



# **Ford Foundation records, Office of the Vice President, Logistical Services, Office Files of James T. Ivy**

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English

Describing Archives: A Content Standard

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, Office of the Vice President, Logistical Services, Office Files of James T. Ivy
<b>ID:</b>	FA668
<b>Date [inclusive]:</b>	1956-1980
<b>Physical Description:</b>	3.5 Cubic Feet
<b>Language of the Material:</b>	English
<b>Abstract:</b>	<p>The office files of James T. Ivy document the concluding stages of Ivy's career at Ford Foundation. Though he held various positions throughout his tenure with the Foundation, the files focus on the last two of these positions – Assistant to the Vice President of Administration and Officer-in-Charge of Logistical Services – which he held simultaneously from 1974 until he retired from the Foundation in 1980. The files were transferred to the Foundation's Archives on June 25, 1980, and they were formally accessioned in 2004. Series have been reworked, but Ivy's original filing order (reverse chronological) has been retained. Ivy's files included a small number of budget reports, which have been removed from the collection and replaced with cross-reference sheets. These documents are noted in Appendix C and can be found in the Budget Records in the Archives. Additionally, several folders were removed from the Officer-in-Charge, Logistical Services series. These folders contained information on the Contracted Services subset of Building Services. The records' retention period had expired, so the files were discarded. Such contracted work includes Cosentini Associates – consulting engineers for the building's HVAC system and electricity, Restaurant Associates Industries, Inc. – operators of the Foundation's food services, and Reliance Protective Services, Inc. – consultants for the Foundation's security system. Access to the Real Estate series (box 4, folders 8-9, and boxes 5-7) is restricted; the researcher should consult the archivist before viewing the materials in this series. The Archives holds additional sources of information about many subjects covered in Ivy's files. For most of Ivy's tenure as Assistant to the Vice President of Administration and Officer-in-Charge of Logistical Services, he worked under the supervision of Arthur D. Trottenberg, Vice President of Administration. Thus, much of the material in the Ivy collection coincides with that which is documented in Trottenberg's files. Since</p>

Trottenberg's files are more extensive than Ivy's, the researcher can use them to supplement information as needed. Some topics, for which the Trottenberg collection may be of particular use, include budgets and retrenchment, affirmative action, information services, and real estate.

## 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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James T. Ivy held a number of different positions throughout his time with Ford Foundation, beginning in 1953. These office files do not document the entirety of his tenure, but rather focus on the positions he held in his final years with the Foundation. Ivy simultaneously served as the Assistant to the Vice President of Administration and the Officer in Charge of Logistical Services from January 1974 through April 1980, when he retired from the Foundation.

Ivy was born March 23, 1919. He studied Economics at Arizona State University in 1939-1941. Following the University, Ivy served the United States Air Force as a Lieutenant Colonel from 1941-1947. Prior to beginning his work with the Ford Foundation, Ivy held the following positions:

1947-1951, U.S. Government, Department of State • China Economic Mission, Regional Director, North China • Economic Cooperation Administration, Regional Director, North China • Joint Commission on Rural Reconstruction, Regional Director, S.W. China • Executive Officer for ECA-JCRR, Special Assistant to Chief of Mission, Taiwan 1951-1952, The Asia Foundation • Head of Student Relations • Acting Vice President of Administration • Representative, Hong Kong

In 1953, Ivy joined the Ford Foundation for the first time. He began with the following positions:

- January 1953, Executive Associate, Division of Overseas Activities • August 1953-April 1954, Assistant Secretary, Office of the Secretary

After this brief introduction, Ivy left the Ford Foundation and continued working for The Asia Foundation for a few more years:

1954-1958, The Asia Foundation • Representative, Hong Kong • Director of Administration, Home Office

Early in 1959, Ivy rejoined the Ford Foundation where he spent the remainder of his career. Upon his return, Ivy held the following positions:

• February 1959, Associate Director of Administration, Office of the Secretary • October 1959, Assistant Representative, South and Southeast Asia – New Delhi, India, Overseas Development • October 1963, Associate Director of Administration, Division of Administration • October 1964, Director of Personnel, Division of Administration • July 1967, Deputy Representative, Middle East and Africa – Kenya, International Division • September 1968, Associate Representative, Middle East and Africa – Egypt, Libya, Sudan, International Division • January 1972, Deputy Representative, Middle East and Africa – Egypt, Libya, Sudan, International Division • January 1974, Assistant to Vice President and Officer-in-Charge, Logistical Services, Division of Administration

James T. Ivy retired from the Ford Foundation on April 30, 1980. He currently resides in California.

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## Scope and Contents

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The office files of James T. Ivy consist of 3.5 linear feet (7 archival boxes) of primarily memoranda, reports, charts and tables, and correspondence. Other materials found in the collection include newspaper articles, telegrams, notes, press releases, leases and sales contracts, mortgage papers, insurance policies, maps, blueprints and floor plans, and photographs. The records document the last part of Ivy's career with Ford Foundation, during which he filled two positions simultaneously – Assistant to the Vice President of Administration and Officer-in-Charge of Logistical Services – from January 1974 until his retirement from the Foundation in April 1980. The files include a limited number of records from earlier in Ivy's career, spanning the dates 1956-1973.

The files cover a number of topics that reflect some of Ivy's responsibilities in the Division of Administration. Though this collection does not accurately represent the full range of Ivy's responsibilities in these positions, it is particularly rich in documenting a few topics, most notably the Foundation's involvement in the purchase and sale of various real estate properties. In this topic, along with some others, such as retrenchment and affirmative action, the researcher may find this collection to be a useful companion to the Office Files of Arthur D. Trottenberg.

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## Arrangement

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The office files of James T. Ivy are arranged in five series:

I. Memoranda (1974-1980)

II. Assistant to Vice President of Administration (1965-1980)

III. Officer-in-Charge, Logistical Services (1972-1980)

IV. Subject Files (1969-1979)

V. Real Estate

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

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

### Immediate Source of Acquisition

Ford Foundation archive was deposited at RAC in 2011. Ford Foundation records, correspondence, reports, program files and officers papers were transferred to, and accessioned by, RAC beginning in 2011. Accessions continue as necessary.

### Conditions Governing Use

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

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

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

### 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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## Physical Characteristics and Technical Requirements

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Materials requiring specialized equipment for access (film, audio, video, slides) may be restricted from scholarly research dependent on availability of the applicable equipment.

Brittle or damaged items, or materials otherwise in need of preservation care, may be restricted from scholarly research at the discretion of the RAC Head of Archival Services/RAC Head of Reference.

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## Collection Inventory

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### Memoranda, 1974 - 1980

#### Scope and Contents

The Memoranda series contains inter-office memoranda spanning a variety of topics. Some such topics include budgets, retrenchment, real estate, taxes, building maintenance, dining facilities, acquisition and disposition of Foundation assets, energy consumption, and affirmative action. Since the memoranda are arranged chronologically, the assorted topics are mixed together, making topical research difficult. Moreover, the Memoranda series provides only limited information on most of the topics. Thus, the files in this series may be used to provide the researcher with a rough idea of the collection's contents, and will likely be most useful in conjunction with the other series as a way of filling in missing information.

#### Arrangement

Series I is housed in one archival box. This series consists of Ivy's chronological files. Items within each folder are arranged in reverse chronological order, maintaining original order. The series consists primarily of memoranda.

Title/Description	Instances	
Chronological Files, 1974	box 1	folder 1
Chronological Files, 1975	box 1	folder 2
Chronological Files, 1976	box 1	folder 3
Chronological Files, 1977	box 1	folder 4
Chronological Files, 1978	box 1	folder 5

Chronological Files, 1979	box 1	folder 6
Chronological Files, 1980	box 1	folder 7

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## Assistant to Vice President of Administration, 1965 - 1980

### Scope and Contents

The Assistant to the Vice President of Administration series contains records from Ivy's work relating specifically to his position of the same name. As Assistant to the Vice President of Administration, Ivy worked for Arthur D. Trottenberg, the Vice President at that time. In this role, Ivy aided in managing the Foundation's Division of Administration, which, at the time, was comprised of four departments: Comptroller's Office, Personnel Services, Logistical Services, and Program-Related Investments. The records in this series focus mostly on the former two departments, documenting, for example, salary policy and budget planning. Other personnel information, namely the affirmative action program, as well as more budget materials, relating to retrenchment, can be found in the Subject Files series. Information on the Logistical Services department is documented in the Officer-in-Charge, Logistical Services series. There is no documentation of Program-Related Investments in this collection. For more comprehensive information on the work of the Division of Administration in the 1970s, researchers can refer to the Trottenberg collection.

### Arrangement

Series II is housed in two archival boxes. This series contains Ivy's files from his role in the position of Assistant to the Vice President of Administration. The series covers a number of functions of the Division of Administration, such as budget planning and salary policy. Items within each folder are arranged in reverse chronological order, maintaining original order. The series consists of memoranda, reports, correspondence, charts and tables, newspaper articles, and floor plans.

Title/Description	Instances	
Division of Administration – General Correspondence, 1973 - 1979	box 1	folder 8
Division of Administration: A Thumbnail Sketch, 1979	box 1	folder 9
Foundation Headquarters Building, 1976 - 1979	box 1	folder 10
Use of Consultants, 1977 - 1980	box 1	folder 11
Personnel – Delegation of Authority, 1965 - 1980	box 1	folder 12
Personnel – Four Day Work Week, 1972 - 1977	box 1	folder 13
Personnel – Salary Policy, 1975 - 1979	box 1	folder 14
Personnel – Overseas Compensation, 1977	box 1	folder 15
Field Offices, general correspondence, 1972 - 1979	box 1	folder 16
Budgets FY1975, 1974 September	box 1	folder 17
Budgets FY1976, 1975 September	box 2	folder 1
Budgets FY1977, 1976 September	box 2	folder 2



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## Officer-in-Charge, Logistical Services, 1972 - 1980

### Scope and Contents

The Officer-in-Charge, Logistical Services series contains records from Ivy's work relating specifically to his position of the same name. In addition to working on various areas of the Division of Administration as the Assistant to the Vice President, Ivy was also specifically the head of Logistical Services. As Officer-in-Charge, he was responsible for two main departments: Information Services\* and Building Services. The Information subseries in this collection contains material related to the library, archives, records management for field offices, early computer word processing systems, and the mailroom. The documentation for the Building Services subseries is less extensive, covering the print shop and purchasing services in just a few folders. Most of Ivy's files that fell under the Building Services subseries were records for Contract Services. These files have been discarded due to their expired retention period. Though the Trottenberg collection does not contain much information on Building Services, it does have an entire series dedicated to Information Services that may be useful to the interested researcher.

\*NOTE: The organizational structure of Logistical Services was reworked a few times throughout Ivy's tenure in this position. In the earlier years, the Information Services department was divided into two separate branches, Records Services and the Library. The two were later fused into one department and eventually renamed the umbrella title, Information Services. For a more detailed depiction of the changing structure of Logistical Services, see the Organization Charts record series in box 2.

### Arrangement

Series III is housed in two archival boxes, and is divided into three subseries: General, Information Services, and Building Services. This series contains Ivy's files from his role in the position of Officer-in-Charge of Logistical Services. Items within each folder are arranged in reverse chronological order, maintaining original order. The series consists primarily of memoranda, reports, and charts and tables, but also includes some correspondence, telegrams, articles, and notes.

## General

### Scope and Contents

The General subseries contains general correspondence, information on budget and cost analysis, as well as materials on the organizational structure of the Logistical Services department.

Title/Description	Instances	
General Correspondence, 1974 - 1980	box 2	folder 3
Organizational Structure, 1973 - 1980	box 2	folder 4
Budgets, cost analysis, 1973 - 1980	box 2	folder 5

## Information Services

## Scope and Contents

The Information Services subseries documents various parts of the unit, such as the library, archives, records management, and the mailroom.

Title/Description	Instances	
Information Services – Small Program Actions, 1977	box 2	folder 6
Information Services, personnel, 1974 - 1980	box 2	folder 7
Library, general, 1973 - 1979	box 2	folder 8
Library Advisory Committee, 1976 - 1978	box 2	folder 9
Library, personnel, 1975	box 2	folder 10
Library, subscriptions, 1975 - 1978	box 2	folder 11
Archives, 1972 - 1982	box 2	folder 12
Records Management, field offices, 1974 - 1978	box 2	folder 13
Computer, word processing system, 1975 - 1980	box 3	folder 1
Ad Hoc Committee, foundation mail, 1976 - 1977	box 3	folder 2
Mailroom, general, 1974 - 1980	box 3	folder 3
Mailroom, off-hours communication, 1974 - 1979	box 3	folder 4

## Building Services

### Scope and Contents

The Building Services subseries contains materials on the print shop and the purchasing department.

Title/Description	Instances	
Print Shop, general, 1976 - 1978	box 3	folder 5
Purchasing, general, 1974 - 1978	box 3	folder 6
Purchasing, personnel, 1974	box 3	folder 7

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## Subject Files, 1969 - 1979

### Scope and Contents

The Subject Files series contains the topical subject files, documenting some of the issues and activities with which the Foundation was involved during the 1970s. The lesser documented topics include the Foundation's involvement with a few grantees, such as the New York Public Library, the Travel Program for Foreign Diplomats, and the United Nations International School. The series is dominated, however, by the topics of affirmative action and retrenchment of the Foundation's expenses. This is a reflection of the importance that Ivy's supervisor, Arthur Trottenberg, attached to these two issues.

Affirmative action became a significant social movement in the 1970s. To keep with the times, the Foundation fully embraced the new movement in a number of ways. For example, the Foundation restructured its staff in order to move women and minorities from "support" positions into "professional" positions. Ford also sought to hire women and minorities from outside the Foundation, to serve as both Foundation employees and contracted consultants. In addition to exercising affirmative action internally, the Foundation began an external affirmative action program, placing a high priority on selecting grantees whose projects emphasized the realization of equal opportunity for women and minorities. The affirmative action folders in the Subject Files series document the Foundation's creation of, and adherence to, affirmative action policies. For more information on the Foundation's affirmative action programs, researchers can refer to the Trottenberg collection.

Another significant issue for the Foundation during this period in Ivy's tenure was the retrenchment of the Foundation's expenses. Trottenberg was involved extensively with the Foundation's retrenchment program, so it is not surprising that this issue comprises the majority of Ivy's Subject Files series. The latter half of the 1970s was marked by a period of severe reduction of the Foundation's general management costs and program budgets. Originally, the Foundation initiated financial reductions to promote longevity of the Foundation's assets, but the bad economies of 1973 and 1974 compounded the need for retrenchment. Severe budget cuts were required to maintain the Foundation's stability. Thus, Ford launched a Foundation-wide retrenchment program, which affected all areas of spending – from reducing the size and number of grants awarded to terminating the employment of a number of staff members. The retrenchment folders in the Subject Files series document the Foundation's plans and projections associated with this retrenchment of expenses. For more information on the Foundation's period of retrenchment, researchers can refer to the Trottenberg collection.

## Arrangement

Series IV is housed in two archival boxes. The series consists of a number of topical subject files. The two most significant and widely-covered topics are affirmative action and retrenchment of Foundation expenses. Folders are arranged alphabetically by topic, and items within each folder are arranged in reverse chronological order, maintaining original order. The series consists mainly of memoranda, reports, and charts and tables, but also includes some correspondence, articles, press releases, and notes.

Title/Description	Instances	
Affirmative Action – general correspondence, 1972 - 1974	box 3	folder 8
Affirmative Action – External Grantees and Organizations, 1972 - 1977	box 3	folder 9
Affirmative Action – Goods and Services, 1972 - 1979	box 3	folder 10
New York Public Library, 1974 - 1978	box 3	folder 11
Retrenchment, general, 1973 - 1976	box 3	folder 12
Retrenchment – General Management, 1975	box 3	folder 13
Retrenchment – Program Management, 1975	box 3	folder 14
Retrenchment – Retrenchment of Management Costs, 1974 - 1977	box 4	folder 1
Retrenchment – Special Retrenchment Fund, 1975 - 1979	box 4	folder 2
Retrenchment – Retrenchment Reports, 1975 January - February	box 4	folder 3
Retrenchment – Retrenchment Reports, 1975 March - 1976	box 4	folder 4
St. Louis office, 1973 - 1975	box 4	folder 5
Travel Program for Foreign Diplomats, 1974 - 1977	box 4	folder 6

United Nations International School, 1969 - 1972

box 4

folder 7

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## Real Estate

### Scope and Contents

The Real Estate series contains information on the Foundation's investments in real estate. The Board of Trustees decided to locate the current Foundation building in the vicinity of the United Nations in hopes that the new building would serve as a starting point for the development of the Turtle Bay area. Shortly after moving to this location in the late 1960s, Ford Foundation purchased a number of properties within a two block "core development area," legally coined the United Nations Development District, which spanned 43 Avenues. The Foundation's ownership of these properties was intended to be temporary; the Foundation planned to hold the properties until a body, such as the United Nations Development Corporation (U.N.D.C.), could carry out a plan for redevelopment. The U.N.D.C.'s redevelopment plan received final approval on April 16, 1970. Thus, in the early 1970s, the City of New York proposed to condemn the properties in the United Nations Development District, transferring them to the U.N.D.C. for public use. This process involved officially selling the properties to the U.N.D.C. The Real Estate series documents the entire process, from the Foundation's initial purchase of the properties to their sale to the U.N.D.C. For more information on the Ford Foundation and the United Nations Development Corporation's joint venture to develop the Turtle Bay area of New York, researchers can refer to the Trottenberg collection.

### Arrangement

Series IIV is housed in four archival boxes. The series documents the Foundation's ownership, rental, and sale of various properties in the vicinity of its New York headquarters. Items within each folder are arranged in reverse chronological order, maintaining original order. The series consists of memoranda, correspondence, reports, newspaper articles, leases and sales contracts, mortgage papers, insurance policies, maps and blueprints, and photos.

Title/Description	Instances	
Correspondence, general, 1967 - 1980	box 4	folder 8
United Nations Development Corporation, 1967 - 1968	box 4	folder 9
United Nations Development Corporation, 1969	box 5	folder 1
United Nations Development Corporation, 1970	box 5	folder 2
United Nations Development Corporation, 1971 - 1972	box 5	folder 3
United Nations Development Corporation, 1973 - 1978	box 5	folder 4
Tudor City, 1968 - 1980	box 5	folder 5
Acquisition of Properties, 1967 - 1978	box 5	folder 6
Building Deeds, 1977 - 1978	box 5	folder 7
Real Estate Reports, 1967	box 5	folder 8
Leases, Insurance Policies, Surveys, 1956 - 1972	box 5	folder 9
Insurance, Taxes, and Audits, 1975 - 1979	box 6	folder 1
Tax Calculations, 1977 - 1980	box 6	folder 2
Real Estate Corporations, 1967 - 1969		

	box 6	folder 3
Real Estate Corporations, 1970	box 6	folder 4
Real Estate Corporations, 1971 - 1979	box 6	folder 5
763 First Avenue/341 East 43rd Street, 1966 - 1967	box 6	folder 6
477 Madison Avenue, 1970 - 1971	box 6	folder 7
303 1/2 East 43rd Street, 1966 - 1978	box 6	folder 8
806 Second Avenue/301 & 303 East 43rd Street, 1966 - 1978	box 6	folder 9
808 Second Avenue, 1966 - 1980	box 6	folder 10
810-812 Second Avenue, 1966 - 1979	box 6	folder 11
824 Second Avenue, 1967	box 6	folder 12
828-832 Second Avenue, 1967 - 1979	box 7	folder 1
330-338 East 44th Street, 1967 - 1973	box 7	folder 2
322-324 East 44th Street, 1967 - 1973	box 7	folder 3
765-767 First Avenue, 1967 - 1972	box 7	folder 4
Appraisals of Foundation-Owned Properties, 1971 - 1972	box 7	folder 5
Sale of Foundation-Owned Properties, 1976 - 1978	box 7	folder 6

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## Appendix A: Staff and Consultant Reports in Collection: Administrative

### Arrangement

This appendix lists staff and consultant administrative reports that can be found within the collection. Report numbers are provided for those reports that can also be found elsewhere in the archives. The list is alphabetical by title.

Title/Description	Instances	
A Review of Purchasing Systems and Procedures (first draft) - Ford Foundation, 1978 November	box 3	folder 6
Access to Ford Foundation Records: Policy and Procedures - Ford Foundation, 1974 April 4	box 2	folder 12
	report 9278	
Affirmative Action and Foundation Grantees - McGeorge Bundy, 1972 November 15	report 1994	
	box 3	folder 9
Affirmative Action and Foundation Grantees - McGeorge Bundy, 1973 June 25	box 3	folder 9
Affirmative Action Policy: Purchase of Goods and Services (draft) - Ford Foundation, 1973 May 31	box 3	folder 10

Affirmative Action Program for the Employment of Women and Minorities on the Professional Staff of the Ford Foundation: A Review and Analysis (Information Paper) - Ford Foundation, 1974 February	box 3 report 1984	folder 8
Appraisal: Ford Foundation Properties - William J. Gill & Co., 1971 September 9	box 7	folder 5
Central Secretariat: Modifications in Services - Willard J. Hertz, 1977 May 16	box 3	folder 2
Comptroller's Office - FY 1976-79 Staffing Costs and Projections (memo, draft) - Kieran M. Bracken, 1975 February 21	box 3	folder 13
Development Potentials of the Turtle Bay Area of Manhattan - Hammer, Greene, Siler Associates, 1967 March 29	box 5	folder 8
Discussion Paper on a Real Estate Investment Program - Ford Foundation, 1967 March 20	report 5519 box 5	folder 8
External Affirmative Action Initiative: A Review of the First 18 Months - Office of the Secretary, 1975 July	box 3 report 2028	folder 9
External Affirmative Action Program - Office of the General Counsel, 1977 October	report 6215 box 3	folder 9
Ford Foundation Communications Facilities during After-Hours, Weekends, and Holidays, 1974 June 4	box 3	folder 4
Foundation Building - Options (memo) - Arthur D. Trottenberg, 1976 November 9	box 1	folder 10
Library Handbook - Ford Foundation, 1973 August	report 9291 box 2	folder 8
Logistical Services -- A Case for Reorganization (memo, draft) - S.S. Mistretta, 1973 August 31	box 2	folder 4
Management Costs Paper - Personnel Services Section (memo, draft) - William P. Gormbley, 1975 February 13	box 3	folder 13
Minority Suppliers and Equal Employment Opportunity (memo) - James R. Farrell, 1972 January 3	box 3	folder 10
Organizational Structure and Basic Functions of the Office of Logistical Services, Division of Administration - Ford Foundation, 1979 April	box 2	folder 4
Personnel Services Circa 1979 (memo) - William P. Gormbley, 1975 February 11	box 3	folder 13
Preliminary Investment Analysis: Beaux Arts Hotel - John R. White - James D. Landauer Associates, Inc., 1968 April 1	box 5	folder 5
Proposal for United Nations Area Planning - Ford Foundation, 1968 November 25	box 5	folder 5

Proposed Overseas Compensation Package (final draft), 1977 May 20	box 1	folder 16
Proposed Overseas Compensation Package (memo) - Arthur D. Trottenberg, 1977 June 10	box 1	folder 15
Proposed Real Estate Development Program - Ford Foundation, 1967 June 23	box 5	folder 8
Real Estate Investment in the United Nations Area - McGeorge Bundy, 1967 January 19	box 5	folder 6
Recommendation for the Disposal of Second Avenue Properties, 1976 October	box 7	folder 6
Records Services - Organizational Relationships (memo, draft) - S.S. Mistretta, 1973 August 22	box 2	folder 4
Report on Field Office Reporting Requirements - Robert A. Mayer, 1972 August 31	box 1	folder 16
Report on the Future Development of the Library - Jane Franck, 1968 December 17	box 2	folder 8
Retrenchment in Management Costs: Shopping List (memo) - James T. Ivy, 1974 April 30	box 2	folder 3
Retrenchment of Management Costs - David E. Bell, 1975 February 21	report 8998	
	box 3	folder 14
Retrenchment of Management Costs (draft) - Education and Research Division, 1975 February 12	box 3	folder 14
	report 9184	
Retrenchment of Management Costs: A Progress Report - Ford Foundation, 1975 March	box 4	folder 4
	report 9184	
Retrenchment of Management Costs: An Interim Progress Report (draft) - Ford Foundation, 1975 March 4	box 3	folder 12
	report 9184	
Retrenchment of Management Costs: Office of the Secretary and General Counsel (memo) - Howard R. Dressner, 1975 February 19	box 3	folder 13
Retrenchment of Management Costs: Progress Report II - Ford Foundation, 1976 March	box 4	folder 1
Retrenchment Projections - Office of Logistical Services, 1975 January	box 4	folder 3
Retrenchment Projections - Office of Logistical Services, 1975 March	box 4	folder 4
Review of Volume of Activity in Certain Units of the Office of Logistical Services - James T. Ivy, 1977 March 22	box 2	folder 8
Salary Policy for 1975 (memo) - Arthur D. Trottenberg, 1974 September 6	box 1	folder 14

report 10932

Special Retrenchment Fund (memo) - Arthur D. Trottenberg, 1975 May 7	box 4	folder 2
Stechert Hafner Project - Jane Franck, 1974 June 6	box 2	folder 8
Study of Ford Foundation Library Services - Peter Zabriskie, 1976 April	box 2	folder 9
	report 5521	
The Control of the Foundation's Mail: Procedures, Problems, and Prospects - Eldon L. Jones, 1976 February 6	box 3	folder 2
The Division of Administration: A Thumbnail Sketch - James T. Ivy, 1979 April	box 1	folder 9
	report 5116	
The Ford Foundation Logistical Services Department: Operating Cost Comparison - James R. Farrell, 1973 May 31	box 2	folder 5
United Nations Development Corporation: Market Study for Proposed Hotel - Harris, Kerr, Forster and Company, 1970 September	box 5	folder 2

## Appendix B: Staff and Consultant Reports in Collection: Programmatic

### Arrangement

This appendix lists staff and consultant programmatic reports that can be found within the collection. The list is alphabetical by title.

Title/Description	Instances	
Report of the Board of Trustees of the United Nations International School - Board of Trustees, UNIS, 1971 November	box 4	folder 7
United Nations International School: Historical Background on Ford Foundation Involvement	box 4	folder 7