



# Ford Foundation records, Office of the President, Office Files of McGeorge Bundy

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English

Describing Archives: A Content Standard

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 - aut:</b>	Bundy, McGeorge
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, Office of the President, Office Files of McGeorge Bundy
<b>ID:</b>	FA617
<b>Date [inclusive]:</b>	1965-1979
<b>Physical Description:</b>	11.78 Cubic Feet
<b>Language of the Material:</b>	English

### Preferred Citation

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## Biographical / Historical

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McGeorge Bundy was President of the Ford Foundation from March 1966 until his retirement in May 1979.

Bundy was born March 30, 1919. He received his A.B. degree in 1940 from Yale University. Prior to his tenure with the Ford Foundation, Mr. Bundy held the following positions:

1948-49 Political Analyst, Council on Foreign Relations;

1949-51 Visiting Lecturer, Government, Harvard University;

1951-54 Associate Professor, Government, Harvard University;

1953-61 Dean, School of Arts and Sciences, Harvard University;

1954-61 Professor, Government, Harvard University; 1961-66 Special Assistant to the President for National Security, The White House;

After leaving the Foundation in 1979, Bundy became a professor of history at New York University for 10 years. In 1990, he joined the Carnegie Corporation of New York.

Bundy's publications include: *On Active Service in Peace and War*, 1948 (co-authored with Henry L. Stimson); *Pattern of Responsibility*, 1952 (editor); *The Strength of Government*, 1968; *Danger and Survival: Choices About the Bomb in the First 50 Years*, 1988.

McGeorge Bundy died in Boston on September 16, 1996.

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## Scope and Contents

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The Office of the President, Office Files of McGeorge Bundy, consist of 32 archives boxes of correspondence, memoranda, drafts of policy statements, meeting dockets, agendas and minutes, rapporteur notes, trip itineraries, briefings and notes, Federal Communications Commission (FCC) filings, press releases, interview transcripts, and photographs.

The records document Bundy's stewardship of the Foundation from 1966 to 1979. They cover a range of topics and reflect his activities and responsibilities as President of the Foundation from 1966 to 1979. Two key matters faced by the Ford Foundation during Bundy's presidency were economic inflation, which necessitated curtailment in Foundation expenditure, and increasing government scrutiny of foundations with the attendant demands for public accountability.

In 1967, 1971, 1974 and 1975, the decline in the stock market caused the Foundation to implement reduced support for its programs. The drop in investment assets combined with economic inflation compelled the Foundation to review its long term commitments with dependent organizations. Bundy's records contain significant documentation of this issue. The most severe retrenchment occurred in 1975 when the Board of Trustees instructed Foundation officers to reduce management costs and program budgets by 50 percent. Via task forces and other assessment strategies, Bundy and the officers reviewed grant-making and programmatic decisions in order to re-assess program priorities. The 50 percent reduction in grant funds was accompanied by staff reductions of the same percentage. An Advisory Management Committee was appointed to advise on staff cutbacks. .

During Bundy's term, the Ford Foundation's program planning and evaluation activities increased substantially. The files include records with information about the self-studies and program reviews that took place during Bundy's presidency. The 1971 "self-study" group interviewed program staff on: program objectives and evaluations; foundation communications; decision-making; and program personnel roles. Merrimon Cuniggin was hired in 1973 as Program Advisor on Management to examine the following topics: the practice of awarding grants to individuals; grant evaluation; relationships with grantees, with the federal government, and with other foundations; affirmative action in the foundation;

and institutional priorities. His findings are covered in the 1975 Summaries of Major Reports and Selected Memoranda (report #002789).

Less well documented in the files is the Board of Trustees' "Mt. Kisco meeting." This meeting culminated in the 1976 Future Program Planning Project (report #003450). In addition to these formal self-studies, the budget files are useful summaries of current and retrospective analyses of program policies.

A trend towards increasing professionalization of its philanthropic activities and documenting and regularizing policies and procedures, marked the Ford Foundation during the Bundy era. Two major factors in this development were the abovementioned economic constraints and government inquiries. The Ford Foundation drew close scrutiny from the House Ways and Means Committee and the Senate Finance Committee. The 1969 Tax Reform Act legislated greater public accountability than foundations had faced previously: a minimum payout of 6 percent of assets, grant "expenditure responsibility," and a 4 percent excise tax on net investment of income. Further, the economic climate forced a recognition that, despite its size, the Foundation did have limited resources. Therefore, program priorities and choices had to be carefully identified.

In the late 1960s and the 1970s, the Ford Foundation increased its grant-making in public policy development. Start-up grants were given to the Council on Legal Education and Professional Responsibility, the Energy Policy Project, and the Police Foundation, in addition to large grants to the Brookings Institution and other public interest organizations. The Ford Foundation established the Committee on Public Policy and Social Responsibility in 1972 to administer grants in this area. This grant-making is covered in Bundy's records.

School decentralization is another issue covered in Bundy's subject files. In 1967, Mayor John V. Lindsay appointed the Mayor's Advisory Panel on the Decentralization of New York City Schools with Bundy serving as its Chair, to recommend a plan for decentralization and greater community control of the city's public schools. The files have records of panel meetings, reports and correspondence with other Panel members as well as the Panel staff, some of whom were also Foundation staff (Mitchell Sviridoff, Mario Fantini, Richard Magat). For additional information about decentralization, see the grant files that supported this activity, the files of Richard Magat--Office of Reports and the records of the Mayor's Advisory Panel (ACC91/3).

The office files include information on the impact of affirmative action on the Foundation's work. Policy development and implementation of internal and external (grantee) affirmative action are covered in the subject files under: Ford Foundation and Women, Co-ordinating Committee on Women's Programs, and External Affirmative Action. Supplemental information on this topic is in the operations and administration files under: Merrimon Cuninggim, Howard Dressner, and Arthur Trottenberg.

Subject files--Television include materials covering the development of a plan for a model communications satellite system that was submitted to the Federal Communications Commission (FCC) in 1966. This plan called for a private, nonprofit satellite that would charge commercial networks for use. Revenues of the satellite were to be used toward funding nonprofit educational television. The development of the Broadcasters' Nonprofit System (BNS) proposal is documented in FCC filings, letters, and memoranda. Key figures in the development of the model communications satellite system proposal include Howard Dressner, Fred Friendly, David Ginsberg, Abraham Katz, and Lee Marks.

Material regarding the social responsibility aspect of investments is contained in the office files. In 1968, the Foundation initiated program-related investments (PRI), a philanthropic mechanism of equity investments and loans to support work relevant to the program areas. In June 1971, the Trustees formally adopted a 'socially responsible' investment policy: "The Foundation's investment policies, and their administration, shall serve the Foundation's scientific, educational, and charitable purposes, for all the public welfare." Correspondence among Bevis Longstreth, David Rosenbloom, Roger Kennedy and McGeorge Bundy provides useful documentation on the Development of the socially responsible investments policy.

Additional topics in the subject files include: rights for the underprivileged; the development of public interest law and policy; the balance of U.S. payments overseas; higher education and government sponsored research; equalizing educational opportunities; the Pay As You Earn (PAYE) program; arms control; and relationships with grantees. In the correspondence files, there is extensive correspondence with the following Foundation staff: David E. Bell, Merrimon Cuninggim, Howard Dressner, Fred Friendly, Harold Howe II, W. McNeil Lowry, Richard Magat, Mitchell Sviridoff, Arthur D. Trottenberg, and F. Champion Ward. There is also substantial correspondence with: Isaiah Berlin, Norman Cousins, John W. Gardner, David Ginsberg, Bevis Longstreth, Michael Mansfield, Lee Marks, Manning Pattillo, Alan Pifer, and Yasushi Sugiyama.

Two areas that receive unexpectedly limited documentation in Bundy's records are: the Travel and Study Awards given to the former staff of Senator Robert F. Kennedy in 1968 and the Common Fund for Nonprofit Organizations (the college endowment management program). There are only occasional letters and memoranda which make references to these issues. Information is available in other archival holdings on these and other areas not significantly documented in McGeorge Bundy's office files.

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## Arrangement

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The Office of the President, Office Files of McGeorge Bundy are arranged into seven series:

I. OPERATIONS and ADMINISTRATION;

II. SUBJECT FILES;

III. CORRESPONDENCE and MEMORANDA TO STAFF;

IV. TRUSTEE FILES;

V. BUDGET FILES;

VI. TRIP FILES;

VII. PARALLEL FILES (Restricted Access);

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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>

### Processing Information

Arranged and Described by Anneliese Ostendarp, Ford Foundation Archives, March 1987.

Revised, F. Coleman, Sept. 1996.

### Immediate Source of Acquisition

Ford Foundation archive was deposited at RAC in 2011. This collection was originally accessioned by the Ford Foundation in 2004. The files in this collection were transferred to the Ford Foundation's archives in three accessions between 1979 and 1982. Series were reconstructed and original filing order was retained.

The collection was transferred to, and officially accessioned, by the Rockefeller Archive Center in 2012.

### Existence and Location of Copies

All seven series have been preserved on microfilm.

### 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.

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

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## Related Materials

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### Separated Materials

Budget papers, speeches, and reports by staff and consultants were transferred to their respective collections in the Ford Foundation archives. Transfers are noted on cross-reference sheets in Bundy's records. Appendices to this register list reports, Budget and Finance papers and speeches that were transferred. Drafts of letters and reports were removed except when no final version was located or when the drafts reflect the evolution of policy, in which case the drafts were retained.

### Related Materials

The Ford Foundation's Annual Reports for the years of Bundy's presidency--especially the "President's Review" section--will provide the interested researcher with background information about topics that are documented in Bundy's office files. The Ford Foundation archives holds additional sources of information about many subjects covered in the files: grant files, reports, the office files of David Bell (Vice President, International Division, 1966-1981), and the office files of Richard Magat (Director, Office of Reports, 1957-1982).

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## Controlled Access Headings

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- Inflation (Finance)
- Government and Public Policy
- Economics
- Governmental investigations
- Government and Public Policy -- Philanthropy Charity & the Nonprofit Sector
- Mass Communications
- Education
- Affirmative action programs



## Collection Inventory

### Operations and Administration, 1966-1979 (1967-1978)

Physical Description: 6 box(es)

#### Arrangement

The series is divided into two subseries: OPERATIONS (programs) and ADMINISTRATION

It is maintained in the order which it was used in the President's office. The files are arranged hierarchically by program and office. (It is suggested that the researcher use the staff listing in the Annual Reports to facilitate access.)

Items within each folder are arranged in reverse chronological order.

#### Scope and Contents

This series consists of correspondence, memoranda, drafts of policy statements, and notes.

Consists of memoranda to Bundy from office, program, and division heads including: David Bell, Howard Dressner, Fred W. Friendly, Harold Howe II, Roger Kennedy, W. McNeil Lowry, Richard Magat, Marshall Robinson, Mitchell Sviridoff, and Arthur Trottenberg, as well as from some program officers. There are some answering memoranda from Bundy. This series is especially strong in program and policy development, administration, retrenchment of Foundation programs, government-foundation relations, program-related investments, and socially responsible investments.

This series is best used in conjunction with Series II, Subject Files.

## OPERATIONS

### DIVISION OF EDUCATION AND RESEARCH

Title/Description	Instances	
Howe, Harold II/Vice President (SEE ALSO: INTERNATIONAL DIVISION/Ward), 1970-1978	box 1	folder 1-4
Armsey, James W./Program Advisor, 1966-1973	box 1	folder 5-6
Crossland, Fred E./Program Officer, 1975-1978	box 1	folder 7
Higher Education and Research - Robinson, Marshall A./Officer in Charge, 1966-1973	box 1	folder 8
Higher Education and Research - de Janosi, Peter E./Officer in Charge, 1973-1977	box 1	folder 9
Higher Education and Research - Fantini, Mario D. Program Officer, 1966-1970	box 1	folder 10
Higher Education and Research - Griffiths, George H./Program Officer, 1970	box 1	folder 11

Higher Education and Research - Schmid, Robert C./Program Officer, 1970-1972	box 1	folder 12
Higher Education and Research - Payton, Benjamin F./Program Officer, 1971-1976	box 1	folder 13
Higher Education and Research - Cheit, Earl F./Program Advisor, 1972-1973	box 1	folder 14
Public Education - Meade, Edward J. Jr./Officer in Charge, 1966-1976	box 1	folder 15-16
Public Education - Bohrson, Ralph G. Program Officer, 1969-1976	box 1	folder 17

## DIVISION OF HUMANITIES AND THE ARTS

Title/Description	Instances	
Division of Humanities and the Arts, 1966, 1974	box 1	folder 18
Lowry, W. McNeil/Vice President, 1966-1976	box 2	folder 19-20
Letters from Senators re Lowry (SEE ALSO: OFFICE OF THE ARTS/Kennedy), 1973-1974	box 2	folder 21
Office of Humanities and the Arts - Richard C. Sheldon/Program Officer, 1970-1976	box 2	folder 22
Office of Humanities and the Arts - Thompson, Marcia T./Program Officer, 1973-1975	box 2	folder 23
Office of Humanities and the Arts - Lobanov, Oleg/Program Officer, 1974-1975	box 2	folder 24
Office of the Arts - Kennedy, Roger G. Vice President (SEE ALSO: DIVISION OF HUMANITIES AND THE ARTS/Sheldon, DIVISION OF FINANCIAL AFFAIRS/Kennedy), 1977-1979	box 2	folder 25

## DIVISION OF NATIONAL AFFAIRS

Title/Description	Instances	
Division of National Affairs, 1967-1978	box 2	folder 26
Sviridoff, Mitchell/Vice President, 1967-1977	box 2	folder 27-28
Government and Law - Edley, Christopher F./Officer in Charge, 1968-1972	box 2	folder 29
Government and Law - Jaffe, Sanford M./Officer in Charge, 1968-1972	box 2	folder 30
Government and Law - Grinker, William J./Program Officer, 1971-1974	box 2	folder 31
Government and Law - Dodds, R. Harcourt/Program Officer, 1976-1978	box 2	folder 32

Resources and the Environment - Harrison, Gordon/Officer in Charge (SEE ALSO: OFFICE OF RESOURCES AND THE ENVIRONMENT/Robinson), 1966-1973	box 3	folder 33
Social Development - Coleman, John/Officer in Charge, 1966-1967	box 3	folder 34
Social Development - Wilkins, Roger W./Officer in Charge, 1966-1967	box 3	folder 35

## OFFICE OF RESOURCES AND THE ENVIRONMENT

Title/Description	Instances	
Robinson, Marshall A./Vice President (SEE ALSO: DIVISION OF NATIONAL AFFAIRS Resources and the Environment/Harrison), 1971-1979	box 3	folder 36-37

## INTERNATIONAL DIVISION

Title/Description	Instances	
International Division, 1968-1979	box 3	folder 38
Bell, David E./Vice President, 1966-1978	box 3	folder 39-41
Sutton, Francis X./Deputy Vice President, 1968-1978	box 3	folder 42
Hardin, Lowell/Program Officer, 1967-1977	box 4	folder 43
Ward, F. Champion/Program Advisor, 1966-1977	box 4	folder 44-46
European and International Affairs - European and International Affairs, 1969-1978	box 4	folder 47
European and International Affairs - Goodwin, Craufurd D./Officer in Charge, 1971-1973	box 4	folder 48-49
European and International Affairs - Bader, William B./Program Officer, 1969-1974	box 4	folder 50
European and International Affairs - Silj, Alessandro/Program Officer, 1971-1973	box 4	folder 51
European and International Affairs - Schoettle, Enid C.B./Program Officer, 1971-1973	box 4	folder 52
European and International Affairs - Heaps, David/Program Officer, 1973-1976	box 4	folder 53
Population - Harkavy, Oscar/Officer in Charge, 1968-1979	box 5	folder 54
Asia and the Pacific - Asia, 1966-1978	box 5	folder 55
Asia and the Pacific - Staples, Eugene S./Head, 1967-1979	box 5	folder 56-58
Asia and the Pacific - Bresnan, John/Head, 1973-1979	box 5	folder 59
Asia and the Pacific - Miller, Frank J./Deputy, 1970-1975	box 5	folder 60
India and Nepal - India, 1966-1974		

	box 5	folder 61
India and Nepal - Wilhelm, Harry E./Representative, 1973-1975	box 5	folder 62
Pakistan, 1970-1971	box 5	folder 63
Bangladesh, 1972-1975	box 5	folder 64
Southeast Asia - Vietnam, 1973-1975	box 5	folder 65
Middle East and Africa, 1967-1979	box 5	folder 66
Middle East and Africa - Fredericks, Wayne/Head, 1966-1973	box 5	folder 67
Middle East and Africa - Edwards, Robert H./Head, 1973-1977	box 5	folder 68
Eastern and Southern Africa - Southern Africa, 1972-1973	box 6	folder 69
Latin America and Caribbean, 1966-1976	box 6	folder 70
Latin America and Caribbean - Carmichael, William D./Head, 1971-1977	box 6	folder 71
Latin America and Caribbean - Nagel, John S./Deputy and Program Officer, 1970-1971	box 6	folder 72
Peru, Bolivia and Ecuador - Lowenthal, Abraham F./Asst. Representative, 1966-1972	box 6	folder 73

## OFFICE OF PUBLIC BROADCASTING

Title/Description	Instances	
Davis, David M./Officer in Charge (SEE ALSO: OFFICE OF THE PRESIDENT/Friendly), 1969-1978	box 6	folder 74

## OFFICE OF COMMUNICATIONS

Related Materials:

### Related Materials

SEE ALSO: OFFICE OF PUBLIC BROADCASTING

## OFFICE OF THE PRESIDENT

Title/Description	Instances	
Stone, Shep/Advisor on Special International Activities, 1966-1967	box 7	folder 75
Bowles, Frank/Advisor on International Education, 1966-1968	box 7	folder 76
Borgmann, Carl W./Advisor on Science and Technology, 1966-1969	box 7	folder 77
Friendly, Fred W./Advisor on Television, 1966-1979	box 7	folder 78
Bohen, Frederick/Assistant to the President, 1968-1972	box 7	folder 79

Strasburg, Paul./Assistant to the President, 1972-1973	box 7	folder 80
Smith, Theodore M./Assistant to the President, 1974-1975	box 7	folder 81
Cuninggim, Merrimon/Program Advisor, 1972-1976	box 7	folder 82

## ADMINISTRATION

### DIVISION OF ADMINISTRATION

Title/Description	Instances	
Trottenberg, Arthur D./Vice President, 1968-1979	box 7	folder 83-85
Program-Related Investments, 1972-1975	box 7	folder 86
Program-Related Investments - Kelly, Eamon M./Officer in Charge, 1975-1979	box 8	folder 87
Personnel Services - Gormbley, William P./Officer in Charge, 1975-1979	box 8	folder 88
Personnel Services - Osborn, Dorothy J./Administrative Officer, 1971-1978	box 8	folder 89
Logistical Services - Mayer, Robert A./Officer in Charge, 1968-1971	box 8	folder 90

### OFFICE OF THE SECRETARY AND GENERAL COUNSEL

Title/Description	Instances	
Dressner, Howard R./Secretary and General Counsel, 1967-1979	box 8	folder 91-96
Hertz, Willard J./Asst. Secretary, 1973-1978	box 8	folder 97
McLean, Sheila A./Assoc. General Counsel, 1972, 1976	box 8	folder 98

### DIVISION OF FINANCIAL AFFAIRS

Title/Description	Instances	
Office of Financial Affairs - Kennedy, Roger G./Vice President (SEE ALSO: OFFICE OF THE ARTS/Kennedy), 1972-1974	box 9	folder 99-104
Office of the Treasurer - Lenagh, Thomas H./Treasurer, 1968-1978	box 9	folder 105
Office of the Treasurer - Clemente, Lilia C./Asst. Treasurer, 1968-1978	box 9	folder 106
Hagler, Jon L./Vice President and Treasurer (SEE ALSO: OFFICE OF FINANCIAL AFFAIRS/Office of the Treasurer), 1977-1978	box 9	folder 107

### OFFICE OF REPORTS

Title/Description	Instances	
Richard Magat/Director and Editor, 1967-1979	box 9	folder 108-110
Boggs, Nancy H./Administrative Officer, 1975	box 9	folder 111

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## Subject Files, 1969-1976

Physical Description: 13 box(es)

### Arrangement

It is arranged alphabetically by topic or name.

Cross-references are included in the folder listing to facilitate access among related topics.

### Scope and Contents

Series II consists of correspondence, memoranda, agendas, minutes, rapporteur notes, reports, FCC filings, and press releases.

Contains the topical subject files. Series II documents many of the activities and issues in which the Ford Foundation was involved: affirmative action within and outside of the Foundation; retrenchment and dependent organizations; Foundation self-evaluation and future program planning; public interest law; public television and the proposed Broadcaster's Nonprofit Satellite; foundation-government relations including public policy development, government and higher education research, and the Tax Reform Act of 1969; and decentralization of New York City schools.

Title/Description	Instances	
Administrative Plans, Post Atwater, 1968	box 10	folder 112
Advisory Management Committee, 1974-1976	box 10	folder 113
Affirmative Action - Women and Minorities (SEE ALSO: Ford Foundation and Women, Co-ordinating Committee on Women's Programs, External Affirmative Action), 1972-1978	box 10	folder 114-115
Alaska Native Foundation Letter, 1973	box 10	folder 116
American Value Meeting, 1974	box 10	folder 117
<u>Related Materials:</u> <b>Related Materials</b> SEE ALSO: Future of American Society		
Annual Report, 1976-1979	box 10	folder 118
Arms Control, 1972-1979	box 10	folder 119
Atlantic Institute, 1972-1973	box 10	folder 120
Balance of Payments, 1968	box 10	folder 121

Bellagio, 1973, 1975-1976	box 10	folder 122-124
Berelson, Bernard, circa 1974	box 10	folder 125
Berlin, Isaiah <u>Related Materials:</u> <b>Related Materials</b>  SEE: Wolfson College	box 11	folder -
Brookings - British Brookings, 1977-1978	box 10	folder 126
Brookings - International Brookings, 1976-1977	box 11	folder 127
Budget, 1978 <u>Related Materials:</u> <b>Related Materials</b>  SEE ALSO: Series V, Budget	box 11	folder 128
Children's Television, 1972-1975	box 11	folder 129
Chinese Journalists Luncheon, 1973	box 11	folder 130
Columbia University, 1966-1968	box 11	folder 131-132
Columbus Day Committee, 1974-1975	box 11	folder 133
Commission on Private Philanthropy and Public Needs <u>Related Materials:</u> <b>Related Materials</b>  SEE: Filer Commission	box 11	folder -
Communications Media Council, 1971	box 11	folder 134
Comptroller, Role of the, 1970	box 11	folder 135
Congress for Cultural Freedom, 1966-1967	box 11	folder 136
Co-ordinating Committee on Women's Programs, 1971-1978	box 11	folder 137
Council on Foundations, 1972-1975	box 11	folder 138
Council on Foundations and Foundation Center Merger, 1970	box 11	folder 139
Council on Library Resources, 1973-1974	box 11	folder 140
Decentralization - Meetings - Panel Meetings, 1967 August 24	box 11	folder 141
Decentralization - Meetings - Panel Meetings, 1967 August 3	box 11	folder 142
Decentralization - Meetings - Panel Meetings, 1967 July 20	box 11	folder 143
Decentralization - Meetings - Panel Meetings, 1967 July 7	box 12	folder 144

Decentralization - Meetings - Panel Meetings, 1967 June 13	box 12	folder 145
Decentralization - Meetings - Panel Meetings, 1967 May 11	box 12	folder 146
Decentralization - Meetings - Outside Meetings, 1967 October 3	box 12	folder 147
Decentralization - Panel Report - Final Report: Reconnection for Learning, 1967	box 12	folder 148
Decentralization - Panel Report - Report Drafts	box 12	folder 149-150
Decentralization - Panel Report - Draft Letter of Transmittal, 1967	box 12	folder 151
Decentralization - Panel Report - Status Reports, 1967 June 12-July 26	box 12	folder 152
Decentralization - Panel Report - Staff Background Papers	box 12	folder 153
Decentralization - Consultants' Reports - CONSAD "Feasibility of Devising New School Districts"	box 12	folder 154
Decentralization - Consultants' Reports - MARC "An Intensive Program for the Attainment..."	box 12	folder 155
Decentralization - Consultants' Reports - NYU "A Report on the Recruitment, Selection, ..."	box 12	folder 156
Decentralization - Consultants' Reports - Quayle "A Cursory Study of White Middle-Class..."	box 12	folder 157
Decentralization - Consultants' Reports - Price Waterhouse "New York City Schools Decentralization"	box 13	folder 158
Decentralization - Consultants' Reports - Simon "Draft Plan of Mayor's Advisory Panel on..."	box 13	folder 159
Decentralization - Consultants' Reports - Stanford Research Institute "Budget Decentralization, Comments on the Management Implications of..."	box 13	folder 160
Decentralization - Consultants' Reports - Thabit "A Report on School Districting to the Task Force..."	box 13	folder 161
Decentralization - Correspondence, circa 1967	box 13	folder 162-164
Decentralization - Legislation	box 13	folder 165
Dependent Organizations, 1971	box 13	folder 166
Developing Countries, 1971-1972	box 13	folder 167
Drug Abuse, 1970-1973	box 13	folder 168
Encounter, NYT, 1972	box 13	folder 169
Endowment Management, 1969	box 13	folder 170
Energy Policy Project, 1972-1977		



	box 13	folder 171-172
Energy Policy Project - Tavoulareas, 1974-1975	box 13	folder 173
Environmental Institute, 1969-1973	box 14	folder 174
European and North American Foundations Meeting (Canceled), 1975	box 14	folder 175
External Affirmative Action, 1972-1977	box 14	folder 176
Faisal Foundation, 1976	box 14	folder 177
Filer Commission, 1974-1975	box 14	folder 178
F.O.R.D. (Families Opposed to Revolutionary Donations), 1970	box 14	folder 179
Ford Foundation and Women, 1970-1973	box 14	folder 180
Ford Foundation Convocation, 1970	box 14	folder 181
Ford Foundation Program and Policy, 1970 January	box 14	folder 182
Ford Foundation Self Study, 1971-1972	box 14	folder 183
Ford Foundation Task Forces, 1972-1974	box 14	folder 184
Ford II, Henry - Resignation, 1977 January	box 15	folder 185
Ford Motor Co., complaints about FF activities, 1966-1967	box 15	folder 186
Foundation Center, 1969-1973	box 15	folder 187
Foundations and Government, 1966	box 15	folder 188
Fund for the City of New York, 1967-1968	box 15	folder 189
Future of American Society, 1973	box 15	folder 190
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SEE ALSO: American Values Meeting		
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Gardner, John W., 1967-1977	box 15	folder 192
Graduate Education, 1966-1967	box 15	folder 193
Great Books, 1968-1971	box 15	folder 194
Government and Higher Education Research SEE: Seven Springs Group	box 15	folder -
Helsinki Watch, 1978-1979	box 15	folder 195
Human Rights, 1976	box 15	folder 196
Industrialized Societies, 1966-1968		

	box 16	folder 197-199
Instructional Television, 1967	box 16	folder 200
International Center for Law and Development, 1966	box 16	folder 201
International Fellows Program, 1971	box 16	folder 202
Investment Policies, 1972	box 16	folder 203
Japan Foundation, 1972-1976	box 16	folder 204
Japan Center for International Exchange, 1971-1972	box 16	folder 205
Japanese-American Assembly, 1972-1976	box 16	folder 206
Lawyers Committee for Civil Rights, 1966	box 16	folder 207
Library of Congress, 1975	box 16	folder 208
Longstreth, Bevis, 1971	box 16	folder 209
Mayor's Advisory Panel on the Decentralization of New York City Schools	box 16	folder -
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<b>Related Materials</b>		
SEE: Decentralization		
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National Academy of Sciences, 1971	box 16	folder 211
National Advisory Commission on Civil Disturbances, 1967-1968	box 16	folder 212
National Urban League, 1969-1974	box 16	folder 213
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New York Public Library, 1969-1974	box 17	folder 215
Nielsen [, Waldermar] Interview, 1973	box 17	folder 216
Noll, Roger, 1968-1971	box 17	folder 217
Nuclear Analysis Program, 1975	box 17	folder 218
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Outside Affiliations, 1972-1975	box 17	folder 220
Patman, Rep. Wright, 1967-1968	box 17	folder 221
PAYE (Pay As You Earn), 1968-1971	box 17	folder 222
Peterson Commission on Foundations, 1969-1970	box 17	folder 223
Police Foundation, 1970-1972	box 17	folder 224
Public Broadcasting Laboratory, 1967-1968	box 17	folder 225

Public Interest Law, 1970	box 17	folder 226
Public Opinion, 1970	box 17	folder 227
Public Policy, 1971-1978	box 18	folder 228
Public Television, 1970-1976	box 18	folder 229
Racial Policy Issues, Ad hoc Committee on, 1976	box 18	folder 230
Resources for the Future, 1974, 1978	box 18	folder 231
Resources for the Future/Brookings Merger, 1977-1978	box 18	folder 232
Rockefeller Foundation, Comments on Annual Report, 1973 September-October	box 18	folder 233
Russian Research Center, 1972	box 18	folder 234
Senate Finance Committee, 1969-1970	box 18	folder 235-236
Senate Finance Committee - Reduction of 4% Tax, 1973-1978	box 18	folder 237
Senate Subcommittee on Domestic Finance. Committee on Banking and Finance, 1973	box 18	folder 238
Seven Springs Group, 1977-1978	box 18	folder 239
Social Responsibility and Investment	box 18	folder -
<u>Related Materials:</u> <b>Related Materials</b>  SEE: Longstreth, Bevis		
Tax Reform Act of 1969, 1969-1970	box 19	folder 240-241
Tax Reform Act of 1969 - "40 Year" Life, 1969	box 19	folder 242
Tax Reform Act of 1969 - Related Material, 1970	box 19	folder 243
Tax Reform Act of 1969 - Views on Restrictive Legislations, 1969	box 19	folder 244
<u>Separated Materials:</u> <b>Separated Materials</b>  Removed to Parallel File		
Tax Reform Act of 1969 - Lauren Williams [Foundation Lawyers], 1969-1970	box 19	folder 245
<u>Related Materials:</u>		

## Related Materials

SEE ALSO: Peterson Commission, Senate Subcommittee on Domestic Finance, Senate Finance Committee, Ways and Means Committee

Television - Correspondence, 1966-1969	box 19	folder 246-250
Television - Carnegie Commission on Educational Television, 1965-1967	box 20	folder 251
Television - ETV Network Demonstration Broadcast, 1966-1967	box 20	folder 252
Television - FCC Filings, 1966 August 1	box 20	folder 253
Television - FCC Filings, 1966 December 12	box 20	folder 254-256
Television - FCC Filings, 1967 April 3	box 20	folder 257
Television - FCC Filings, 1967 September 18	box 21	folder 258
Television - FCC Filings, 1968 October 16	box 21	folder 259
Television - FCC Filings, 1970 December 7	box 21	folder 260
Television - Memoranda, Memoranda 1966-1967	box 21	folder 261-264
Television - Press Release, 1966 August 1	box 21	folder 265
Urban Institute, 1969-1974	box 21	folder 266
Vietnam Offenders Study, 1974-1977	box 22	folder 267
Ways and Means Committee, 1967-1969	box 22	folder 268
White House Conference on Food, Nutrition, and Health, 1969	box 22	folder 269
Wolfson College, 1966, 1970	box 22	folder 270

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## Correspondence and Memoranda to Staff, 1966-1979 (1971-1976)

Physical Description: 3 box(es)

### Scope and Contents

CORRESPONDENCE subseries includes letters from people outside the Foundation: members of Congress, former grantees, job seekers, and other individuals with an interest in the Ford Foundation. Some of these letters are accompanied by Bundy's response. This subseries also includes a small amount of misfiled correspondence from Foundation staff members. Typical of this subseries is a letter from Professor Nelson W. Polsky ruminating on topics covered in the Foundation-sponsored seminar on American values (this seminar is documented in SERIES II). The subseries MEMORANDA TO STAFF consists of Bundy's announcements to Foundation staff. There are also a few announcements addressed to the Foundation's executive officers interfiled here. This subseries provides a sketchy chronology of many Foundation activities and events.

## Arrangement

Divided into two subseries: CORRESPONDENCE and MEMORANDA TO STAFF.

Each subseries is arranged chronologically. Items in the folders of the CORRESPONDENCE subseries are arranged alphabetically by name.

Title/Description	Instances	
Correspondence, 1966-1972	box 23	folder 271-283
Correspondence, 1973-1979	box 24	folder 284-293
Memoranda, 1966-1979	box 25	folder 294-299

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## Trustees Files, 1966-1979 (1974-1978)

Physical Description: 3 box(es)

### Scope and Contents

Consists of memoranda and some correspondence, agendas, and some "post-board briefings" (outlines of addresses to Foundation staff).

The TRUSTEE LETTERS contain Mr. Bundy's outgoing correspondence to the Board of Trustees. Most of the "Letters" are transmittal notes. However, some of the correspondence is more substantive. Many of these more-in-depth letters are duplicated elsewhere; for example, a letter dated September 9, 1966, on satellite television, is also filed in the Subject Files. The TRUSTEE MEETINGS subseries contains mailings to the Trustees, meeting agendas, and a small amount of correspondence with individual trustees. Most useful are Howard Dressner's memoranda to Bundy suggesting topics for post-Board briefings to the staff; some of these memoranda are duplicated in Series I. The TRUSTEE MEETINGS subseries does not include Trustee meeting minutes which can be found as part of the Board of Trustees records.

## Arrangement

Divided into two subseries: TRUSTEE LETTERS and TRUSTEE MEETINGS.

The LETTERS TO TRUSTEES are arranged chronologically. Within each folder the letters are arranged in reverse chronological order.

The TRUSTEES MEETINGS folders are arranged chronologically by date of the meeting; the material within each folder is arranged in reverse chronological order.

Title/Description	Instances	
Letters to Trustees, 1966-1979	box 26	folder 300-308
Trustee Meetings, 1967 September	box 27	folder 309
Trustee Meetings, 1970 June	box 27	folder 310

Trustee Meetings, 1970 December	box 27	folder 311
Trustee Meetings, 1971 March	box 27	folder 312
Trustee Meetings, 1971 June	box 27	folder 313
Trustee Meetings, 1971 September	box 27	folder 314
Trustee Meetings, 1971 December	box 27	folder 315
Trustee Meetings, 1972 March	box 27	folder 316
Trustee Meetings, 1972 June	box 27	folder 317
Trustee Meetings, 1972 September	box 27	folder 318
Trustee Meetings, 1972 December	box 27	folder 319
Trustee Meetings, 1973 March	box 27	folder 320
Trustee Meetings, 1973 June	box 27	folder 321
Trustee Meetings, 1973 September	box 27	folder 322
Trustee Meetings, 1973 December	box 27	folder 323
Trustee Meetings, 1974 March	box 27	folder 324
Trustee Meetings, 1974 June	box 27	folder 325
Trustee Meetings, 1974 September	box 27	folder 326
Trustee Meetings, 1974 December	box 27	folder 327
Trustee Meetings, 1975 March	box 27	folder 328
Trustee Meetings, 1975 June	box 27	folder 329-330
Trustee Meetings, 1975 September	box 28	folder 331
Trustee Meetings, 1975 December	box 28	folder 332
Trustee Meetings, 1976 March	box 28	folder 333
Trustee Meetings, 1976 June	box 28	folder 334
Trustee Meetings, 1976 September	box 28	folder 335
Trustee Meetings, 1976 December	box 28	folder 336
Trustee Meetings, 1977 March	box 28	folder 337
Trustee Meetings, 1977 June	box 28	folder 338
Trustee Meetings, 1977 September	box 28	folder 339
Trustee Meetings, 1977 December	box 28	folder 340
Trustee Meetings, 1978 March	box 28	folder 341
Trustee Meetings, 1978 June	box 28	folder 342
Trustee Meetings, 1978 September		

	box 28	folder 343
Trustee Meetings, 1978 December	box 28	folder 344
Trustee Meetings, 1979 March	box 28	folder 345

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## Budget Files, 1970-1979 (1972-1974)

Physical Description: 1 box(es)

Separated Materials:

### Separated Materials

The budget papers themselves have been removed and transferred to the Ford Foundation archives' collection of Budget Papers. Cross-reference sheets have been inserted to note the original locations of the budget papers.

### Arrangement

The material is in chronological order; within each folder, the material is arranged in reverse chronological order.

### Scope and Contents

Consists of memoranda related to the preparation of office and division budgets. Budget books and other reports have been transferred to the appropriate collections; cross-reference sheets have been inserted at the original location of each removed item. The budget books contain useful summaries of budget planning including program policy analysis.

Title/Description	Instances	
Budget FY 1970, 1969	box 29	folder 346
Budget FY 1971, 1970	box 29	folder 347
Budget FY 1972, 1971	box 29	folder 348
Budget FY 1973, 1972	box 29	folder 349
Budget FY 1974-75, 1973	box 29	folder 350-351
Budget FY 1975-76, 1974	box 29	folder 352-353
Budget FY 1976-77, 1975-1976	box 29	folder 354
Budget FY 1978-79, 1977	box 29	folder 355

Processing Information:

## Processing Information

Multiple folders have been assigned the same folder number  
 - folder 355 - the first folder 355 is the last folder in Box 29.  
 The second folder 355 is the first folder in Box 30.

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## Trip Files, 1966-1971, 1974-1979

Physical Description: 2 box(es)

### Scope and Contents

Series VI consists of trip itineraries, correspondence and memoranda, biographical briefings, an interview transcript, and some photographs.

Contains information on Mr. Bundy's overseas travel in his capacity as President of the Ford Foundation. Most of the information contained in the files is sketchy; however, there are a few items of particular interest. For example, Folder 360, Asia 1968, includes a transcript of a television interview with Bundy in Karachi, Pakistan; Folder 371, Asia 1974, contains letters from Indians apologizing for their students "misbehaving" (demonstrating) at the India International Centre during Bundy's visit.

### Arrangement

The material is in chronological order by date of trip. Items within each folder are roughly in chronological order.

Title/Description	Instances	
Japan, 1966	box 30	folder 355-356
<u>Processing Information:</u> <b>Processing Information</b>		
Multiple folders have been assigned the same folder number -- folder 355 - the first folder 355 is the last folder in Box 29. The second folder 355 is the first folder in Box 30.		
Japan - photographs, 1966	box 30	folder 357
Europe, 1966	box 30	folder 358
Europe, 1967	box 30	folder 359
Asia, 1968	box 30	folder 360
Middle East, 1968	box 30	folder 361
Nairobi, 1968	box 30	folder 362
Africa (canceled), 1969	box 30	folder 363
West Africa, 1970	box 30	folder 364-365
Latin America, 1970	box 30	folder 366



Scotland, 1970	box 30	folder 367
London - Paris, 1971	box 31	folder 368
Far East, 1971	box 31	folder 369
Far East - photographs, 1971	box 31	folder 370
Asia, 1974	box 31	folder 371
Japan, 1975	box 31	folder 372
Mexico City, 1975	box 31	folder 373
Middle East, 1975	box 31	folder 374-375
Latin America, 1976	box 31	folder 376
Asia, 1977	box 31	folder 377-378
Asia - photographs, 1977	box 31	folder 379
India, 1978	box 31	folder 380
Germany and London, 1979	box 31	folder 381

Processing Information:

**Processing Information**

Multiple folders have been assigned the same folder number  
 - folder 381 - the first folder 381 is the last folder in Box 31.  
 The second folder 381 is the first folder in Box 32.

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## Parallel Files, 1966-1979

Physical Description: 1 box(es)

Conditions Governing Access:

**Conditions Governing Access**

Series 7 Parallel Files is restricted from scholarly access.

**Arrangement**

These files reflect the arrangements of Series I-VI.

**Scope and Contents**

Consist of documents with personnel-related matters such as salaries, position appointments, recommendations, and evaluations, as well as documents removed out of consideration for an individual's privacy.

## Operations and Administration

Conditions Governing Access:**Conditions Governing Access**

Restricted from scholarly access.

Title/Description	Instances	
Armsey, James, 1970	box 32	folder 381
<u>Processing Information:</u>		
<b>Processing Information</b>		
Multiple folders have been assigned the same folder number - folder 381 - the first folder 381 is the last folder in Box 31. The second folder 381 is the first folder in Box 32.		
<u>Conditions Governing Access:</u>		
<b>Conditions Governing Access</b>		
Restricted from scholarly access.		
Cook, Samuel, 1970	box 32	folder 382
<u>Conditions Governing Access:</u>		
<b>Conditions Governing Access</b>		
Restricted from scholarly access.		
de Janosi, Peter, 1977	box 32	folder 383
<u>Conditions Governing Access:</u>		
<b>Conditions Governing Access</b>		
Restricted from scholarly access.		
Cheit, Earl, 1971-1972	box 32	folder 384
<u>Conditions Governing Access:</u>		
<b>Conditions Governing Access</b>		
Restricted from scholarly access.		
Kelly, James, 1970	box 32	folder 385
<u>Conditions Governing Access:</u>		
<b>Conditions Governing Access</b>		
Restricted from scholarly access.		
Lowry, W. McNeil, 1973-1974	box 32	folder 386
<u>Conditions Governing Access:</u>		
<b>Conditions Governing Access</b>		
Restricted from scholarly access.		
Kennedy, Roger, 1977		

	box 32	folder 387
National Affairs/Government and Law, 1973	box 32	folder 388
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Restricted from scholarly access.		
Pincus, William, 1966	box 32	folder 389
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Restricted from scholarly access.		
Coleman, John, 1965-1967	box 32	folder 390
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Restricted from scholarly access.		
Harrison, Gordon, 1967-1968	box 32	folder 391
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Restricted from scholarly access.		
Resources and Environment, 1970	box 32	folder 392
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Restricted from scholarly access.		
International Division, 1966, 1973	box 32	folder 393
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Restricted from scholarly access.		
Bell, David, 1970	box 32	folder 394
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b>  Restricted from scholarly access.		
Ward, F. Champion, 1967-1970	box 32	folder 395
<u>Conditions Governing Access:</u>		

## Conditions Governing Access

Restricted from scholarly access.

Silj, Alessandro, 1973	box 32	folder 396
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Staples, Eugene, 1974	box 32	folder 397
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Middle East and Africa, 1972-1973	box 32	folder 398
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Edwards, Robert, 1977	box 32	folder 399
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Latin America, 1967	box 32	folder 400
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
India, 1975	box 32	folder 401
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Lowenthal, Abraham, 1972	box 32	folder 402
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Bowles, Frank, 1968	box 32	folder 403
<u>Conditions Governing Access:</u>		

## Conditions Governing Access

Restricted from scholarly access.

Borgmann, Carl, 1966	box 32	folder 404
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Bohen, Fred, 1968	box 32	folder 405
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Smith, Ted, 1974	box 32	folder 406
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Cunningham, Merrimon, 1973-1975	box 32	folder 407
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Trottenberg, Arthur, 1969-1978	box 32	folder 408
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Kelly, Eamon, 1976-1977	box 32	folder 409
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Dressner, Howard, 1972	box 32	folder 410
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Kennedy, Roger, 1970-1976	box 32	folder 411
<u>Conditions Governing Access:</u>		

## Conditions Governing Access

Restricted from scholarly access.

Lenagh, Thomas, 1969, 1976	box 32	folder 412
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Clemente, Lilia, 1976	box 32	folder 413
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Porter, Henry, 1970	box 32	folder 414
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Office of Reports, 1972	box 32	folder 415
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		

## Subject Files

Conditions Governing Access:  
**Conditions Governing Access**  
 Restricted from scholarly access

Title/Description	Instances	
Arms Control, 1972	box 32	folder 416
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Atlantic Institute, 1967	box 32	folder 417
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Columbia University, 1968	box 32	folder 418
<u>Conditions Governing Access:</u>		

## Conditions Governing Access

Restricted from scholarly access.

Noll, Roger, 1969	box 32	folder 419
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Public Television, 1976	box 32	folder 420
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Resources for the Future, 1974	box 32	folder 421
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Television, 1966-1967	box 32	folder 422
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		

## Correspondence

Conditions Governing Access:  
**Conditions Governing Access**  
 Restricted from scholarly access.

Title/Description	Instances	
Correspondence, 1969-1978	box 32	folder 423
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		

## Trustee Meetings

Title/Description	Instances	
Trustee Meeting, 1971 March	box 32	folder 424
<u>Conditions Governing Access:</u>		

## Conditions Governing Access

Restricted from scholarly access.

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Trustee Meeting, 1977 November

box 32

folder 425

Conditions Governing Access:

## Conditions Governing Access

Restricted from scholarly access.

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