



# **Ford Foundation records, International Division, Administrative Manuals and Post reports**

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English

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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, Administrative Manuals and Post reports
<b>ID:</b>	FA720
<b>Date [inclusive]:</b>	1953-1976
<b>Physical Description:</b>	2.4 Cubic Feet
<b>Language of the Material:</b>	English

### Preferred Citation

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

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## 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 aspiration#al 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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## Biographical / Historical

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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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## Biographical / Historical

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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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## Scope and Contents

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Contains handbooks, reports, practice, procedural and operations and orientation manuals.

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## Administrative Information

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### Publication Statement

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### Processing Information

Level 1 Minimal Processing has been conducted to establish basic intellectual and physical control of the material and assess immediate preservation and conservation needs. Material remains as received, in original folders and storage boxes.

### 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.

### 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.

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## Collection Inventory

Title/Description	Instances	
New York - Administration, Procedures and Systems, 1953 May 25	box 1 (SK42034)	folder 1
New York - General Guidelines on Policy Organization, Program and Administration (incomplete), 1953 September 15	box 1 (SK42034)	folder 2
New York - Guides - Program Action Form; Modification Procedure; Grant Out of Appropriation; Letter of Grant Notification; and Terms of Grant Form, 1956 November 15	box 1 (SK42034)	folder 3
New York - Stenographic and Secretarial Handbooks, 1956, 1957, 1959	box 1 (SK42034)	folder 4
New York - Guide of Administrative Policies for Overseas Operations, 1959 May 25	box 1 (SK42034)	folder 5
New York - "Personnel for Overseas Development", 1962 December	box 1 (SK42034)	folder 6
New York - Guidelines for Performance Appraisals, 1964 March	box 1 (SK42034)	folder 7
New York - Orientation Materials, 1965	box 1 (SK42034)	folder 8
New York - Handbook for Overseas Staff, 1967 January	box 1 (SK42034)	folder 9
New York - Employee Payroll/Information System. Electronic Data Processing and Computer Systems, 1969 September	box 1 (SK42034)	folder 10
New York - Automated Systems for Portfolio Management and Securities Accounting. Proposal. Information Systems and Services, 1970 July	box 1 (SK42034)	folder 11

New York - Employee Benefits. Official Plan Documents, 1976 May 27	box 1 (SK42034)	folder 12
Eastern Africa (Nairobi) - Administrative Manual for expatriate personnel in Eastern and Southern Africa, n.d.	box 1 (SK42034)	folder 13
Eastern Africa (Nairobi) - Nairobi Report (photocopy of excerpt), n.d.	box 1 (SK42034)	folder 14
Middle East (Saudi Arabia) - Administrative Policies and Procedures, 1965 April	box 1 (SK42034)	folder 15
Middle East (United Arab Republic) - Handbooks and Policies, 1961	box 1 (SK42034)	folder 16
North Africa - Information for Consultants and Project Specialists, 1968 June	box 1 (SK42034)	folder 17
North Africa (Tunisia) - Administrative Manual for Professional Staff in North Africa, 1969 October	box 1 (SK42034)	folder 18
North Africa (Tunisia) - Medical and Health Guide for North Africa, 1970 January	box 1 (SK42034)	folder 19
North Africa (Tunisia) - Manual of Administrative Procedures and Policies for locally employed personnel, 1972 October 1	box 1 (SK42034)	folder 20
North Africa (Tunisia) - Manuel de Procedures et Reglements Administratifs, 1972 October 1	box 1 (SK42034)	folder 21
North Africa (Tunisia) - Manual of Administrative Procedures and Policies for Expatriate Personnel, 1973 January 1	box 1 (SK42034)	folder 22
West Africa (Ghana) - Administrative Services and Regulations for Expatriate Staff, 1970 June 1	box 1 (SK42034)	folder 23
West Africa (Nigeria) - Nigeria Post Report, 1962 March	box 1 (SK42034)	folder 24
West Africa (Nigeria) - Administrative Services and Regulations for professional staff, 1965 June	box 1 (SK42034)	folder 25
West Africa (Nigeria) - Manual for Office Administration and General Services, 1970 January	box 1 (SK42034)	folder 26
West Africa (Nigeria) - Administrative Manual for Expatriate Personnel in Nigeria, 1970, 1971 January	box 1 (SK42034)	folder 27
West Africa (Nigeria) - A General Guide to Lagos for newly arriving Ford Foundation personnel, 1971 July	box 1 (SK42034)	folder 28
Burma - Post Report and Information Kit, 1957 May - 1958	box 2 (SK42035)	folder 1
India - Organization and Management Guide, 1963 December	box 2 (SK42035)	folder 2
India - India Post Report, 1965		



	box 2 (SK42035)	folder 3
India - "Welcome to Calcutta" and "Getting to Know Delhi" distributed by American Women's Club, 1964, 1967	box 2 (SK42035)	folder 4
India and Nepal - Organization and Responsibilities of the Ford Foundation India Field Office, 1966 February	box 2 (SK42035)	folder 5
India - Administrative Policy Procedure for Ford Foundation Professional Staff in India, 1966 April	box 2 (SK42035)	folder 6
India - Bhubaneswar Post Report and Bhopal Post Report, 1968 May, 1966 December	box 2 (SK42035)	folder 7
India - Medical Portfolio, 1967 February	box 2 (SK42035)	folder 8
India - Handbook for Indian Administrative Services Staff, 1968 March	box 2 (SK42035)	folder 9
India - Post Report, 1970 May	box 2 (SK42035)	folder 10
India - Ford Foundation Building, 1968	box 2 (SK42035)	folder 11
Indonesia - Post Report, 1971 February	box 2 (SK42035)	folder 12
Indonesia - Personnel Policies and Practices for Indonesian Staff, 1970 May, 1972 April	box 2 (SK42035)	folder 13
Pakistan - Post Reports, 1954 October, 1961 June	box 2 (SK42035)	folder 14
Thailand and Southeast Asia - Personnel list and report, 1967	box 2 (SK42035)	folder 15
Argentina and Chile - Briefing Information and Administrative Guides, 1963, 1964, 1965	box 2 (SK42035)	folder 16
Chile - Briefing Information for Assignment in Chile, 1971	box 2 (SK42035)	folder 17
Colombia and Venezuela - Coming to Colombia, 1965 January, 1968 January	box 2 (SK42035)	folder 18
Colombia and Venezuela - Staff Policy Guide, 1976, 1980	box 2 (SK42035)	folder 19
Mexico - Administrative Manual, 1964 August	box 2 (SK42035)	folder 20
Mexico - General Information, 1965	box 2 (SK42035)	folder 21
Mexico - Staff Handbooks, 1967, 1971, 1972, 1979	box 2 (SK42035)	folder 22
Peru - Administrative Guide, 1978		

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