



# **Ford Foundation records, Arts and Humanities Program Files, Marcia T. Thompson**

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Rockefeller Archive Center

15 Dayton Avenue  
Sleepy Hollow 10591

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator:</b>	Ford Foundation
<b>Creator - aut:</b>	Thompson, Marcia
<b>Title:</b>	Ford Foundation records, Arts and Humanities Program Files, Marcia T. Thompson
<b>ID:</b>	FA1482
<b>Date [inclusive]:</b>	1954-1999
<b>Physical Description:</b>	22.3 Cubic Feet 56 boxes total (45 letter document containers and 11 legal document containers)
<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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Marcia Thompson (1923-2018) was a longtime Ford Foundation program officer for the humanities and the arts. Starting in the late 1950s, she worked with Ford Vice President W. McNeil Lowry to develop innovative arts funding programs, including the Symphony Orchestra Program, the Cash Reserve Program, and the Ford Stabilization Program to create incentives for symphonies, ballet companies, theaters and other arts groups to liquidate their deficits and build working capital reserves. Lowry and Thompson's partnership helped Ford become the country's largest nongovernmental arts patron and the first to support dance. By 1967, Thompson was the Ford Foundation's senior program officer in the arts and humanities. She established the National Arts Stabilization Fund (NASF) in 1983, funded by the Ford Foundation, the Andrew W. Mellon Foundation, and the Rockefeller Foundation, to provide arts institutions with grants and fiscal management strategies. Thompson served as the president of the NASF from 1983 until 1991. Thompson left to pursue this role after 30 years with the Ford Foundation.

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## Scope and Contents

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The collection contains the office files of Marcia T. Thompson, former program officer in the Office of the Humanities and the Arts at the Ford Foundation. Contents include background papers, reports, correspondence, grant files, and materials relating to the Symphony Orchestra Program, the Cash Reserve Program, the Ford Stabilization Program, the Office of the Humanities and the Arts, the Education and Culture Program, and the National Arts Stabilization Fund (NASF).

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## Arrangement

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This collection is arranged into eight series:

1. Grants and Administrative Files, 1954-1999
2. Symphony Orchestra Program (SOP), 1953-1988
3. Cash Reserve Program, 1965-1987
4. National Arts Stabilization Fund (NASF), 1970-1994
5. Ford Foundation Board of Trustees, 1955-1992
6. Humanities and the Arts Program Files, 1953-1986
7. Ford Foundation Stabilization Program, 1971-1993
8. Education and Culture Program, 1956-1985

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

[archive@rockarch.org](mailto:archive@rockarch.org)

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

### Immediate Source of Acquisition

Ford Foundation records, correspondence, reports, program files and officers papers were transferred to, and accessioned by the RAC beginning in 2011. Accessions continue as necessary. This material was transferred to the RAC in 2018 by the Ford Foundation and was ingested by the RAC as Accession 2018:131.

### Conditions Governing Access

Open for research with select materials restricted as noted. Brittle or damaged items are available at the discretion of RAC.

### Processing Information

Standard processing by Katie Martin, January 2019.

### Conditions Governing Use

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## Related Materials

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### Related Materials

Marcia T. Thompson papers (FA1489) <http://dimes.rockarch.org/FA1489/collection>

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## Controlled Access Headings

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- Ford Foundation
- Humanities -- United States
- Program development -- Arts -- Ford Foundation
- Symphony orchestras -- United States

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## Collection Inventory

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### Grants and Administrative Files, 1954-1999

#### Scope and Contents

Correspondence, memos, reports, news clippings, office files, and grant materials

Title/Description	Instances	
Center for Applied Linguistics FY1967 - FY1970, 1970 November	box 1	folder 1
Grant Making: A Study of the Process for Reaching Decisions on Grants, A Report to the President of the Ford Foundation, 1973 November 19	box 1	folder 2
<b>Scope and Contents</b>		
Mary Brucker, Merrimon Cuninggim, Advisors		
News from the Ford Foundation, 1977 May 11	box 1	folder 3
Interoffice Memos Regarding Report on Grant Decision-Making, 1973 November-December	box 1	folder 4
Economic and Social Positions of the Artist and His Institutions, Phase I: Descriptive and Statistical, 1958 April 8	box 1	folder 5

## Scope and Contents

Section 1: The Visual Arts

Section 2: Music

Section 3: The Theatre Arts

Section 4: The Dance

Section 5: Creative Writing Other Than Dramatic

Modern Dance Companies with Expense Budgets of \$500,000 or Less in 1970-71, 1973 March 12	box 1	folder 6
Evaluation Study: The Ford Foundation Program for Administrative Interns, 1974 September 10	box 1	folder 7
Outlines - Local Letter Agreement Binder, Charitable Giving Statistics and Trends, Operating Statistics in the Arts, 1994 January	box 1	folder 8
The Ford Foundation and "Dependent" Organizations - 1971/ Covers of Ford Internal Information Papers, 1967-1983	box 1	folder 9
Financial Planning Priorities, 1983-1985	box 1	folder 10

## Scope and Contents

Joffrey Ballet - 1983

Theatre Communications Group - 1983

The Feld Ballet - 1983

Lyric Opera of Chicago - 1984

School of the American Ballet - 1985

Principles and Policies List

Does Industry Need Art Schools?, 1969 June 24	box 1	folder 11
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## Scope and Contents

Attachment of Rob Roy Kelly's letter of 6/24/69

Action - Interoffice Memos, 1976-1991	box 1	folder 12
Interoffice Memos Regarding Personnel, 1971-1983	box 55	folder 455

Conditions Governing Access:

## Conditions Governing Access

Sensitive Material

Leonard R. Vignola (3 folders), 1972-1991	box 1	folder 13
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**Scope and Contents**

box 2

folder 14-15

Memos and correspondence

---

 Boston Project - 1985 Announcement, Awards, Letters of Comment (2 folders), 1985

box 2

folder 16-17

**Scope and Contents**

Includes:

Press Release

Coverage Release

Letters of Comment

---

 Worthy of Note (newspaper clippings), 1972-1988

box 2

folder 18

---

 Literary Classics, Library of America, 1971-1983

box 2

folder 19

---

 Thompson, Ralph, 1964-1976

box 2

folder 20

**Scope and Contents**

National Translation Center

---

 Lowry, W. McNeil (2 folders), 1965-1975

box 2

folder 21-22

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 Grants, Program Officer Marcia Thompson, 2013 December 11

box 2

folder 23

**Scope and Contents**

List from the Rockefeller Archive Center

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 Marcia T. Thompson - Ford Foundation Oral History Agreement and Transcripts, 1974 August 16

box 2

folder 24

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 Marcia Thompson - Research and Questionnaires, 1981 January

box 2

folder 25

**Scope and Contents**

Also includes research printouts from the Rockefeller Archive Center

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 Policy on Rotation of Senior Foundation Officers, 1973 April 11

box 2

folder 26

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 Alternative Futures: Challenging Designs for Arts Philanthropy, A Series of Conference Papers Exploring Arts and Philanthropy in the United States Today, Commissioned by Grantmakers in the Arts, undated

box 2

folder 27

---

 Leverage Lost: The Nonprofit Arts in the Post-Ford Era, John Kreidler, 1995 December

box 2

folder 28

---

 Miscellaneous Documents, 1985-1999

box 2

folder 29



## Scope and Contents

Index to W. McNeil Lowry Speeches, Articles,  
Congressional Testimonies, Etc.

List of appearances in articles, at conferences, as an awardee

W. McNeil Lowry papers (from the University of Illinois  
Archives) finding aid printout

Letters from Talton F. Ray

M. Thompson's Rolodex - Business Cards, Cards from Richmond AAM Meeting (2 folders), 1986 October	box 3	folder 30-31
Materials for Marcia Thompson Visit, 1980-1990	box 3	folder 32

## Scope and Contents

Visit to the Rockefeller Archive Center

School of American Ballet - Grant Report, 1969-1984	box 3	folder 33
Letters to Save, 1991-2014	box 3	folder 34
Blumenfeld, Helaine, 1982-1988	box 3	folder 35

## Scope and Contents

Art catalogs

Opera, 1978-1990	box 3	folder 36
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## Scope and Contents

Correspondence and 1989-90 Season's Projection Per Opera  
America (Profile 1989)

Museums, 1985-1989	box 3	folder 37
Theaters, 1984-1986	box 4	folder 38
Foundation for Hellenic Culture, 1993	box 4	folder 39
San Francisco Symphony Association to Honor the Generosity of the Ford Foundation - Dinner, 1967 May 9	box 4	folder 40

## Scope and Contents

Includes remarks, programs, newspaper clippings, and  
photographs

Noteworthy Correspondence (2 folders), 1978-1979	box 4	folder 41-42
Literary Classics - Poetry and Small Press Publications (3 folders), 1978-1979	box 4	folder 43-45
Background Papers for Common Fund Meeting, 1966-1973	box 5	folder 46

## Scope and Contents

### Contents:

1. Press Release of 7/6/66 - 10-year grant \$80.2 million  
Symphony Orchestra Program
2. Terms of Grant
3. Trust Agreement
4. Summary of Matching Achieved as of 6/30/71
5. Letter of 6/1/72
6. Leter of 9/1/72
7. Letter of 8/1/73
8. Statistics Fiscal 1971
9. Statistics Fiscal 1972
10. Annual Internal Review Form

National Endowment for the Arts (NEA), 1976-1977	box 5	folder 47
Washington, DC - Consortium, 1978-1979	box 5	folder 48
Theater Directors Program, 1977-1978	box 5	folder 49
Juilliard School: Drama Division (2 folders), 1978	box 5	folder 50-51
Mellon - Debt Reduction Analysis - Orchestras, 1972-1977	box 5	folder 52
National Symphony Orchestra, 1972-1977	box 5	folder 53
The Ford Foundation Ballet Development - FY 1959-1971, 1980 May	box 5	folder 54
New York City Opera Grant of \$2.6 Million, 1979	box 5	folder 55
New American Theater Development, 1978-1982	box 5	folder 56
Broadway Theaters FY 1970-1977, 1970-1977	box 5	folder 57
The Ford Foundation Program for Catalogues of Fine Arts Collections (2 folders), 1977 September 30	box 6	folder 58-59
Patronage and Pluralism, 1977 January-April	box 6	folder 60
Mellon Drafts FY 1976-1984, 1976-1984	box 6	folder 61
Opera Forms, 1974	box 6	folder 62
Memorandum for the Officers from McGeorge Bundy, 1976-1977	box 6	folder 63
Mailing Lists, 1988	box 6	folder 64
Ford Foundation Information (General), 1966-1977	box 6	folder 65

Internal Memos (2 folders), 1982-1993	box 6	folder 66-67
Filmmakers, 1963-1976	box 6	folder 68
Marcia T. Thompson (MTT) Chrons, 1970-1971	box 6	folder 69
Marcia T. Thompson (MTT) Chrons, 1983 September 1-October 31	box 7	folder 70
Ruder and Finn/Public Interest Public Relations Firm (PIPRF) - Temporary File, 1973-1976	box 7	folder 71
Economic and Financial Survey - Case Histories, 1974	box 7	folder 72
Economic and Financial Survey, Draft - Historical Introduction, 1974	box 7	folder 73
Lucille Graham - Job Description Program, 1956 March 30	box 7	folder 74
Administrative Interns - Reports (3 folders), 1973-1974	box 7	folder 75-77
Museums (2 folders), 1968-1976	box 7	folder 78
<b>Scope and Contents</b>	box 8	folder 79
For 11/19 meeting		
Greek Grants and Notes, 1972-1975	box 8	folder 80
Background/Theater, 1959-1976	box 8	folder 81
School of American Ballet - Evaluation, 1963-1973	box 8	folder 82
Best Practices, Examples of, 1967-1968	box 8	folder 83
<b>Scope and Contents</b>		
Notes and memos		
Zeisler, Peter, 1972-1981	box 8	folder 84
Theater - Resident Professional/League of Resident Theatres (LORT) Companies, 1967-1978	box 8	folder 85
Useful Articles, 1963-1970	box 8	folder 86
<b>Scope and Contents</b>		
Moving the Rough Road to Home: Reports from readers help you take the bumps; they shed light on 14 van lines		
Arts Management - Lawyers Form New Organization to Aid and Counsel the Arts		
Cunningim, Merrimon Reports, 1973-1974	box 8	folder 87
New York Public Library L68-303, 1967-1972	box 8	folder 88
Fellowships and Awards, 1958-1960	box 8	folder 89

Notes on the Principles and Policies of the Ford Foundation - Drafts, 1954	box 8	folder 90
California Giving - The Scherman Foundation, Inc. (3 folders), 1971-1984	box 8	folder 91-93
Theater Communications Group (2 folders), 1970-1972	box 9	folder 94-95

## Scope and Contents

Sections include:

Rank Order List of Theaters by Number of Actos Seen

Actors Equity

Administrative Interns

Arts Councils

Ballet Development

Catalogues

Cultural Activities

Foundations

Museum Curatorial Training

National Endowment for the Arts

National Endowment for the Humanities

N.Y. State Council on the Arts

New York City Ballet

State Arts Agencies

Statistics/FF

Statistics/ H/A

Tamarind

Consultants - Trip Reports/Theater Production Reports (2 folders), 1971-1975	box 9	folder 96-97
Talks by Mercedes Matter - Training the Professional Artist, On Drawing, On Curriculum, 1967 November 22	box 9	folder 98
The Ford Foundation and "Dependent" Organizations: An Information Paper for Discussion by the Trustees at the September 1971 Meeting, 1971 September	box 9	folder 99
Roger Kennedy - To Members of the Arts Committee, 1977	box 9	folder 100

## Scope and Contents

Includes:

Memos and Correspondence

Theater Reawakening: A Report on Ford Foundation  
Assistance to American Drama

The Arts in June

Roger Kennedy Correspondence, 1977-1979	box 9	folder 101
Ford Foundation Building, 1967	box 10	folder 102
Kendall, Elizabeth - Correspondence, Chronological Order, 1975-1979	box 10	folder 103
Kendall, Elizabeth - Parts of Manuscripts, 1977-1978	box 10	folder 104
Guarnieri, Luciano - Triple Portrait, 1971-1972	box 10	folder 105
Thompson, Franklin A., 1974-1980	box 10	folder 106
Correspondence A-Z (4 folders), 1979	box 10	folder 107-108
	box 11	folder 109-110
Roger Kennedy's Correspondence L-Z (2 folders), 1977-1978	box 11	folder 111-112
Theater Communications Group (TCG) vs. Ford Foundation vs. Stabilization, 1981	box 12	folder 113
Franklin A. Thomas - Clippings and Press Releases, 1980-1982	box 12	folder 114
O/A Statistics/Theater, 1957-1972	box 12	folder 115
Rueppel Memoranda, 1970-1972	box 12	folder 116

## Scope and Contents

Sections include:

Cantor Appt. Letter

Cantor Report

Letter Rueppel

Rueppel Analysis and Tables

Interoffice Memoranda (2 folders), 1961-1982	box 12	folder 117-118
Ford Foundation Task Force - Affirmative Action, 1972-1980	box 12	folder 119

Ford Foundation Policy and Procedures: Dependent Organizations, 1971	box 12	folder 120
Proposed Budget and Program for FY 1980-1981, 1979	box 12	folder 121
Marcia Thompson Chrons (2 folders), 1983 January 1-February 28	box 13	folder 122-123
Marcia Thompson Chrons, 1983 May 1-August 31	box 13	folder 124
Marcia Thompson Chrons, 1983 November 1-December 31	box 13	folder 125
Endowment Funds - Barker Reports, Lore of, etc., 1972-1977	box 13	folder 126
Catalogues Program: Status of Grants, 1981	box 13	folder 127
Newman, Danny (2 folders), 1976-1981	box 13	folder 128-129
Vienna Opera, Temporary File, 1973	box 13	folder 130
Kapp, Richard G. Memoranda, 1969-1971	box 14	folder 131
Opera Theatre of St. Louis - 1982 Analysis, 1981-1982	box 14	folder 132
Whither the Arts? Principles, Policies, and Observations (2 folders), 1974-1983	box 14	folder 133-134
<b>Scope and Contents</b>  Includes memos, notes, and correspondence from theater representatives (many letters from/involving Daniel Newman)		
Gertrude Hooker Memo, 1963 February	box 55	folder 456
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Confidential		
Verne Atwater Memo - Personnel Policies, 1966 January 27	box 14	folder 135
Ford Foundation Oral History Project - Interview with Marcia Thompson - Edited Transcript and Correspondence, 1973-1975	box 14	folder 136
Pennsylvania Ballet - Memos and Financial Information, 1976-1980	box 14	folder 137
San Francisco Foundation - Buck Trust Suit, 1988-1992	box 14	folder 138
Correspondence and Mailing List (2 folders), 1985-1993	box 14	folder 139-140
American Symphony Orchestra League - Comparative Statistical Report, 1989-1990 Season, Orchestras With Expenses Over \$4,700,000, 1990 November	box 15	folder 141
American Symphony Orchestra League - 1989-1990 Season - Labor Contract Survey - Orchestras With Expenses Over \$2,400,000, 1989-1990	box 15	folder 142

Horizon, Volume IV, Number 3 - "Ford Moves in on the Arts, p. 4", 1962 January	box 15	folder 143
Ford Foundation Directives and Terms of Reference for the 1960s, 1962 June	box 15	folder 144
Ford Catalogues Program Evaluations Published by Museums of Fine Arts (2 folders), 1971-1983	box 15	folder 145-146
Letters of Grant - Other (2 folders), 1974-1979	box 15	folder 147
	box 16	folder 148
1. Annexes, 1975 June 19	box 16	folder 149

### Scope and Contents

Sections of the publication include:

Organisation of Cultural Activities in France

Theatres and Symphony Orchestras in West Germany

Radio and Television

Theatres and Symphony Orchestras in Austria

Great Britain: Official aid to Cultural Activities

Cultural Activities in the Scandinavian Countries

Official Theatres in Brussels

Theatres in Switzerland

Italy: Opera Houses

Theatre and Music in Spain

Theatre and Symphony orchestras in Portugal

2. Federal Germany (starts with), 1975 June 19	box 16	folder 150
3. Scandinavian Countries (starts with), 1975 June 19	box 16	folder 151
1. Theatre and Music in Western and Northern Europe, 1960-1972, Subsidies - Administration, Life and Working Conditions of Creative and Performing Artists, Ruby D'Arschot, 1975 June 19	box 16	folder 152

### Scope and Contents

Introduction

The Promotion of theatre and music in France

Opera and Ballet in Paris

## Symphony Orchestras

Theatres and Symphony orchestras in Vienna

Theatre, Opera, Ballet, and Symphony orchestras in Great Britain

Symphony Orchestras in London

Theatres and Symphony Orchestras in Scandinavia

Orchestras in the Scandinavian Countries

Theatres and Symphony Orchestras in Amsterdam

Radio and Television

Theatre and Opera in Brussels

Theatre and Symphony orchestras in Switzerland

Theatre and Symphony orchestra in Italy

Theatre and Music in Spain and Portugal

The Performing Artist

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2. Great Britain (starts with), 1975 June 19	box 17	folder 153
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## Symphony Orchestra Program (SOP), 1953-1988

### Biographical / Historical

From 1966 to 1976, the Ford Foundation contributed over \$80 million to 61 symphony orchestras in the United States and Puerto Rico, with dual missions of improving the financial conditions of North American orchestral musicians and strengthening perceptions of American culture in Europe and Asia. The program raised musicians' salaries and helped orchestras develop new fundraising mechanisms.

Title/Description	Instances	
Symphony Orchestra Program (SOP) - Annual Review Memos (2 folders), 1966-1985	box 17	folder 154-155
Symphony Orchestra Program (SOP) - Program Information, 1965-1966	box 17	folder 156

### Scope and Contents

Sections include:

Grants - Listing



Program Papers (Listing)

Funds - Definitions

Terms of Grant - Dev.

Press Release - Oct. 22, 1965

Press Release - July 6, 1966

American Symphony Orchestra League Speech -- EFD

Symphony Orchestras: Memos and Programs (2 folders), 1961-1982	box 17	folder 157-158
Symphony Orchestra Program - Clippings, Memos Related to Individual Orchestras, Notes Related to Grants, Budget Analysis (5 folders), 1964-1975	box 18	folder 159-163

**Scope and Contents**

Also includes Questionnaires for Orchestras, The Symphony Orchestra Abroad: A Report of a Study, Howard Taubman

Symphony Orchestra Program - Ranked by Size of Endowment Funds, 1970-1973	box 18	folder 164
Tickler for Symphony Orchestra Program, 1965-1982	box 18	folder 165
Symphony Program General Information - News Clippings, Memos, Press Releases, 1965-1966	box 18	folder 166
Symphony Program - News Release and Attachments, 1965 October 22	box 19	folder 167

**Scope and Contents**

From folder - Editor's Note: This folder contains the announcement of a major program for American symphony orchestras, together with background material.

Contents:

-- News Release

-- Attachment I: Background

-- Attachment II: American Symphony Orchestra League Lists

-- Attachment III: Previous Ford Foundation Activities in Music

Symphony Orchestra Program - Developmental Funds Report, 1972-1973	box 19	folder 168
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## Scope and Contents

Memos and budget information related to individual symphonies

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Symphony Orchestra Program - Materials, 1966-1973	box 19	folder 169
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## Scope and Contents

Ford Foundation Letter - Special Report: Symphonic Strains (Financial)

Agreement Between The Ford Foundation and the Bank of New York

News Release

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Symphony Orchestra Program - Running Statistics (3 folders), 1972-1980	box 19	folder 170-172
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Symphony Orchestras' Data Analysis, 1976-1985	box 19	folder 173
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## Scope and Contents

Includes:

Ford National Program for Symphony Orchestras: A Final Report, 1966-1976

Memos regarding endowment principal

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Mellon/Symphony Orchestras - National Arts Stabilization Fund, 1966-1988	box 19	folder 174
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Symphony Orchestras - Ford, Mellon, and Findings, 1976-1982	box 19	folder 175
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Symphony Orchestra Program - Trust Distribution and Control Sheets, 1975-1976	box 19	folder 176
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## Scope and Contents

Contains:

Orchestras and Proportion Shares

Control Sheets

Instructions Distribution of Trust

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Symphony Orchestra Program - Endowment Funds Report, 1972-1976	box 19	folder 177
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## Scope and Contents

New York Philharmonic

The Philadelphia Orchestra

San Francisco Symphony Orchestra

Milwaukee Symphony Orchestra

Utah Symphony

Toledo Symphony Orchestra

Wichita Symphony Orchestra

Shreveport Symphony

Symphony Orchestra Program - Clippings, Correspondence with Symphonies, Budget Information, 1953-1981	box 20	folder 178
Mellon Symphony Program Analysis, 1986-1988	box 20	folder 179
Symphony Orchestra Program - Annex and Exhibit Files, 1973-1976	box 20	folder 180
Symphony Orchestras - Annexed to Agreements, Terms of Grant, Handwritten Notes, 1966-1975	box 20	folder 181
Mellon/Symphony Orchestra Program - Addresses and Staff, Drafts, and Calculation of Current Position (3 folders), 1974-1979	box 20	folder 182-184
Symphony Orchestra Program - Quarterly Payments, 1971-1978	box 20	folder 185

### Scope and Contents

Spreadsheets - yearly sheets, summary spreadsheets for all years, and addendum sheets

Symphony and Orchestra Program #1 - 1-10 - KH, 1972-1986	box 20	folder 186
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### Scope and Contents

Includes financial reviews from various fiscal years in the 1960s, '70s, and '80s for:

1. American Symphony
2. Atlanta Symphony
3. Baltimore Symphony
4. Birmingham Symphony Association
5. Boston Symphony
6. Brooklyn Philharmonic
7. Buffalo Philharmonic
8. Chicago Symphony
9. Cincinnati Symphony

10. Cleveland Symphony

---

Symphony and Orchestra Program #1 - 11-20 - KH, 1986

box 20

folder 187

**Scope and Contents**

Includes financial reviews from various fiscal years in the 1960s, '70s, and '80s for:

11. Columbus Symphony Orchestra

12. Dallas Symphony

13. Denver Symphony

14. Detroit Symphony

15. Festival Casals

16. Festiva Orchestra

17. Florida Symphony

18. Fort Wayne Philharmonic

19. Hartford Symphony

20. Honolulu Symphony

---

Symphony and Orchestra Program #1 - 21-29 - KH, 1986

box 21

folder 188

**Scope and Contents**

Includes financial reviews from various fiscal years in the 1960s, '70s, and '80s for:

21. Houston Symphony

22. Hudson Valley Philharmonic

23. Indianapolis Symphony

24. Jacksonville Symphony

25. Kalamazoo Symphony

26. Kansas City Philharmonic

27. Little Orchestra

28. Los Angeles Philharmonic

29. Louisville Philharmonic

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Symphony and Orchestra Program #2 - 30-39 - KH, 1986

box 21

folder 189

## Scope and Contents

Includes financial reviews from various fiscal years in the 1960s, '70s, and '80s for:

- 30. Memphis Orchestral
- 31. Milwaukee Symphony
- 32. Minnesota Orchestra
- 33. Nashville Symphony
- 34. National Symphony
- 35. New Haven Symphony Orchestra
- 36. New Jersey Symphony
- 37. New Orleans Symphony
- 38. New York Philharmonic
- 39. North Carolina Symphony

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Symphony and Orchestra Program #2 - 40-49 - KH, 1986

box 21

folder 190

## Scope and Contents

Includes financial reviews from various fiscal years in the 1960s, '70s, and '80s for:

- 40. Oakland Symphony Orchestra
- 41. Oklahoma City Symphony
- 42. Omaha Civic Music Association
- 43. Philadelphia Orchestra
- 44. Phoenix Symphony Orchestra
- 45. Pittsburgh Symphony
- 46. Oregon Symphony
- 47. Rhode Island Philharmonic
- 48. Richmond Symphony
- 49. Rochester Philharmonic

---

Symphony and Orchestra Program #2 - 50-61 - KH, 1986

box 21

folder 191

## Scope and Contents

Includes financial reviews from various fiscal years in the 1960s, '70s, and '80s for:

- 50. Sacramento Philharmonic
- 51. San Antonio Symphony
- 52. San Diego Symphony
- 53. San Francisco Symphony
- 54. Seattle Symphony
- 55. Shreveport Symphony
- 56. St. Louis Symphony
- 57. Syracuse Symphony
- 58. Toldeo Orchestra
- 59. Tulsa Philharmonic
- 60. Utah Symphony
- 61. Wichita Symphony

---

Symphony Orchestra Program - Workbook - Book I (A-F),  
1962-1972

box 21

folder 192

## Scope and Contents

Includes:

Review Memos Chart

Summary of SOP Maintenance Problems

American Symphony Orchestra

Baltimore Symphony Orchestra Association

Birmingham Symphony Association

Boston Symphony Orchestra

Brooklyn Philharmonia, Inc.

Buffalo Philharmonic Orchestra Society, Inc.

Chicago Symphony Orchestra

Cincinnati Symphony Orchestra

Columbus Symphony Orchestra

Dallas Symphony Association

Denver Symphony

Detroit Symphony Orchestra

Festival Orchestra Society

Florida Symphony Orchestra

---

Symphony Orchestra Program - Workbook - Book II (H-M),  
1967-1972

box 21

folder 193

### **Scope and Contents**

Includes:

Symphony Society of Greater Hartford, Inc.

Honolulu Symphony Society

Houston Symphony Society

Indiana State Symphony Orchestra

Jacksonville Symphony Association

Kalamazoo Symphony Society

Little Orchestra Society

Southern California Symphony - Hollywood Bowl  
Association

Louisville Philharmonic Society

Memphis Orchestral Society, Inc.

Milwaukee Symphony Orchestra, Inc.

Minnesota Orchestral Association

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Symphony Orchestra Program - Workbook - Book III (N-R),  
1971-1972

box 22

folder 194

### **Scope and Contents**

Includes:

Nashville Symphony Orchestra

National Symphony Orchestra Association

New Jersey Symphony Orchestra

New Haven Symphony Orchestra

New Orleans Philharmonic Orchestra

The Philharmonic-Symphony Society of New York, Inc.

North Carolina Symphony Society, Inc.

Oakland Symphony Orchestra Association

Oklahoma City Symphony Society

Omaha Symphony Association

Oregon Symphony Society

Philadelphia Orcherstra Association

Phoenix Symphony Association

Pittsburgh Symphony Society

Richmond Symphony, Inc.

Rhode Island Philharmonic Orchestra

Rochester Civic Music Association, Inc.

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Symphony Orchestra Program - Workbook - Book IV (S-Z),  
1971-1972

box 22

folder 195

## **Scope and Contents**

Includes:

Sacramento Symphony Association

St. Louis Symphony Society

Symphony Society of San Antonio

San Diego Symphony Orchestra Association

San Francisco Symphony Association

Seattle Symphony Orchestra, Inc.

Shreveport Symphony Society

Syracuse Symphony Society, Inc.

Toledo Orchestra Association

Tulsa Philharmonic Society, Inc.



Utah Symphony Society

Wichita Symphony Society

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Symphony Orchestra Program Review 1 - A-B - Handwritten Worksheets, 1973-1977	box 22	folder 196
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**Scope and Contents**

Includes:

American Symphony

Atlanta Arts Alliance, Inc.

Baltimore Symphony Orchestra, Inc.

Birmingham Symphony Association

Boston Symphony

Brooklyn Philharmonia, Inc.

Buffalo Philharmonic Orchestra

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Symphony Orchestra Program Review 2 - C - Handwritten Worksheets, 1974-1976	box 22	folder 197
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**Scope and Contents**

Includes:

Chicago Symphony

Cincinnati Symphony Orchestra

Cleveland Orchestra

Columbus Symphony Orchestra

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Symphony Orchestra Program Review 3 - D - Handwritten Worksheets, 1974-1976	box 22	folder 198
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**Scope and Contents**

Includes:

Dallas Symphony Association, Inc.

Denver Symphony Association

Detroit Symphony Orchestra, Inc.

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Symphony Orchestra Program Review 4 - E-H - Handwritten Worksheets, 1972-1976	box 23	folder 199
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## Scope and Contents

Include:

Festival Orchestra Society

Florida Symphony

Fort Wayne Philharmonic

Hartford Symphony

Honolulu Symphony Society

Houston Symphony

Hudson Valley Philharmonic

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Symphony Orchestra Program Review 5 - I-L - Handwritten Worksheets, 1972-1976	box 23	folder 200
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## Scope and Contents

Include:

Indianapolis Symphony

Jacksonville Symphony

Kalamazoo Symphony Society

Little Orchestra Society, Inc.

Los Angeles Philharmonic/Southern California Symphony-  
Hollywood Bowl Association

Louisville Philharmonic

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Symphony Orchestra Program Review 6 - M-N - Handwritten Worksheets, 1973-1980	box 23	folder 201
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## Scope and Contents

Include:

Memphis Orchestral Society

Milwaukee Symphony Orchestra, Inc.

Minnesota Orchestral Association

Nashville Symphony Association

National Symphony Orchestra

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Symphony Orchestra Program Review 7 - N - Handwritten Worksheets, 1973-1980	box 23	folder 202
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**Scope and Contents**

Includes:

National Symphony Orchestra Association of Washington,  
D.C.

New Haven Symphony Orchestra, Inc.

New Jersey Symphony Orchestra

The Philharmonic-Symphony Society New York, Inc.

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Symphony Orchestra Program Review 8 - O - Handwritten Worksheets, 1975-1977	box 24	folder 203
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**Scope and Contents**

Includes:

Oakland Symphony Orchestra Association

Oklahoma City Symphony Society

Omaha Symphony Association

Oregon Symphony Society

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Symphony Orchestra Program Review 9 - P-R - Handwritten Worksheets, 1975-1977	box 24	folder 204
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**Scope and Contents**

Includes:

The Philadelphia Orchestra Association

Phoenix Symphony Association

Pittsburgh Symphony Society

Rhode Island Philharmonic Orchestra

The Richmond Symphony

Rochester Philharmonic Orchestra, Inc.

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Symphony Orchestra Program Review 10 - S - Handwritten Worksheets, 1973-1978	box 24	folder 205
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## Scope and Contents

Includes:

Sacramento Symphony Association

St. Louis Symphony Society

San Antonio Symphony Society

San Diego Symphony

San Francisco Symphony Association

Seattle Symphony

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Symphony Orchestra Program Review 11 - S-Z - Handwritten Worksheets, 1973-1980	box 24	folder 206
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## Scope and Contents

Includes:

Seattle Symphony Orchestra, Inc.

Shreveport Symphony Society

Syracuse Symphony Orchestra, Inc.

Toledo Orchestra Association, Inc.

Tulsa Philharmonic Society, Inc.

Utah Symphony Society

Wichita Symphony Society, Inc.

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Symphony Orchestra Program - Discussion Papers - Binder 1 (2 folders), 1964-1966	box 25	folder 207-208
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## Scope and Contents

Papers include:

Humanities and the Arts Program Planning Budget - Information Paper - June 1964

Discussion Paper Program for Symphony Orchestras - September 8, 1964 (blue cover sheet)

Discussion Paper Program for Symphony Orchestras - September 24-25, 1964 (yellow cover)

Program Planning Budget Request for Fiscal 1966-1976-1968 - June 1965 - Information Paper

Board of Trustees Docket - September 30-Oct. 1, 1965

Request for Grants out of Appropriation - May 27, 1966

Also includes orchestra budget overview documents (appendices), theater companies financial data, ballet companies financial data, civic operas financial data, and major opera companies financial data

The Ford Foundation, September 30-October 1, 1965  
Meeting, Part III Humanities and the Arts, Board of Trustees  
Docket

Processing Information:

**Processing Information**

Removed from original binder during accessioning

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Symphony Orchestra Program - Discussion Papers - Binder 2, 1964-1972	box 25	folder 209
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**Scope and Contents**

Papers include:

Program Planning Budget - June 1964 - Information Paper

Discussion Paper - September 8, 1964 (blue cover sheet)

Discussion Paper - September 24-25, 1964 (yellow cover)

Program Planning Budget - June 1965 - Information Paper

Board of Trustees Docket - September 30-Oct. 1, 1965

Request for Grants out of Appropriation - May 27, 1966

Trust Committee Meeting - April 20, 1972

Processing Information:

**Processing Information**

Removed from original binders during accessioning

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Symphony Orchestra Program - Background, 1966-1985	box 25	folder 210
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**Scope and Contents**

Includes:

1. Notes: Overview and Essential Elements of Program

2. SOP Grantees - List of Grantees from 1966 Press Release

3. Major Orchestras: List of Major Orchestras, Tentative Allocations, Pre-Grant Questionnaire Covering Letter and Mailing List
4. Metropolitans: List of Metropolitan Orchestras, Tentative Allocations, Affirmative Action (Women) Tally, ASOL Classifications, Pre-Grant Questionnaire Covering Letter and Mailing List
5. Borderline Cases: Discussion Status Report, March 3, 1966
6. Terms and Matching: Notes and Memoranda
7. Questionnaire: Tally of Three Pre-Grant Questionnaire, by Orchestra Sample Questionnaires, 4/27/65, 11/3/65, 4/12/66
8. Disposability Letter 6/1/72: Sample letter regarding treatment of net realized capital gains
9. Reallocation Letter 9/1/72: Sample letter regarding redistribution of trust with mailing list
10. Letter Report 2/1/73 - FF Letter including "Symphonic Strains (Financial)"
11. Statistics: Wages, allocations, union negotiations notes, operating data 1970-1981

---

Symphony Orchestra Program - Yearly Evaluations, 1971-1984

box 25

folder 211

## **Scope and Contents**

Includes:

1. Post-1976 SOP Evaluation - Memo, Thompson to Kennedy, 1977 - "Symphony Orchestras: Then vs. Now and the Future"; FF Letter, 1973 - "Symphonic Strains (Financial)"
2. 1975 SOP Evaluation - Review Memorandum, 1975; Memo LRV to MATT suggesting graphic displays, 1975
3. 1974 SOP Evaluation - Changes in Budget Level Groupings, 1974
4. 1973 SOP Evaluation - Orchestras Ranked by Expenses 1973, 72, 71; Changes in Budget Level Groupings, 1973
5. 1972 SOP Evaluation - Review Memorandum, 1972; Orchestras Ranked by Expenses, 1971 and 72; Changes in Budget Level Groupings, 1972; Percentage Matching Achieved by orchestram 1972; Memo LRV to MATT, 1973, "Most Frequent Worksheet Review Points"

6. 1971 SOP Evaluation - Table I Orchestras Ranked by Per Cent of Matching Achieved, Table II Orchestras Ranked by Total Expenses, 1971, Table II Orchestras Ranked by Endowment, Table IV Cost vs. Market Value of Matching Fund Assets, 1971, Table V Analysis of Total Expense for Nine Years, 1962-1971, Table VI Net Current Position by Orchestra 1971

Symphony Orchestra Program - Trust Distribution - Final Grant Status Reports, 1966-1980	box 26	folder 212
Symphony Orchestra Program - Deferred Income Analysis, 1972-1985	box 26	folder 213
Symphony Orchestra Program - Evaluation of Developmental Funds A-Z, 1967-1985	box 26	folder 214

### Scope and Contents

Includes:

1. Summary Evaluation Memorandum, Oleg Lobanov, 1972
2. Evaluation Memoranda for Developmental Grants, by Orchestra, with Attachments: Utilization of Developmental Funds 1967-71

Symphony Orchestra Program - Summary of Transactions A-Z, 1966-1980	box 26	folder 215
Symphony Orchestra Program - Post-1976 Review Material, 1966-1987	box 26	folder 216
Symphony Orchestra Program - Summary Worksheets for 1976 Review, 1965-1985	box 26	folder 217

### Scope and Contents

1. Grants Summary - Grants Listed by Amount of Matching Required Grant Amounts, Original and Modified, by Orchestra Developmental Fund Payments
2. Matching Achieved - "Table I" - Orchestras Ranked by Per Cent of Matching Achieved, Percentage Matching Achieved, by Orchestra, 1972, Final
3. Matching Fund Fair Market Value - By Orchestra, 1971-1976, Matching Funds Accounts Breakdown (Stock, Bonds, Comm. Paper, Other)
4. Endowment Intentions - Summary of Responses by Orchestra
5. Other Endowments Funds at Book Value - By Orchestra, 1971-76
6. Endowment/Investment Income - By Orchestra, 1965, 75

7. Matching Fund Rate of Return - By Group, No Figures for Individual Orchestras, 1975
8. General Fund Balance - By Orchestra, 1972-1976
9. Notes Payable - By Orchestra, 1975, 76
10. Total Expenses - By Orchestra, 1965, 1971-76
11. Rank by Total General Operating Expenses - Orchestras Ranked for 1965, 1971-76
12. Earned Income - By Orchestra, In Dollars, 1972-1976
13. Per Cent Earned Income/Total Expenses - By Orchestra, 1963-70 (incomplete), 1971-76; Rank Order, 1975, 76; Broadcast and Recording Income, by Orchestra, 1965, 75
14. Earnings Gap - By Orchestra, 1972-1976
15. Grants and Contributions, By Orchestra, 1972-1976
16. Maintaining/Sustaining - Sustaining Funds (Required vs. Achieved), \$ Raised and # Contributors
17. Tax Support - By Orchestra, Analysis of Grants and Gifts Sources, 1965, 1973, 1975
18. Net Income (Loss) - By Orchestra, 1971-76
19. Multi-Year Forecast - By Orchestra , Info. on Long Range Plans
20. Auditors - By Orchestra, 1971-1976
21. Season and Wages - Contract Minimums, by Orchestra, 1976-77; Clippings re union negotiations; Weeks/Performances/Personnel, by Orchestra, 1966, 1975

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Symphony Orchestra Program - Proposed Financing Plan - Meeting October 15, 1976, 1976

box 27

folder 218

### **Scope and Contents**

Notes and Memoranda: Proposed plan for Ford Foundation 50% participation in local loans to retire existing liabilities

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Symphony Orchestra Program - Financial Worksheets for 1976 Review, 1972-1976

box 27

folder 219

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Index:

1. Net Current Position Summary, 1976 (by orchestra)



2. Net Working Capital (Deficiency), 1976 (27 orchestras only)
3. Aggregate Net Current Position, 1972-1976
4. Net Current Position, 1972-1976 (by budget group and orchestra)
5. Current Assets, 1972-76 (by orchestra)
6. Current Liabilities, 1972-76 (by orchestra)
7. Summaries of Changes in Budget Levels, 1972-76
8. Worksheets by Budget Level (data shown for each orchestra), 1972-76

Symphony Orchestra Program - Investment Plans and Responses to Questionnaire (4 folders), 1973	box 27	folder 220-223
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### Scope and Contents

1. Notes and Memoranda Regarding Questionnaire
2. Response, by orchestra, to "Attachment II" of August 1, 1973 letter

Symphony Orchestra Program - Long-Range Planning Responses, Orchestras A-Z (3 folders), 1975	box 27	folder 224
	box 28	folder 225-226

### Scope and Contents

1. Response forms by orchestra - Long-Range Planning Checklist, Investment Breakdown of Endowment Funds - Stocks, Bonds, Commercial Paper, Other

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## Cash Reserve Program, 1965-1987

### Biographical / Historical

The Cash Reserve Program was a Ford Foundation initiative that provided a series of non-renewable grants to civic opera companies and performing arts organizations in theater and dance. The program began in 1971 with a total of \$8 million. The goal of the program was to alleviate the grantees' cash flow woes while preventing the grantee from becoming dependent on the Ford Foundation. If by the end of any given fiscal year the grantee had not produced sufficient income, earned and contributed, to meet all operating expenses and thus to replace its withdrawals from the cash reserve fund, it would mean that the grantee had been dependent on the Foundation for operating support and would be excluded from further participation in the program. If the grantee met all of the conditions of the grant and remained in the program for four years, then it would end up with no net current liabilities and a cash reserve.

Title/Description	Instances
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Cash Reserve Program - Arts and the Ford Foundation (2 folders), 1975-1981	box 28	folder 227-228
Default: Grant Rescinded - Cash Reserve Program, 1971-1982	box 28	folder 229
Cash Reserve Program - Reports, 1972-1982	box 28	folder 230

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Education and Culture Committee: A Supplement to Part II Results, March 1982

The Stabilization Strategy: An Interim Report, 1972-1980

Mellon Symphony Orchestra Program: An Interim Report, 1977-1980

Interim Assessment of the Cash Reserve Program Grants to Selected Professional Performing Arts Organizations - Draft, Donald McDonagh (2 folders), 1978	box 28	folder 231-232
Humanities and the Arts Division: Cash Reserve Program - Trustees Subcommittee Meeting, 1971 September 15	box 28	folder 233
Cash Reserve Program - Nonrenewable Grants Program (2 folders), 1970-1971	box 28 box 29	folder 234 folder 235
Cash Reserve Grants - Background (1972 to date), 1971-1974	box 29	folder 236
Cash Reserve Program Grants, 1971-1980	box 29	folder 237
Cash Reserve - National Arts Stabilization Fund (NASF), Early Payees, Board Development (2 folders), 1982-1984	box 29	folder 238-239
Evaluation - Status Reports - Program for Administrative Interns and Museum Curatorial Training Program, 1977 May-June	box 29	folder 240
Evaluation - Default: In Final Year Only - Cash Reserve Program, 1971-1975	box 29	folder 241

### Scope and Contents

Springfield Theatre Arts Association, Ballet West, Kansas City Lyric Theater, New Orleans House Association, Houston Grand Opera Association, Inc., American Ballet Theatre (Ballet Theatre Foundation), Kansas City Lyric Theater, Opera Festival Association (Lake George Opera Festival)

Evaluation - Default: In Final Year + One Earlier - Cash Reserve Program, 1971-1979	box 29	folder 242
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Dance Theatre Foundation, The Boston Ballet, Opera  
Company of Boston

Evaluation - Default: Interim Only and Modified - Cash Reserve Program, 1970-1980	box 29	folder 243
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## Scope and Contents

Center Stage Associates, Western Opera Theater

Evaluation - Swing Year Grantees and Provisions - Cash Reserve Program, 1971-1976	box 29	folder 244
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Asolo State Theater

Cash Reserve Evaluation: Geographic Distribution - Dance, Theater, and Opera Programs, 1976-1978	box 29	folder 245
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Evaluation - Extension History, 1975-1979	box 29	folder 246
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Evaluation - Exchange with RGIC, 1977-1978	box 29	folder 247
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Cash Reserve Grants - Background, 1972-1980	box 29	folder 248
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Cash Reserve Grants - Background, 1971-1980	box 30	folder 249
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Cash Reserve Statistics and Analysis - Binder 1, 1970-1977	box 30	folder 250
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Net Current POS

Long-Term Liability

Cash Reserve Balance

General Operating Expenses

Earned Income

Earnings Gap

Grants and Gifts

General Operating Income

Net Income (Loss)

Cash Reserve Statistics and Analysis - Binder 2 (2 folders), 1975-1977	box 30	folder 251-252
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Summary Analysis

(Empty sections) Endowment Funds, Plant Fund, Deferred Income Analysis, General Operation Expenses, Earned Income, Earning Gap, Grants and Gifts, Net Income (Loss), Summaries

Net Current Position

Cash Reserve Fund

General Operation Income

Grants and Gifts

Net Current Assets

Working Capital (Cash) Reserve

General Operating Expenses

Earned Income

Net Current Position

Working Capital Reserve

General Operating Expenses

Earned Income

Grants and Gifts

Cash Reserve Statistics and Analysis - Binder 3, 1975-1977	box 30	folder 253
Cash Reserve Statistics and Analysis - Binder 4, 1971-1981	box 30	folder 254
Stabilization (Cash Reserve Program) Letters of Grants - A-B, 1975-1985	box 31	folder 255
Stabilization (Cash Reserve Program) Letters of Grants - C-G, 1975-1985	box 31	folder 256
Stabilization (Cash Reserve Program) Letters of Grants - H-M, 1975-1985	box 31	folder 257
Stabilization (Cash Reserve Program) Letters of Grants - N-O, 1972-1985	box 31	folder 258
Stabilization (Cash Reserve Program) Letters of Grants - P-R, 1977-1987	box 31	folder 259
Stabilization (Cash Reserve Program) Letters of Grants - S, 1977-1987	box 32	folder 260

Stabilization (Cash Reserve Program) Letters of Grants - T-Z, 1977-1987	box 32	folder 261
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Information sheets for:

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Theatre Communications Group - Phoenix Theatre

TCG Theatre Information Sheet - Lyceum Theatre

Syracuse Repertory Theatre

NYSF Public Theater

New York Shakespeare Festival Public Theater

Alliance Theatre Company

American Place Theatre

Repertory Theatre at Loretto-Hilton Center

Canadian and Defunct:

Manitoba Theatre Center

Stratford Festival

Defunct:

Actor's Workshop

Atlanta Municipal Theater

Charles Playhouse

Front Street Theatre

Pasadena Playhouse

Stanford Repertory Theatre

Theatre of the Living Arts

Theatre Saint Paul

Economic Survey - Ballet and Modern Dance, 1971-1973	box 32	folder 263
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1. New York City Ballet
2. Ballet Theatre Foundation, Inc.
3. Joffrey Ballet
4. Pennsylvania Ballet
5. National Ballet Society, Inc.
6. San Francisco Ballet Company
7. Boston Ballet Company, Inc.
8. Ballet West
9. Dance Theatre of Harlem, Inc.
10. Houston Ballet Foundation

### Modern Dance

1. Alvin Ailey City Center Dance Theatre
2. American Ballet Theater Company
3. Merce Cunningham and Dance Company
4. Martha Graham Center of Contemporary Dance
5. Erick Hawkins Dance Company
6. Murray Louis Dance Company
7. Alwin Nikolais Dance Theatre
8. Repertory Dance Theater
9. Paul Taylor Dance Foundation, Inc.

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Economic Survey - Theater - \$500,000 or Less - III, 1970-1971

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Asolo Theatre

Barter Theatre

Center Stage Associate

Champlain Shakespeare Festival

Hartford Stage Co.

Meadow Brook Theatre

Mummers Theatre

New Orleans Repertory Theatre

Stage/West

Theatre Co. of Boston

Washington Theatre Club

Yale Repertory Theatre

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Cincinnati Playhouse in the Park

Cleveland Play House

Long Wharf Theater

Milwaukee Repertory Theatre

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Seattle Repertory Theatre

Studio Arena Theater

Trinity Square Repertory Theatre

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Economic Survey - Theater - \$1,000,000 and Over - I, 1966-1967	box 33	folder 266
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## Taper Forum, Mark

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Between \$500,000 and \$1,000,000

\$2,500,000 and Over

Between \$1,000,000 and \$2,500,000

Economic Survey - Symphony (Part II), 1970-1971	box 33	folder 268
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**Scope and Contents**

Sections include:

Between \$250,000 and \$500,000

\$250,000 or Less

Economic Survey - Opera, 1970-1971	box 33	folder 269
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**Scope and Contents**

Sections include:

Between \$250,000 and \$500,000

\$250,000 or Less

\$1,000,000 and Over

Between \$500,000 and \$1,000,000

[^ Return to Table of Contents](#)**National Arts Stabilization Fund (NASF), 1970-1994****Biographical / Historical**

Marcia Thompson established the National Arts Stabilization Fund (NASF) in 1983 with grants from the Ford Foundation, the Rockefeller Foundation, and the Andrew W. Mellon Foundation. The NASF recognized that most arts organizations lack both the capital resources, and in many cases, the management and planning systems that are essential for the long-term financial health of their organization. The NASF focused on working with local community leaders, local fundraisers, and local arts organizations to fund regional stabilization projects. Thompson served as the president of the NASF from 1983-1991.

Title/Description	Instances
National Arts Stabilization Fund (NASF) Board, 1976-1993	box 33 folder 270



National Arts Stabilization Fund (NASF) - Executive Summary, 1985	box 33	folder 271
National Arts Stabilization Fund (NASF) - Milwaukee, 1991-1993	box 33	folder 272
Board Members, 1986-1994	box 33	folder 273
National Arts Stabilization Fund (NASF) Board - Time Records, 1990-1993	box 55	folder 457
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Confidential Material		
Correspondence and Meeting Materials, 1983-1993	box 34	folder 274
<b>Scope and Contents</b>  Includes:  Leading Recipients of Foundation Grants  Pericles, Prince of Tyre, CenterStage, The Head Theater  Overview of The Kreisberg Group, Ltd.  Worcester Art Museum correspondence  Chairman's Agenda and Exhibits - 6/83  Correspondence with Susan Berresford		
National Arts Stabilization Fund (NASF) - RGAs, Finance Committee Report, News Clippings, Memos, and Correspondence (2 folders), 1984-1994	box 34	folder 275-276
National Arts Stabilization Fund (NASF) - The First Phase (2 copies), 1987 October	box 34	folder 277
Marcia T. Thompson, Vice Chairman, National Arts Stabilization Fund (NASF) - Correspondence (2 folders), 1986-1994	box 34	folder 278-279
National Arts Stabilization Fund - Funding Models (2 folders), 1983-1984	box 34	folder 280-281
National Arts Stabilization Fund - Policy and Planning Committee, 1983-1989	box 34	folder 282
National Arts Stabilization Fund (NASF) Board - Yale School of Drama - Final Exam, 1981 May	box 35	folder 283
Ford Foundation Pre-National Arts Stabilization Fund (NASF), 1970-1985	box 35	folder 284
National Arts Stabilization Fund (NASF) - Financial Accounting Standard Board (FASB) (2 folders), 1988-1994	box 35	folder 285-286

National Arts Stabilization Fund (NASF) - Correspondence, 1977-1988	box 35	folder 287
National Arts Stabilization Fund (NASF) - Publications, Proposals, Correspondence (3 folders), 1989-1993	box 35	folder 288-290

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Proposal to Pennsylvania Ballet

Denver Symphony Orchestra

National Arts Stabilization Fund (NASF): Restructuring Arizona's Arts Institutions by Glenn Peters

Publications List

Worcester Art Museum case statement

Proposal to Pennsylvania Ballet, September 1989

Contribution Bonds: A Development Campaign Security Program, For Universities and Colleges

Photos - DeCordova and Dana Museum and Park, Marcia Thompson and John B. French

Ford Foundation - National Arts Stabilization Fund (NASF), Applications, Reports (4 folders), 1981-1989	box 35	folder 291-292
	box 36	folder 293-294
National Arts Stabilization Fund (NASF) - Staff Memos, Responses, Fax Materials, 1983-1993	box 36	folder 295
Marcia T. Thompson Correspondence and Meeting Materials - President of National Arts Stabilization Fund (NASF), 1981-1988	box 36	folder 296
National Arts Stabilization Fund - Background, Strategies, Awards (2 folders), 1992-1993	box 36	folder 297-298

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Tab 2: Development of a Local Project

Tab 3: The Stabilization Grant Process

Tab 4: Preliminary Criteria for Participation

Tab 5: Awards Announced as of December 31, 1992

Tab 6: Nominees by Project Site

Tab 7: Nominees by Discipline

Tab 8: Board of Directors

Tab 9: Growth: Comments and Observations

Tab 10: New York City Loan Initiative

Tab 11: Quarterly Progress Report - New York City Project

Tab 12: Typical Request for Grant Action (Alvin Ailey)

Tab 13: Typical Letter and Terms and Conditions of Grant  
(Alvin Ailey)

Tab 14: Typical NASF Awards Release (Intiman)

Tab 15: Selected News Coverage

National Arts Stabilization Fund (NASF) - Meeting of the Board of Directors - Minutes, Correspondence, Clippings, Theatre Communications Group Publications (3 folders), 1983-1992	box 36	folder 299-301
National Arts Stabilization Fund (NASF) - Awards and Nominations Newsletter Edits, 1990	box 37	folder 302
National Arts Stabilization Fund (NASF) - Financial Database, 1987 April	box 37	folder 303
National Arts Stabilization Fund (NASF) - Leadership Alliances, 1980-1994	box 37	folder 304
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National Arts Stabilization Fund (NASF) - Board of Directors Meeting, 1983-1986	box 37	folder 306

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## Ford Foundation Board of Trustees, 1955-1992

### Scope and Contents

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Symphony Ford Foundation

Stabilization

Endowment Grants

Boston

Conservatories

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Shereff, Friedman, Hoffman and Goodman - Board Meeting Minutes (Drafts) (4 folders), 1972-1992	box 37 box 38	folder 311 folder 312-314
Board of Trustees - Catalogues Program Background, 1967-1977	box 38	folder 315

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Appropriations and DAP

Fact Sheet/Letters/Budgets and Report Forms

Grants Awarded

Published/To Be Evaluated

Catalogues Evaluated

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Collections and Interest

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Faculty Salaries Hospital Support Medical Education, A Statement by the Trustees of the Ford Foundation, Special Appropriations, 1955 December 8-10	box 38	folder 317
Office of the Arts - Supplement to June 25, 1975 - Trustee Committee Meeting, 1975 July 31	box 38	folder 318
Information Paper for the Trustees Committee on Education and Public Policy - The Arts Program, 1980 March	box 38	folder 319
Ford Foundation Board of Trustees/Future Program Planning Project/1976 - Staff Responses to Alexander Heard's September	box 39	folder 320-321

24 Memorandum, "Next Steps in Planning for the Foundation's Future" - Volume I and II, 1976 November

Grants-in-Aid Programs, 1958-1971	box 39	folder 322
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Grants-in-Aid - Materials, 1958-1969	box 39	folder 324
Grant-in-Aid - Programs and Statistics, 1966-1974	box 39	folder 325

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Concert Artists

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Creative Writers

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Directors Program

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Poets and Fiction Writers Program

Playwrights Prog.

Theater Design

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## Humanities and the Arts Program Files, 1953-1986

### Scope and Contents

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Title/Description	Instances	
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Education and Public Policy and Humanities and the Arts FY 1957-1981 (3 folders), 1957-1982	box 40	folder 327-329

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Ford Foundation Financial Statements

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Roger Kennedy - Members of the Arts Committee, 1978-1981	box 40	folder 331
The Arts in the United States: Inflation, Recession, and Public Policy, 1975	box 40	folder 332
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Dallas

Philadelphia

Baltimore

Washington, D.C.

Virginia

Atlanta

Florida

New Orleans

Cleveland

Cincinnati

Indianapolis and Bloomington

Chicago

Milwaukee

Detroit and Ann Arbor

Minnesota

Iowa City

Urbana, Illinois

St. Louis

Kansas City

Nebraska

Oklahoma

Houston, Texas

Austin, Texas

San Antonio

New Mexico

Tucson

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San Francisco (including Oakland, Berkeley, Palo Alto)

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Seattle

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Roger G. Kennedy Memos to Arts Committee, 1978	box 42	folder 344
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Humanities and Arts Discussion Papers - Binder 1 (2 folders), 1956 February-1972 June	box 46	folder 386-387

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Mar. 17-18, 1960 - An Enlarged Program in the Arts

Spring, 1962 - Program Submission Concerning Future Program Activities/The Humanities

Spring, 1962 - Program Submission Concerning Future Program Activities/The Arts

Dec. 6, 1963 - Historic and Architectural Preservation and Restoration

June, 1967 - Humanities and the Arts Division - Program Budget Request, Fiscal Year 1968

June, 1967 - Ten-Year Program Review, 1957-1967

Nov., 1968 - The Economic Crisis in the Arts: The Need for a National Policy

Nov. 19, 1968 - Ford Foundation Strategy in the Arts - A Review

May, 1970 - Some Considerations on Cost Effectiveness in the Performing Arts

Mar. 25-26, 1971 - Excerpt from Docket: Humanities and the Arts Division Nonrenewable Grants in the Performing Arts

Mar. 25-26, 1971 - Excerpt from Docket: Humanities and the Arts Division Cash Reserve Grants

Sep. 15, 1971 - Cash Reserve Program

June, 1972 - Patterns of Objectives and Grant Actions - the Arts Summary and Recapitulation (March 1957 - Sept. 1971)

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Humanities and Arts Discussion Papers - Binder 2 (2 folders),  
1972 June-1975 July

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June, 1972 - The Foundation and the Arts: The Decade of the Seventies

June, 1972 - Program Trends for Discussion and Action -  
The Immediate Future

June, 1975 - Proposed Budget, Fiscal Years 1976 and 1977

June 25, 1975 - Trustee Arts Committee: I. Existing Cash  
Reserve Program; II. Program Procedures: Monitoring and  
Technical Assistance; III. Extension: Cash Reserve Program  
II

July 31, 1975 - Trustee Arts Committee: Supplement to June  
25, 1975 Paper

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Dec. 11, 1975 - Office of the Arts: 1. Proposed Programs  
for Development of Talent and Art Forms; 2. Discussion  
of State and Community Arts Councils and Possible  
Foundation Support for their Support; 3. Supplemental  
Report on the Cash Reserve Program

March, 1977 - Why Bother About the Arts?

June, 1977 - The Arts in June

March, 1978 - The American Classics Revisited

Nov., 1978 - The Arts Office: A Two Year Report

Nov. 20, 1979 - The Foundation's Arts Program

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Humanities and Arts Discussion Papers - Binder 4 (3 folders), 1980 March-1981 September	box 47	folder 392
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March, 1980 - The Arts Program

April 23, 1980 - Arts Income Management Management  
System: System Specifications

July 7, 1980 - Memorandum - Harold Howe II Substitution  
for Cash Reserve Commitments

July 10, 1980 - Arts Income Management System: System  
Specifications

Sep., 1980 - The Education Program of the Ford Foundation

Jan., 1981 - Education and Public Policy: Background  
Review of the Arts

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June, 1981 - The Arts and Culture in the Ford Foundation

Sep. 23-25, 1981 - Docket - Board of Trustees

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Humanities and Arts Discussion Papers - Binder 5 (2 folders), 1981 September-1983 December	box 48	folder 395-396
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Sep. 23, 1981 - Docket - Education and Culture Committee

March, 1982 - Education and Culture Committee: Binder 1:  
Preliminary Program Outline; Binder 2: A Supplement to  
Part II/Results

Nov., 1982 - Education and Culture: Excellence and Equity  
for the 80's and Beyond

Nov., 1982 - Education and Culture Committee: The  
Stabilization Strategy: A Proposed Private Sector Initiative  
for the 1980's

Dec., 1982 - Board of Trustees: The Stabilization Strategy:  
A Proposed Private Sector Initiative for the 1980's

March, 1983 - Proposed Spending Level, Budget and  
Preliminary Program Plans for FY 1984-85

June, 1983 - National Arts Stabilization Fund

Aug. 8, 1983 - Recommendation for Grant Action: National  
Arts Stabilization Fund - \$237,193 for start-up expenses

Dec. 8, 1983 - Recommendation for Grant Action: National  
Arts Stabilization Fund - \$7,000,000

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## Ford Foundation Stabilization Program, 1971-1993

### Scope and Contents

The Ford Foundation Stabilization Program built upon the grant making strategies of the earlier Symphony Orchestra Program and the Cash Reserve Program and focused on financial reporting, financial planning, and balance sheet strategies. Eventually, a separate organization, the National Arts Stabilization Fund (NASF), was established from these strategies with the assistance of other funders like the Andrew W. Mellon Foundation and the Rockefeller Foundation. By 1981, grants totaling \$27.6 million had been awarded by the Ford Foundation to 72 arts organizations. Participants in the Ford Stabilization Program included:

Dance:

Alvin Ailey American Dance Theater (NYC)

American Ballet Theatre (NYC)

Ballet West (Salt Lake City)

Boston Ballet

Cunningham Dance Foundation (NYC)

Feld Ballet (NYC)

Houston Ballet

Joffrey Ballet (NYC)

Murray Louis Dance Company (NYC)

New York City Ballet

Nikolais Dance Theatre (NYC)

North Carolina Dance Theater (Winston-Salem)

Paul Taylor Dance Company \*NYC)

San Francisco Ballet

Twyla Tharp Dance Foundation (NYC)

Other:

Big Apple Circus (NYC)

Children's Art Carnival (NYC)

North Carolina School of the Arts (Winston-Salem)

Theater:

A Contemporary Theater (Seattle)

Acting Company (NYC)

Actors Theatre of Louisville (KY)

American Conservatory Theatre (San Francisco)

American Place Theatre (NYC)

American Shakespeare Theatre (Stratford, CT)

Arena Stage (Washington, DC)

Arizona Theatre Company (Tucson)

Asolo State Theater (Sarasota, FL)

Center Stage (Baltimore)

Cincinnati Playhouse in the Park

Circle in the Square (NYC)

Circle Repertory Company (NYC)

Cleveland Play House

Eugene O'Neill Theater Center (Waterford, CT)

Folger Theatre Group (Washington, DC)

Guthrie Theater (Minneapolis)

Hartford Stage Company

Indiana Repertory Theatre (Indianapolis)

Long Wharf Theatre (New Haven)

Manhattan Theatre Club (NYC)

Mark Taper Forum (Los Angeles)

McCarter Theatre (NYC)

Negro Ensemble Company (NYC)

New Federal Theatre (NYC)

Oregon Shakespearean Festival (Ashland)

PAF Playhouse (Huntington, NY)

Playwrights Horizons (NYC)

St. Louis, Repertory Theatre of

St. Nicholas Theater Company (Chicago)

Seattle Repertory Theatre

Stage West (Springfield, MA)

Studio Arena Theatre (Buffalo)

Trinity Square Repertory Company (Providence, RI)

Opera:

Baltimore Opera Company

Boston, Opera Company of  
 Chicago, Lyric Opera of  
 Cincinnati Opera  
 Dallas Opera  
 Fort Worth Opera  
 Houston Grand Opera  
 Kansas City, Lyric Opera of (MO)  
 Kentucky Opera (Louisville)  
 Lake George Opera Festival (NY)  
 Michigan Opera Theatre (Detroit)  
 Minnesota Opera (Minneapolis)  
 New Orleans Opera  
 New York City Opera  
 Portland Opera (OR)  
 St. Louis, Opera Theatre of  
 St. Paul Opera  
 San Diego Opera  
 San Francisco Opera  
 Santa Fe Opera (NM)  
 Seattle Opera  
 Spring Opera of San Francisco  
 Washington Opera (DC)  
 Western Opera Theater (San Francisco)

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Ford Foundation Stabilization Program - Defaults/Modifications/Terminations, 1981-1985	box 48	folder 399
Ford Foundation Stabilization Grants IV - Other, 1971-1984		

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Ford Foundation Stabilization - Comments I & II, 1975-1987	box 49	folder 402
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Ford Foundation Stabilization Grants I - Dance (2 folders), 1971-1986	box 49	folder 404-405
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Stabilization Grantees - At-a-Glance Base Year vs. Grant End, 1971-1981 (2 folders), 1981-1993	box 51	folder 414-415

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1. A Contemporary Theatre
2. American Ballet Theatre
3. Arena Stage
4. Arizona Theatre Company
5. Ballet West
6. Baltimore Opera
7. Big Apple Circus
8. Boston Ballet
9. Boston, Opera Company of
10. Center Stage



11. Children's Art Carnival
12. Cincinnati Opera
13. Cleveland Playhouse
14. Cunningham Dance Foundation
15. Feld Ballet
16. Folger Theatre Group
17. Fort Worth Opera
18. Hartford Stage Company
19. Houston Ballet
20. Houston Grand Opera
21. Joffrey Ballet (missing)
22. Lake George Opera
23. Long Wharf Theatre
24. Louis Dance Company, Murray
25. Manhattan Theatre Club
26. Michigan Opera
27. Negro Ensemble
28. New England Conservatory of Music
29. New York City Ballet
30. New York City Opera (missing)
31. Nikolais Dance Company, Alwin
32. North Carolina Dance Theatre
33. North Carolina School of the Arts
34. O'Neill Theatre Center
35. Opera Theatre of Saint Louis
36. Oregon Shakespearean Festival
37. Repertory Theatre of Saint Louis
38. San Diego Opera

39. San Francisco Ballet
40. San Francisco Opera Association
41. Santa Fe Opera
42. Seattle Opera
43. Stage West
44. Taper (Mark) Forum
45. Taylor Dance Company, Paul
46. Tharp Dance Foundation, Twyla

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Ford Foundation Stabilization Grants II - Opera (2 folders),  
1984-1986

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Tab index:

1. Baltimore Opera Company
2. Boston, Opera Company of
3. Chicago, Lyric Opera of
4. Cincinnati Opera
5. Dallas Opera
6. Fort Worth Opera
7. Houston Grand Opera
8. Kansas City, Lyric Opera of
9. Kentucky Opera (Louisville)
10. Lake George Opera Festival (NY)
11. Michigan Opera Theater (Detroit)
12. Minnesota Opera (Minneapolis)
13. New Orleans Opera
14. New York City Opera
15. Portland Opera (OR)
16. St. Louis, Opera Theatre of

17. St. Paul Opera
18. San Diego Opera
19. San Francisco Opera
20. Santa Fe Opera (NM)
21. Seattle Opera
22. Spring Opera of San Francisco
23. Washington Opera (DC)
24. Western Opera Theater (San Francisco)

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2. Acting Company (NYC)
3. Actor Theatre of Louisville (KY)
4. American Conservatory Theater
5. American Place Theatre (NYC)
6. American Shakespeare Theatre
7. Arena Stage (DC)
8. Arizona Theatre Company
9. Asolo State Theatre (FL)
10. Center Stage (Baltimore)
11. Cincinnati Playhouse in the Park
12. Circle in the Square (NYC)
13. Circle Repertory Company (NYC)
14. Cleveland Play House
15. Eugene O'Neill Theater Center
16. Folger Theatre Group (DC)

17. Guthrie Theater
18. Hartford Stage Company
19. Indiana Repertory Theatre
20. Long Wharf Theatre
21. Manhattan Theatre Club
22. Mark Taper Forum
23. McCarter Theatre (NJ)
24. Negro Ensemble Company
25. New Federal Theatre (NYC)
26. Oregon Shakespeare Festival
27. PAF Playhouse
28. Playwrights Horizons (NYC)
29. St. Louis, Repertory Theatre of
30. St. Nicholas Theater Company
31. Seattle Repertory Theatre
32. Stage West (MA)
33. Studio Arena Theatre (Buffalo)
34. Trinity Square Repertory Company

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## Education and Culture Program, 1956-1985

### Biographical / Historical

The Ford Foundation Education and Culture program was established in September 1981 to focus on five problem areas: the quality of teaching, the quality and content of scholarship, equity issues, cultural vitality and preservation, and policy analysis and dissemination.

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II. The Stabilization Strategy

III. Cultural Preservation and Vitality The New Delhi Office

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Education and Culture - Consultants and Terms, 1981-1983	box 55	folder 459
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Conditions Governing Access:

### Conditions Governing Access

Confidential material

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Education and Culture Committee: A Supplement to Part II - Results, 1982 March	box 52	folder 423
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The Stabilization Strategy: An Interim Report, 1972-1980

Mellon Symphony Orchestra Program: An Interim Report, 1972-1980

Ford National Program for Symphony Orchestras: A Final Report, 1966-1976

Stabilization Program: Summary Status Report and Financial Highlights, August 31, 1981

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The Education and Culture Program's Work in Higher Education: An Appraisal of the Issues and a Prospectus for Action, For Discussion at the December 1984 Trustees' Meeting, 1984 December	box 52	folder 427
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Ford Foundation Office of the Arts - Activities in Greece - Grants to Organizations, Travel and Study Awards, 1978 December 31	box 52	folder 428
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Activities in the Creative and Performing Arts Visual Arts (1957-1980), 1980 September 30	box 52	folder 429
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"All Our Ways and Means of Work --": A Discussion Paper Prepared for the Board of Trustees by Merrimon Cuninggim, Advisor, and "Summaries of Major Reports and Selected	box 52	folder 430-431
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Memoranda by Merrimon Cuninggim and Mary Brucker" (2 copies), 1975 March

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II. The Stabilization Strategy

II. Cultural Preservation and Vitality The New Delhi Office

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Discussion Paper - The Stabilization Strategy: A Proposed Private Sector Initiative for the 1980's, Education and Culture Program, 1982 November	box 53	folder 437
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Education and Culture - FY 1982 Grants, Projects and Program-Related Investments Out of Appropriation and Delegated Authority Program (DAP), 1980-1982	box 53	folder 438
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Education and Culture Records H8 (27) - Arts Program Activities - FY 83 Ending 9/30 - Modification and Summary, 1982-1983	box 53	folder 439
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Education and Culture Records H8 (27) - Requests for Grant Action (RGAs) No. 676E - Support for Program Activities in the Arts FY 83, 1982-1983	box 53	folder 440
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Education and Culture Records H8 (27) - Requests for Grant Action (RGAs) No. 6790 - Special \$3.3 Million Arts Appropriations (2 folders), 1982-1983	box 53	folder 441-442
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Small Grants Arts Delegated Authority Program (DAP)

The Acting Company

National Theatre of the Deaf

Theatre Communications Group

Yale University

American Assembly

National Arts Stabilization Fund

Brooklyn Academy of Music

School of American Ballet

Joffrey, The Foundation for the

Dance Theatre of Harlem

The Art Museum Association

Peabody Institute

New York Public Library

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La Mama

Pedro Santaliz

Women's Interart Center

National Poetry Series

California State University, Chico

Elizabeth Swados

Rhode Island School of Design

City Center of Music and Drama

Meet the Composer

Clearinghouse for Arts Information

National Opera Institute

Davis and Elkins College

Dance Perspectives

Dance Notation Burea

American Theatre Association

Research Foundation of the State U. of NY

Fund for Artists' Colonies

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Education and Culture Program Budget, DAP Budget, RGAs, DAGs - FY 82 Summary and Modifications, 1981-1982	box 54	folder 445
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Education and Culture Program Budget, DAP Budget, RGAs, DAGs - FY 82 Requests for Grant Action (RGAs) No. 676E - Support for Program Activities in the Arts (2 folders), 1981-1982	box 54	folder 446-447
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American Place Theatre, Inc.

Artisans Cooperative (PRI Commitment Fees)

Columbia University

Alternate Roots, Inc.

Kitani Foundation

Arizona Theatre Company

Baltimore Opera Company

Connecticut Player/Long Wharf

Hartford Stage

Opera Festival/Lake George

Opera Theatre of St. Louis

Washington Drama (sp?) Society/Arena

International Theatre Institute

Mabou Mines

Ballet Theatre Foundation

Michigan Operat Theatre

New York School for Circus Arts

North Carolina School of the Arts Foundation

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Grantee:



Shakespeare and Co.

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Grantee:

American Theatre Association

The Trustees of the University of Pennsylvania

Kuumba Theatre, Inc.

La Mama Experimental Theatre Club

The Eakins Press Foundation

Holy Names College

American Theatre Association

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Eugene O'Neill Memorial Theater

Leland Stanford Junior University

San Francisco Redevelopment Regency

Nation Institute

Los Angeles Actors' Theatre Foundation

Artists of Indian America

Jerry L. Jaccard

New York University

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Folder is separated into testimonials/reports/correspondence of:

Mrs. Janet Reed Erskine

Mrs. Sonja Lindgren

Mr. Robert Lindgren

Mrs. Maria T. Paschen

Mrs. Barbara Weisberger

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