



# Ford Foundation records, International Division, Office Files of John S. Nagel

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, International Division, Office Files of John S. Nagel
<b>ID:</b>	FA719
<b>Date [inclusive]:</b>	1966-1975
<b>Physical Description:</b>	1.32 Cubic Feet
<b>Language of the Material:</b>	English
<b>Abstract:</b>	The International Division Papers of John S. Nagel document his activities and a number of those of the International Division's Latin America and Caribbean (ID/LAC) office for the period 1966 to 1975. The papers were accessioned into the Archives in two stages: Series I, Population Files, 1966-1972, were transferred to the Archives in February 1982; Series II, Correspondence Files, 1968-1975, were removed from terminated office files shipped to New York for permanent storage from the Mexico City field office in March 1978. These papers consist of copies of correspondence, inter-office memoranda, and reports. Arrangement within each series corresponds as closely as possible to the original order established by Nagel's New York and Mexico City offices.

### 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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John S. Nagel, Ford Foundation Program Advisor in Population for the Latin America and Caribbean office of the International Division, was a member of the Foundation staff from 1962 until his retirement in 1977. During this period, he held the following positions: • April 1973, Program Advisor, LA&C, Mexico City, ID • September 1968, Deputy and Program Officer, LA&C, New York, ID • June 1966,

Representative, LA&C, Argentina, ID • June 1965, Representative, LA&C, Argentina and Chile, OD • July 1962, Representative, LA&C, Mexico and Central America, Mexico City, OD • January 1962, Associate Director, LA&C, New York, OD Mr. Nagel also served as a consultant to the Ford Foundation on two separate occasions following his retirement. From June 1977 until December 1978, he monitored and evaluated program activities in the field of population for the LA&C office; and from November 1979 until September 1980, he served in the Population Program on communications projects. John Nagel was born June 5, 1913. He received his B.S. degree in Commerce from Northwestern University in 1934. Prior to Nagel's career with the Ford Foundation, he held the following positions: • 1953-1961, Needham, Louis & Brorby, Director of Marketing; V.P. and Account Supervisor • 1948-1953, Young & Rubicam, Marketing and Account Executive • 1943-1948, Booz, Allen & Hamilton, Staff Manager and Director of Executive Personnel Recruitment • 1941-1943, Zurich Insurance, Sales Promotion Manager and Assistant Director of Public Relations • 1936-1941, Northwestern University, Director of Alumni Relations and Assistant to Vice President in Charge of Production After his retirement and consultantcies with the Foundation, Mr. Nagel moved to Naples, Florida.

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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 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 3. Period Sketch - Transition and Restructuring 1966-1988

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

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

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

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

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

In 1966, Bundy terminated the long-standing internationally oriented but domestically based International Training and Research Program. Several large domestic programs -- including support of centers of international studies - were phased out in the 1970s. Instead, Ford launched under its

international affairs efforts a focused but robust program in security and arms control. Over Bundy's tenure, the overseas offices were reduced from twenty in 1966 to twelve in 1979, when he retired.

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

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

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

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

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

Carmichael had joined the Foundation in 1968 as Representative in Brazil. In July 1971, he was named Head of the Office of Latin America and the Caribbean, and in September of 1977, he became Head of the Middle East and Africa Office. The DCP program was responsible for all the Field Offices: Andean

and the Southern Cone, Brazil, Mexico and Central America, Bangladesh, India, Southeast Asia, West Africa, Eastern and Southern Africa, and Middle East and North Africa.

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

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

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

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

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

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

Thomas encouraged staff to share results at worldwide meetings. During those meetings, Ford staff in the country offices and in New York tried to follow the mandate to work as “one foundation.” The persistent challenge toward meeting that goal, however, was that initiatives emerging from the New York-based

programs, or indeed any program developed in one country, were not always adaptable, relevant or acceptable in other countries or regions. It remained a challenge to develop a unified program, despite the commitment at the highest level of foundation leadership.

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## Biographical / Historical

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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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## Scope and Contents

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The three boxes of correspondence, inter-office memoranda, and reports which constitute the International Division Papers of John S. Nagel, document his activities and a number of those of the Foundation's Latin America and Caribbean (LAC) office for the years 1966 to 1975.

The papers, which are broad in scope, yet lacking in quantity and depth, contain material on Foundation sponsored population projects including the Bellagio Population Group; the International Agency for Contraceptive Research and Development; the International Planned Parenthood Federation; and the Pan American Health Organization. The material consists of reports and related correspondence. The papers are indicative of the role Nagel played within the Latin America and Caribbean program.

The correspondence files document the day-to-day program activity and other Foundation related correspondence of Nagel for the period 1966 to 1975.



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## Arrangement

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The International Division Papers of John S. Nagel are divided into two series:

I. Population Files, 1966-1972 II. Chronological Files, 1968-1975

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

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URL: <http://www.rockarch.org>

### Conditions Governing Access

Material more than ten years old is open for scholarly research.

Select individual files are restricted, as noted. Permission to access these files must be obtained from the Ford Foundation before scholarly access is permitted.

### Conditions Governing Use

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

Ford Foundation holds title, copyright and literary rights in the collection, in so far as it holds them.

The Rockefeller Archive Center has authority to grant permission to cite and publish material from the collection for scholarly purposes. Permission to publish extensive excerpts, or material in its entirety, will be referred to the Ford Foundation.

## 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.

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## Related Materials

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### Separated Materials

Staff and consultant reports and publications have been pulled and accessioned into the FF Archives. A cross-reference sheet located within the folders denotes accessioned reports. A list of titles removed from the papers is appended to this register. Papers not related to Ford Foundation activities have been removed.

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## Collection Inventory

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### Population Files, 1966-1972

#### Arrangement

Series I, Population Files (1966-1972), is the most substantive. It contains population files arranged in alphabetical order by subject. Printed matter consists of correspondence, inter-office memoranda, and reports. Within each folder, the files are arranged in reverse chronological order.

Title/Description	Instances	
ACORD - International Agency for Contraceptive Research and Development, 1970 May - 1969 December	box 1	folder 1
Bellagio Population Group, 1971 July - 1969 July	box 1	folder 2-5
Ford Foundation Program in Reproductive Biology, 1972 January	box 1	folder 6

Inter-American Development Bank, 1971 March - 1969 November	box 1	folder 7
International Planned Parenthood Federation, 1971 May - 1969 September	box 1	folder 8
Nutrition, 1970 December	box 1	folder 9
OAS - PAHO, 1970 May - 1969 February	box 1	folder 10
Population Advisor Mailings, 1972 September - 1971 December	box 1	folder 11
Population Council, 1970 June - 1969 April	box 1	folder 12
Population Strategy - Trustees, 1970 November - July	box 1	folder 13
University of California, 1968 August	box 1	folder 14
University of Chicago, 1971 June - 1966 February	box 1	folder 15
University of Michigan, 1969 January - 1967 December	box 1	folder 16
UNC Population Center, 1970 October - 1969 May	box 1	folder 17

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## Chronological Files, 1968-1975

### Arrangement

Series II, Chronological Files (1968-1975), is the most extensive. It contains two subject files and copies of Nagel's outgoing correspondence and inter-office memoranda with FF colleagues, grantee organizations, and individuals and organizations seeking grants. The files are arranged in reverse calendar order. Within each folder, the papers are arranged in reverse chronological order.

Title/Description	Instances	
Grant Action Guidelines, 1972 November - June	box 2	folder 18
Legal Basis for Overseas Activities, 1970 November - September	box 2	folder 19
1975 May - April	box 2	folder 20-21
1974 February	box 2	folder 22
1973	box 2	folder 23-34
1972	box 2	folder 35-46
1971	box 3	folder 47-58
1970	box 3	folder 59-70
1969	box 3	folder 71-81
1968	box 3	folder 82-87

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