



Ford Foundation records, International Division, Middle East and Africa, Riyadh, Saudi Arabia Field Office Files

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Summary Information

Repository:	Rockefeller Archive Center
Creator:	Ford Foundation
Title:	Ford Foundation records, International Division, Middle East and Africa, Riyadh, Saudi Arabia Field Office Files
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Biographical / Historical

Segment One: International Activities of the Ford Foundation: An Overview

The Foundation's aspiration to become a national and international philanthropy for the advancement of human welfare was first formally expressed in the seminal 1949 report of the Gaither Study Committee, *Report of the Study for the Ford Foundation on Policy and Program* (RAC Library, call letters 361.7 GAI), which was commissioned by the Board of Trustees to chart the Foundation's future. Foundation Trustees launched Ford's international grantmaking activities in 1950 when they approved the committee's report and its embrace of peace, democracy, and freedom. Since then, the Foundation has tackled these goals using a variety of strategies and responding to changing contexts, from the Cold War to the 1989 fall of the Berlin Wall and beyond.

Toward the Foundation's aspirational goal, "the establishment of peace", its international activities have comprised a wide range of conceptual approaches and focus areas. These include international affairs, international studies, international understanding, arms control and disarmament, international law,

international economic concerns, and overseas development in nearly every region of the world. Three distinct periods emerge for the international grantmaking defined by external contextual changes and internal changes in Foundation leadership and structures: the expansion era of 1950-1965; the transition and restructuring years of 1966-1988; and the post-1989 shift away from Cold War dichotomies. During each of the distinct historical periods the consistent objectives were: 1) to ensure freedom and democracy in developed countries; 2) to foster education and international understanding in all countries; and 3) to contribute to the social, economic, and political development of less developed countries.

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Biographical / Historical

Segment 2. Period Sketch - The Expansion Era 1950-1965

The Ford Foundation's expansion era (1950-1965) began when the Gaither Study Committee Report placed "peace" as the area of top priority for the Foundation and set the Ford Foundation on a global course. Board Chair Henry Ford II writing in the 1951 Annual Report of the Foundation, identified "the danger of war" as the "the prime threat to human welfare today." Under the leadership of the three Ford Foundation presidents in this period-- Paul Hoffman, H. Rowan Gaither and Henry Heald--and several key trustees, notably the two seriatim chairs, John J. McCloy and Julius A. Stratton, the Foundation programs were largely informed by the post-World War II desire to avoid nuclear war and promote greater understanding among the world's peoples, strengthening of the United Nations, and enhancing both private and public American participation in world affairs. The strong board presence of university presidents and former leaders of postwar reconstruction efforts in Europe also helped to inform Ford's approach to building the field of peace and international security in the United States and encouraged extensive overseas activities.

For example, the first three presidents of the expanded Foundation ranged from government and business leadership experience to academic and nonprofit: Paul Hoffman (at Ford, 1950-1953) ran the Marshall Plan in Europe; H. Rowan Gaither Staffer (1948-1953), President (1953-1956) and Trustee (1956-1958) had MIT and Rand experience; Henry Heald, former president, Illinois Institute of Technology and New York University, President (1956-1966). The trustees also ran the leadership gamut from government and nonprofits to academic: Trustee John J. McCloy (from 1953; chair, 1959-1965) was assistant Secretary of War during World War II and chairman of the Council on Foreign Relations; and Trustee Julius A. Stratton (Trustee from 1955; chair, 1966-1970) was president of MIT.

When Ford became an international foundation in 1950, it had a small staff and operated through separate funds. The expansive period in the 1950s and 1960s resulted in a large number of field offices, which increased Ford's global footprint. Support focused on a mix of US university-based programs for research and training; think-tanks for policy-oriented meetings and policy research; and action projects specifically in less developed countries. The Foundation's focus on peace, freedom, and democracy played out against the Cold War backdrop for scientific and military competition between the United States, the Soviet Union and China.

Under President Hoffman, the Foundation's work was organized by the areas identified in the Gaither Committee Report: Area One, the Establishment of Peace; Area Two, The Strengthening of Democracy; Area Three, The Strengthening of the Economy; Area Four, Education in a Democratic Society; and Area Five, Individual Behavior and Human Relations.

Program differentiation began in the Gaither era. When he began in 1953, he introduced the following programs, with international work under nearly all of them: International Programs, Public Affairs Programs, Program in Economic Development and Administration (mainly U.S. based), Education Program, The TV-Radio Workshop, and Behavioral Sciences Program. In 1954, the Foundation gave prominence to the international work explicitly through changing the program names and separating international affairs and overseas development. The 1954 program names were: The Advancement of Education, Education for Democracy, Increasing Knowledge of Foreign Areas, Economic Development and Administration, the Behavioral Sciences, and Overseas Development. In 1955, Increasing Knowledge of Foreign Areas became Increasing International Understanding. In 1956, the last year of the Gaither presidency, the program roster read: Education in the United States, The Behavioral Sciences, Public Affairs, Hospital Aid (only in the U.S.), Economic Development and Administration, International Understanding, and Overseas Development. Names changed but the program focus often remained the same.

President Heald maintained the areas of international interest of Hoffman and Gaither. The International Affairs program housed the programs based in the United States, Europe and Japan, with a few activities linking American and developing countries institutions. The Overseas Training and Research Program took over the efforts to increase American understanding of international issues. From 1957-1959, an International Legal Studies program, run from New York, helped build law programs in developing countries. Starting in 1959, the Overseas Development program comprised all the regional and country offices. In fiscal year 1964, Heald convinced the trustees to add a new focus on population, with grants both in the United States and overseas.

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Biographical / Historical

Segment 2. Period Summary - The Expansion Era 1950-1965

With the ever-increasing budget and trustee willingness to invade capital, presidents Hoffman, Gaither and Heald oversaw vast growth in the Foundation's international activities in the United States, other developed countries and developing countries. Activities crossed disciplines, institutions, and national boundaries, although few crossed intra-foundation boundaries. Under the three presidents, Foundation staff in various domestic and international offices from New York interacted with the regional and country offices headed by representatives. Usually in this period, however, these offices in fact worked more closely with local governments than with New York staff, reinforcing the commitment to locally led social and economic development in less-developed countries.

The shared values of this early period reflected as much the continuing competition between the Communist and capitalist worlds as the concerns about maintaining peace. The Cold War provided the contextual continuity for grantmaking on the core themes of increasing American understanding of the rest of the world, building and strengthening connections not only with European and Asian democracies but also with Eastern European countries, the Soviet Union, China, and Cuba.

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Scope and Contents

Contents includes but is not limited to: correspondence, subject files, conference papers, budget files, films, program files and administrative records.

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Arrangement

Arranged in 10 series by file type.

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Administrative Information

Publication Statement

Rockefeller Archive Center

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Conditions Governing Use note

Completion of a use agreement is required prior to providing scholarly access. See RAC Head of Reference (or applicable designee) for details. Ford Foundation holds title, copyright and literary rights in the collection, in so far as it holds them. The Rockefeller Archive Center has authority to

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

Immediate Source of Acquisition note

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

Conditions Governing Access

Records more than 10 years old are open for research with select materials restricted as noted. Brittle or damaged items are available at the discretion of RAC. 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

Separated Materials

Appendix A: Reports – Unpublished reports written by Ford Foundation staff and consultants were removed from their original folders, scanned and transferred to the Archives' collection of staff and consultant reports. See Appendix A for a list of these reports and their specific assigned number. The reports are listed in alphabetical order by author. The assigned number may be used to access reports in the online catalog.

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Confidential, 1964-1968	box 4
<u>Conditions Governing Access:</u> Conditions Governing Access Closed - File is restricted from scholarly access.	
Conrad Stucky -- Confidential, Apr 1968-Nov 1971	box 4
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Confidential -- Reports, 1969	box 4
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Confidential -- General, 1970-1972	box 4
<u>Conditions Governing Access:</u> Conditions Governing Access Closed - File is restricted from scholarly access.	

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Agreement Between Ford Foundation and Saudi Government and Project Documents, 1965-1968	box 4
Ford Foundation Saudi Budget FY 1969, 1968	box 4
Ford Foundation Saudi Support Budget FY 1970, 1969	box 4
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Conference Papers, 1967-1972

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Conference 2 -- "Development Planning in Saudi Arabia" by Raghbir S. Basi, Oct 1968	box 5
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Conference 4 -- "Development Planning in Saudi Arabia" A Case Study by Raghbir S. Basi, n.d.	box 5
Conference 5 -- "Administrative Reform and O&M in the Kingdom of Saudi Arabia and the Ford Foundation's Participation" by Leo C. Pritchard, Nov 1968	box 5
Conference 6 -- "Administrative Reform - The Saudi Arabia Case", Nov 1968	box 5
Conference 7 -- Saudi Arabia - A Synopsis" [Ernest Spiekerman], n.d.	box 5
Conference 8 -- "Briefing for Mr. David Bell on the Administrative Reform Program in Saudi Arabia" by Conrad Stucky, [Feb 1969]	box 5
Conference 9 -- "An Economic Survey of the Kingdom of Saudi Arabia", [1968]	box 5
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Conference 14 -- Conclusions Based on Discussions of January 11-13, 1971 Re: Administrative Program Review, 1971	box 5
Conference 15 -- Saudi Arabia Chronology (history) -- "Origins of Arab Forms of Government" and "The Land and Water of Saudi Arabia" Notes Prepared by David Keogh, 1969-1971	box 5
Conference 16 -- "Requirements of Efficient Government Operation", Feb 22, 1971	box 5
Conference 17 -- "The Administrative Reform Program, Saudi Arabia", Mar 1971	box 5

Conference 18 -- "The Administrative Reform Program, Saudi Arabia", Feb 1972	box 5
Conference 19 -- Memorandum - "Administrative Reform Program", [1972]	box 5
Conference 20 -- "The Saudi Arabian Experience: A Cooperative Effort for Achieving Development" by Conrad C. Stucky, May 1972	box 5
Conference 21 -- "Proceeding of a Workshop to Plan for a Progress Report - The Administrative Reform Program", Jun 1972	box 5

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"The Administrative Reform Program" -- Summary Report, n.d.	box 5
"Administrative Policies and Procedures", Apr 1965	box 5
"A Report on the Development of Planning Organization in Saudi Arabia", Jun 1965	box 5
"Guide to Examination Planning and Development for the Government of Saudi Arabia" by the Ford Foundation Public Administration Project, Aug 1965	box 5
"Ford Foundation Public Administration Project for the Government of Saudi Arabia - O&M - Personnel - Public Works" -- Final Report, Apr 1966	box 5
"The Administrative Reform Program, Kingdom of Saudi Arabia - Purposes, Accomplishments and Future Plans", Dec 17, 1966	box 5
"Multi-Phase Program Plan for Administrative Reform in Saudi Arabia", Jun 1, 1969	box 5
Administrative Reform Project -- Briefing Report for David Bell and Background on Saudi Arabia, 1969, n.d.	box 5
"The Administrative Reform Program", Mar 1971	box 5
Administrative Reform Program -- Program Review Outline, Bibliography of Reports, etc., 1972	box 5
"Proceeding of a Workshop to Plan for a Progress Report", Jun 1, 1972	box 5
Administrative Reform Program -- Evaluation Report -- The Organization Sub-system Drafts, 1972	box 5

Administrative Reform Program -- Evaluation Report -- Notes, Drafts, 1972	box 5
Administrative Reform Program -- Program Review and Evaluation Paper -- Notes, Memoranda, 1972	box 5
"A Progress Report - The Administrative Reform Program, Kingdom of Saudi Arabia - Supporting Studies", Jan 1973	box 5
"Administrative Reform Program -- Bibliography of Reports", Jun 1974	box 5
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Separated Materials:

Separated Materials

Separated to Ford Foundation Film collection.

Other Finding Aids

See Ford Foundation film AV 1992 here:

[FA466 Film collection - AV 1992](#)

Welcome to the Working Worlds, undated	box 28	reel AV 2008
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Separated Materials:

Separated Materials

Separated to Ford Foundation Film collection.

Other Finding Aids

See Ford Foundation film AV 2008 here:

[FA466 Film collection - AV 2008](#)

Career Education, undated	box 28	reel AV 2007
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Separated Materials:

Separated Materials

Separated to Ford Foundation Film collection.

Other Finding Aids

See Ford Foundation film AV 2007 here:

[FA466 Film collection - AV 2007](#)

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