Ford Foundation records, Office of the President and Advisor on Program Management, Office Files of Merrimon Cuninggim

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English
Describing Archives: A Content Standard

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Summary Information

Repository:	Rockefeller Archive Center
Creator:	Ford Foundation
Title:	Ford Foundation records, Office of the President and Advisor on Program Management, Office Files of Merrimon Cuninggim
ID:	FA726
Date [inclusive]:	1973-1975
Physical Description:	4.4 Cubic Feet
Language of the Material:	English
Abstract:	The Office Files of Merrimon Cuninggim were transferred to the Archives in 1975. At that time some reports were removed and cross-reference sheets inserted to mark the original location of the removed reports. A list of these reports is appended to the register (Appendix A). Because these files document the evaluation process, the decision was made to keep material that would usually be transferred to another record group or discarded. Most of this material has been annotated by Mr. Cuninggim or Ms. Bruckner: staff and consultant reports, speeches, foundation publications, and drafts of their reports. The extensive notes which cross-reference among the files have also been retained. No attempt was made to recognize the files; the original order of this material has been maintained.

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

Merrimon Cuniggim was hired as Advisor on Program Management to the Office of the President in March, 1973. He completed his assignment in May, 1975.

After leaving the Ford Foundation, Mr. Cuninggim held the following positions:

• 1974-76, Cuniggim Associates, President • 1974-76, St. Louis Community Trust, Chairman • 1976-79, Salem College, President

Mr. Cuninggim was born in Nashville, Tennessee, 12 May 1911. He earned his A.B. at Vanderbilt University in 1931, his A. M. from Duke University in 1933. Mr. Cuninggim was a Rhodes scholar and earned B.A. and M.A. from Oxford University in 1935. In 1941, he received his Ph.D from Yale University. Mr. Cuninggim has received honorary degrees from Central College in Fayette, Missouri (1952), And Pomona College (1961). Prior to his position at the Ford Foundation, Mr. Cuninggim held the following positions:

• 1936-38, Duke University, Director of Religious Activities • 1941-42, Emory and Henry College, Professor of Religion • 1942-44, Denison University, Profession of Religion • 1944-46, U.S.N.R., Chaplain • 1946-51, Pomona College, Professor of Religion • 1948-50, Assoc. of Colleges, Claremont, Chaplain • 1951-60, Southern Methodist Univ. Perkins School of Theology, Dean • 1960-66, Danforth Foundation, Executive Director • 1966-73, Danforth Foundation, President

Mr. Cuninggim's publications include: The college that seeks religion, (1946); Freedom's holy light, (1955); Christianity and communism, (editor); 1958; The Protestant stake in higher education, (1961); Private money and public service: the role of foundations in American society (1972).

Scope and Contents

The Office Files of Merrimon Cuninggim document his work as Advisor on Program Management, 1973-1975. They consist of 5 linear feet of reports, correspondence, memoranda, press releases, and RGA's (recommended for grant action). The bulk of the material is dated 1973-1975 but contains some retrospective material as well.

In a 2 December 1972 memorandum to the Board of Trustees, President McGeorge Bundy proposed the appointment of Dr. Merrimon Cuninggim as a full-time consultant. Mr. Bundy suggested that "Merrimon Cuninggim might join us for a year or two, with the assignment to study all our ways and means of work as a candid professional critic with full access to the Board, to the staff, and to interested outside parties." Mr. Cuninggim began his assignment in March 1973, he, and his assistant Mary Bruckner, completed the work in May 1975.

Mr. Cuninggim examined the following "ways and means" of the Foundation:

• public understanding of the Foundation; • outside relationships with the government, other foundations, and grantees; • program grants to independent institutions, individuals, dependencies, and other program activities; • the decision-making process (grants); • personnel (Ford's people, personnel policies, and

affirmative action) • support (organizational structure, finances, other material support, and style); • and priorities, values and institutional philosophy

These files document the process of the review and contain the materials which Mr. Cuninggim and Ms. Bruckner used in conducting the evaluation, as well as the 9 reports and 44 memoranda which Mr. Cuninggim and Ms. Bruckner prepared for Mr. Bundy (folders 122-135). The Office Files provide a background for the work of the Advisor on Program Management; they do not substitute for the final report, "All our ways and means of work--"/"Summaries of major reports" (report #002789).

Arrangement

The files are in original order: encyclopedic organization (see Appendix B). Within each folder, items are in reverse chronological order from the date received in Mr. Cuninggim's office.

Administrative Information

Publication Statement

Rockefeller Archive Center

15 Dayton Avenue
Sleepy Hollow 10591
archive@rockarch.org
URL: http://www.rockarch.org

Conditions Governing Access

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

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

Conditions Governing Use

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

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

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

Immediate Source of Acquisition

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

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Controlled Access Headings

• Ford Foundation

Physical Characteristics and Technical Requirements

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

The Office Files of the Advisor on Program Management

Title/Description	Instances	
Correspondence - Ford Foundation People - A-Z	box 1	folder 1-17
Correspondence - Ford Foundation People - Dressner, Howard	box 1	folder 18
Correspondence - Ford Foundation People - Grombley, William	box 1	folder 19

Correspondence - Ford Foundation People - Howe, Harold II	box 1	folder 20
Correspondence - Ford Foundation People - Magat, Richard	box 1	folder 21
Correspondence - Ford Foundation People - Whiting, Basil	box 1	folder 22
Ford Foundation Program Areas - Education and Research	box 1	folder 23
Ford Foundation Program Areas - Education and Research - Higher Education	box 1	folder 24-27
Ford Foundation Program Areas - Education and Research - Minorities in Education	box 2	folder 28
Ford Foundation Program Areas - Education and Research - Undergraduate and Graduate Institutions	box 2	folder 29
Ford Foundation Program Areas - Education and Research - Research on Public Policy	box 2	folder 30
Ford Foundation Program Areas - Education and Research - Junior Colleges	box 2	folder 31
Ford Foundation Program Areas - Education and Research - Public Education (Precollegiate)	box 2	folder 32
Ford Foundation Program Areas - Education and Research - Financing	box 2	folder 33
Ford Foundation Program Areas - Humanities and the Arts	box 2	folder 34-37
Ford Foundation Program Areas - Humanities and the Arts - Music	box 2	folder 38
Ford Foundation Program Areas - Humanities and the Arts - Theatre	box 2	folder 39
Ford Foundation Program Areas - Humanities and the Arts - Dance	box 2	folder 40
Ford Foundation Program Areas - Humanities and the Arts - Visual Arts	box 3	folder 41
Ford Foundation Program Areas - Humanities and the Arts - Humanities	box 3	folder 42
Ford Foundation Program Areas - National Affairs	box 3	folder 43
Ford Foundation Program Areas - National Affairs - Urban and Metropolitan Development	box 3	folder 44
Ford Foundation Program Areas - National Affairs - Urban and Metropolitan Development - Community and Leadership Development	box 3	folder 45
Ford Foundation Program Areas - National Affairs - Urban and Metropolitan Development - Minority Business Development	box 3	folder 46
Ford Foundation Program Areas - National Affairs - Social Development	box 3	folder 47

Ford Foundation Program Areas - National Affairs - Social Development - Intergroup Dynamics & Conflict Resolution	box 3	folder 48
Ford Foundation Program Areas - National Affairs - Social Development - Status of Women	box 3	folder 49
Ford Foundation Program Areas - National Affairs - Social Development - Social Reform & Resources	box 3	folder 50
Ford Foundation Program Areas - National Affairs - Government & Law	box 3	folder 51
Ford Foundation Program Areas - National Affairs - Government & Law - Local, State & Regional Development	box 3	folder 52
Ford Foundation Program Areas - National Affairs - Government & Law - Government Processes	box 3	folder 53
Ford Foundation Program Areas - Program-Related Investments	box 3	folder 54
Ford Foundation Program Areas - Resources and the Environment	box 3	folder 55
Ford Foundation Program Areas - Public Broadcasting	box 3	folder 56
Ford Foundation Program Areas - International - Asia & the Pacific	box 3	folder 57-59
Ford Foundation Program Areas - International - Asia & the Pacific	box 4	folder 60-62
Ford Foundation Program Areas - International - Latin America and Caribbean	box 4	folder 63-64
Ford Foundation Program Areas - International - Middle East & Africa	box 4	folder 65-66
Ford Foundation Program Areas - International - European & International Affairs	box 4	folder 67
Ford Foundation Program Areas - International - Population	box 5	folder 68-69
Ford Foundation Program Areas - Office of the President	box 5	folder 70
Ford Foundation Program Areas - Office of the President - Task Forces	box 5	folder 71
Ford Foundation Program Areas - Office of the President - Self-Study	box 5	folder 72-73
Ford Foundation Program Areas - Office of the President - Management & Management Costs	box 5	folder 74
Ford Foundation Program Areas - Division of Administration	box 5	folder 75
Ford Foundation Program Areas - Division of Administration - Personnel Changes	box 5	folder 76
Ford Foundation Program Areas - Division of Administration - Management & Management Costs	box 5	folder 77

Ford Foundation Program Areas - Secretary and General Counsel - Grant Decisions	box 5	folder 78-79
Ford Foundation Program Areas - Financial Affairs	box 5	folder 80
Ford Foundation Program Areas - Financial Affairs	box 6	folder 81-82
Ford Foundation Program Areas - Office of Reports	box 6	folder 83
Ford Foundation Program Areas - Board of Trustees	box 6	folder 84
Research Areas - Hospital	box 6	folder 85
Research Areas - Watergate	box 6	folder 86
Research Areas - Watergate - Values	box 6	folder 87-88
Research Areas - Decisions! Decisions!	box 7	folder 89-90
Research Areas - DAPS	box 7	folder 91-92
Research Areas - Black Higher Education	box 7	folder 93
Research Areas - Women	box 7	folder 94-96
Research Areas - Attitudes	box 8	folder 97
Research Areas - Social Change Agent	box 8	folder 98
Research Areas - Career Development	box 8	folder 99-100
Research Areas - Other Foundations	box 8	folder 101
Research Areas - Evaluation	box 8	folder 102
Research Areas - Selection	box 8	folder 103-104
Research Areas - Trustees	box 8	folder 105
Research Areas - International Concerns	box 8	folder 106
Research Areas - International Concerns	box 9	folder 107
Research Areas - Limited Perspective and Other Problems of Staff	box 9	folder 108
Research Areas - Size	box 9	folder 109
Research Areas - Minorities	box 9	folder 110
Research Areas - Media	box 9	folder 111
Research Areas - Staff Orientation	box 9	folder 112
Research Areas - Little Things	box 9	folder 113
Research Areas - Bureaucracy (and other problems of internal procedures)	box 9	folder 114
Research Areas - Spin Off (owned, part owned, or disowned subsidiaries)	box 9	folder 115
Research Areas - Budgeting	box 9	folder 116

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Appendix A: Reports Removed, 1975

Arrangement

The following unpublished reports written by Ford Foundation staff and consultants were removed when the files came into the Archives in 1975. They are listed alphabetically by author.

Title/Description	Instances
Ashford, Nicholas. Crisis in the workplace: occupational disease and injury. A role for private philanthropy, 1974 September	report -
Processing Information: **Processing Information** Report # not known or not assigned.	
Bell, David E. Middle East, eastern and southern Africa: report on visit, 1974 June	report -
Processing Information: **Processing Information** Report # not known or not assigned.	
Bundy, McGeorge. Two years ahead: Ford Foundation programs for 1974 and 1975, 1973	report 4744
Cuninggim, Merrimon (?). Peru: report on the seminar on the Ford Foundation program, 1972 June	report -
Processing Information: **Processing Information** Report # not known or not assigned.	
Drake-Beam and Assoc. Attitude survey concerning the role of women at the Ford Foundation, 1970 December	report 6002
Dye, Richard W. Chile: report on visit of Mar. 20-23, 1974, 1974	report 8958
Dye, Richard W. Some principal issues in Ford Foundation program management: report prepared for the international division conference, 1973 September	report 2116
Edwards, Edgar O. The DAS (development advisory service) in Ghana, 1971 April	report 3624
Edwards, Edgar O. Kenya: development planning review report, 1970 August	report 3511
Edwards, Edgar O. Population-related choices and development strategy, 1974 October	report 9498
Edwards, Edgar O. Prospects for Foundation assistance to development planning, administration and management in Malaysia, 1972 April	report 3783
Edwards, Robert H. South Africa: report on visit of Jun. 20-24, 1974, 1974	report -
Processing Information:	

Processing Information

Report # not known or not assigned.

Ford Foundation. Co-ord. Committee on Women's Programs. Reports to the president, 1975 January	report 2326
Germaine, Adrienne. Beyond family planning: options for international agencies, 1974 October	report 5795
Harkavy, Oscar. Reproductive biology and contraceptive development: review of research and funding, progress report, 1974 March	report 9195
Hawley, Amos. Some thoughts on organizational models for population policy research, 1974 August	report 9499
Howe, Harold. The access of minorities to higher education, 1974 July	report 19077
Howe, Harold. The forces for change in tuition policies and student aid, 1973 October 30	report 19076
Magat, Richard. Evaluation of the Ford Foundation "Letter", 1972 June	report -

Processing Information:

Processing Information

Report # not known or not assigned.

Maybury-Lewis, David. Morality and the social sciences in Brazil, 1971 October	report -

Processing Information:

Processing Information

Report # not known or not assigned.

Nicholas, Ralph W. Social science research in Bangladesh, 1973 December	report 2178
Pfanner, David E. The Ford Foundation in Thailand, 1972 November	report 3989
Robinson, Marshall. The people at Ford, 1972	report 6683
Sharp, Lauriston. The development of Southeast Asian studies in Southeast Asia, 1968 May	report 2824
Silvert, Kalman. Ethics and programmatic thinking about rural welfare, 1972 October	report 5928
Silvert, Kalman. Population as a social science problem, 1972 May	report 9860
Simmons, Ozzie G. The present and prospective state of policy approaches to fertility, 1974 October	report 7611
Staples, Eugene S. Some comments on evaluation, 1969	report 2695

| Strasburg, Paul. Turn-around time in the Foundation, 1973 November | report 4548 |
| Wolters, Curt C.F. Grant monitoring and project evaluation: a discussion paper, 1974 March | report 4472 |

Appendix B: List of Folder Headings, 1975

Appendix B: List of Folder Headings

NOTE: The following is a copy of the list of folders that Mr. Cuninggim transferred to the Archives in 1975. (A few of these folders were empty folders.)

I. Ford Foundation People (or related, past & present) Files for Individuals A-Z II. Ford Foundation Program Areas A. Education & Research 1. Higher Education a. Minorities in Education b. Undergraduate and Graduate Institutions c. Financial Management of Colleges d. Research on Public Policy e. Education Development in Europe f. Junior Colleges 2. Public Education (Pre collegiate) a. Learning & Teaching b. Curricular Innovation c. Financing d. Administration e. Governance B. Humanities and the Arts 1. Cash Reserve Program 2. Music 3. Theatre 4. Dance 5. Visual Arts 6. Humanities C. National Affairs 1. Urban and Metropolitan Development a. Community and Leadership Development b. Job Training and Manpower Research c. Minority Business Development d. Minority Professional Training 2. Social Development a. Inter group Dynamics & Conflict Resolution b. Housing c. Status of Women d. Social Reform & Resources 3. Government & Law a. Administration of Justice b. Local, State & Regional Development c. Governmental Processes D. Program-Related Investments E. Resources and Environment F. Public Broadcasting G. International 1. Asia & the Pacific 2. Latin America and Caribbean 3. Middle East & Africa 4. European & International Affairs 5. Population H. Office of the President 1. Task Forces 2. Self-Study 3. Officers Meeting I. Division of Administration 1. Library 2. Personnel Changes 3. Management & Management Costs J. Secretary and General Counsel K. Financial Affairs L. Office of Reports M. Board of Trustees III. Research Areas 1. Hospital 2. Watergate a. Values 3. Decisions! Decisions! 4. Grantee Relationships a. Gardner Memo 5. DAPs 6. Black Higher Education 7. Women 8. Attitudes a. Appreciation b. Criticism 9. Social Change Agent 10. Career Development 11. Other Foundations 12. Evaluation