1967	box 42	folder 426
The People at Ford, 1972	box 42	folder 427
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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

Subject Files, 1949-1979 (1968-1977)

Arrangement

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

Scope and Contents

Series IX, Subject Files, is housed in thirteen archival boxes. The series consists of a number of topical subject files. Some of the most significant and widely-covered topics include affirmative action, the agricultural institutes dependent upon Foundation support, the Employment Retirement Income Security Act of 1974 (ERISA), retrenchment of Foundation expenses, and the Tax Reform Act of 1969. The series consists of memoranda,

correspondence, telegrams, reports, policy papers, speeches/statements, questionnaires, newspaper articles, charts, notes, photographs, and blueprints.

Scope and Contents

Subject Files 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.

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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
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Apartment – Bundy, McGeorge, 1966-1967	box 46	folder 455
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Dependent Organizations – Agricultural Institutes, 1973

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Dependent Organizations – Agricultural Institutes, 1974-1977	box 49	folder 479
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ERISA, 1974 October-December	box 50	folder 487
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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

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Real Estate, 1966-1979 (1967-1976)

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

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

Real Estate 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.

General

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.)

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

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

Scope and Contents

Board of Trustees 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.

Scope and Contents

The series 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. 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. 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.

General

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

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

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.

Altheimer 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