



# Ford Foundation records, Staff Subject Files, Ted Smith

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Sleepy Hollow 10591

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator - aut:</b>	Smith, Theodore M.
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, Staff Subject Files, Ted Smith
<b>ID:</b>	FA1529
<b>Date [inclusive]:</b>	1964-1976, bulk 1972-1976
<b>Physical Description:</b>	7.57 Cubic Feet 12 LTR, 1 half-LTR, and 6 LGL size Hollinger boxes
<b>Language of the Material:</b>	English .

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## Biographical / Historical

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The Ford Foundation was chartered by Henry and Edsel Ford in 1936 "to receive and administer funds for scientific, educational and charitable purposes, all for the public welfare", and initially served the Ford family's charitable interests in the Detroit area. Following the deaths of Edsel Ford (1943) and Henry Ford (1947), the Foundation was propelled to the forefront of philanthropy as the largest American foundation in terms of both endowment and yearly expenditures, and with an international scope to its major program areas. During the Foundation's first twenty years its major programs were in international economic development, primary and higher education, educational and public broadcasting, behavioral sciences, civil liberties, urban development, fine arts and the humanities. The Ford Foundation also partnered with the Rockefeller Foundation in supporting agricultural development in South America, Africa, and Southeast Asia. Since the 1970s, the Foundation has also pioneered programs in women's rights, energy policy, micro-financing in under-developed countries, establishing human rights groups, and improving international HIV/AIDS education.

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## Biographical / Historical

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Ted Smith (Theodore M. Smith) (1942-2012) was a philanthropist and conservationist who served for 12 years at the Ford Foundation. During his tenure at Ford, Smith worked primarily with the Jakarta, Indonesia Regional Office. Between 1967 and 1973, he moved from Assistant to the Representative, to Assistant Representative, and then to Acting Representative for Indonesia. He left his work with the Jakarta Office in order to support two different projects in the mid-1970s. As Project Specialist in Public Management between 1973 and 1974, he assisted Francis Sutton in reviewing the Foundation's support of public management initiatives in developing countries. He then served as Assistant to the President between 1974 and 1976. In this position, he was responsible for working with Ford Foundation President McGeorge Bundy on the Foundation's budget. This occurred during the period in the Foundation's history when its assets were depreciated and its leadership sought to determine if and how it should continue to operate in future years. After completing that assignment, Smith returned to working with the Jakarta Office as Representative for Indonesia and remained in that post until he left the foundation in 1979.

Smith received a BA in Government from Pomona College in 1963 and then a MA in Political Science and a PhD in Cooperative Administration from the University of California, Berkeley in 1964 and 1971 respectively. During his summers in college, Smith worked as a smokejumper for the United States Forest Department in Missoula, Montana.

After leaving the Ford Foundation in 1979, Smith continued to work in philanthropy and began focusing more on natural conservation concerns. He was President of the Agricultural Development Council, founding Executive Director of the Consultative Group on Biological Diversity, and Executive Director of the Kendall Foundation. Smith was also a member of the Alaska Conservation Foundation's Board of Trustees.

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## Scope and Contents

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Collection contains the staff subject files of Ted Smith (Theodore M. Smith) who worked at the Ford Foundation from between 1967 and 1979. Although Smith was primarily associated with the Jakarta, Indonesia Regional Office during his tenure at Ford, the collection so far consists only of the files Smith created during the course of his work on two other projects. First, between 1973 and 1974, he assisted Francis Sutton in reviewing the Foundation's support of public management initiatives in developing countries. Then, between 1974 and 1976, he worked on the Foundation budget under President McGeorge Bundy. Nevertheless, there is some correspondence in the collection that discusses a period of time between 1974 and 1975 where Smith returned to Indonesia at the request of the Indonesian government in order to assist the National Family Planning Coordinating Board.

The collection primarily consists of correspondence, memos, notes, drafts, papers, agendas, data tables, meeting minutes and summaries, expense reports, publications, and Recommended Grant Action records (RGAs).

The collection is made up of more than one accession of Ted Smith subject files. The records were transferred to the RAC in two different batches (Accession 2019:033 and Accession 2019:047) but were processed into the same collection in order to represent their contextual relationship.

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## Arrangement

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Collection is comprised of one series.

Original order was maintained as much as possible. Records from the two accessions (Accession 2019:033 and 2019:047) were processed into the collection at the same time in relation to the sequential order of the original box numbers.

The collection arrangement is as follows:

Series 1. Subject files, 1964-1976, bulk 1972-1976

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

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

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### Conditions Governing Access

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## Conditions Governing Use

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## Immediate Source of Acquisition

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

This material was transferred to the RAC in 2019 by the Ford Foundation in two different batches. The records were ingested by the RAC as Accessions 2019:033 and 2019:047.

## Processing Information

Processing Level 3: Standard Processing

Processed by Darren Young, June 2019

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## Controlled Access Headings

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- Ford Foundation
- Africa
- Asia
- Economic development
- Family planning
- Government business enterprises -- Reform -- Africa
- Indonesia
- Latin America
- Middle East
- Program budgeting
- Public administration

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## Collection Inventory

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**Subject files, 1964-1976, bulk 1972-1976**

Physical Description: 7.57 Cubic Feet 12 LTR, 1 half-LTR, and 6 LGL size Hollinger boxes

## Scope and Contents

Files in the series primarily regard the two main projects that Ted Smith worked on during the mid-1970s. Correspondence, memos, notes, drafts, papers, meeting minutes, newspaper clippings, and data tables document Smith's work on the Ford Foundation budget as Assistant to the President between 1974 and 1976. These documents chiefly regard the Foundation's financial condition, program budget projections, program prioritizing and planning, meetings and communications to the Board of Trustees and Program Officers, and internal studies conducted by the Planning Agenda Task Forces and Advisory Committees. Most of the other files within the series regard Smith's work on the International Division's Public Management Review between 1973 and 1974. These materials document Smith's assistance to Frank Sutton in preparing a report on the Ford Foundation's support of public management initiatives in developing countries in Asia, Africa, the Middle East, and Latin America. As part of this work, Smith helped organize seminars in countries like India, Indonesia, Ghana, and Peru for Foundation staff to discuss the state of public management, the Foundation's record in supporting public management development, and the level of interest the Foundation should take in improving public management within the context of those different nations. He collaborated with the various Foundation field offices in order to better understand how the Foundation had engaged with public management efforts in different countries, and he also supported consultants who studied public management related topics such as the role of public corporations in developing countries.

While the files pertaining to Smith's work on the Ford Foundation budget are primarily located at the front of the series, documents concerning the two different projects are somewhat intermingled.

There is a small amount of correspondence within the series that provides insight into Smith's activities outside of his work on the Ford Foundation budget and the Public Management Review. Some letters in the Trip and Chronological files regard Smith's brief returns to Indonesia in order to assist the National Family Planning Coordinating Board in 1974 and 1975. Documents also allude to Smith's permanent return to the Jakarta Office as Indonesia Representative after the conclusion of his stint as Assistant to the President in 1976.

Title/Description	Instances	
Budget revisions, 1974-1975	box 1	folder 1-3
<b>Scope and Contents</b>		
File subheadings include:		
Education and Research		
Humanities and the Arts		
National Affairs		
International Division – General		
International Division – Middle East and Africa		
Population		
Public Broadcasting		
Resources and the Environment		
Program Related Investments		
Overhang/Division Planning Papers/Trustee concerns, 1974-1975	box 1	folder 4-5

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Budget papers, 1974	box 1	folder 6-7
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**Scope and Contents**

File subheadings include:

Overhang

Division Planning Papers

Transition

Public Relations

Forward Planning Meeting

General Budget

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Budget, 1975	box 1	folder 8
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Fiscal Year 1976-1977 program budgets, 1974-1975	box 2	folder 9-11
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**Scope and Contents**

File subheadings include:

Education and Research

Humanities and Arts

International Division – General

International Division – Middle East and Africa

International Division – Office of Latin America and the Caribbean

International Division – European and International Affairs

International Division – Asia and Pacific

Population

Public Broadcasting

Resources and Environment

Program Related Investments/New York City/Michigan

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Budget revisions, 1974-1975	box 2	folder 12-13
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**Scope and Contents**

File subheadings include:

Education and Research



## National Affairs

## International Division – Middle East and Africa

## International Division – Office of Latin America and the Caribbean

## International Division – European and International Affairs

## International Division – Asia and Pacific

## Population

## Public Broadcasting

## Resources and Environment

A Further Look at Program/Budget Alternatives memo/Other program/budget planning memos and meeting minutes, 1974	box 2	folder 14
International Division Planning Paper (A Further Look at Program/Budget Alternatives), 1974	box 2	folder 15
June 13, 1974 Planning Session, 1974	box 2	folder 16
Office of Resources and Environment Planning Paper, 1974	box 3	folder 17
Education and Research Division Planning Paper, 1974	box 3	folder 18
Administration Planning Paper, 1974	box 3	folder 19
Excluded Alternatives draft, 1974	box 3	folder 20
Memos about budget and programming, 1974	box 3	folder 21
National Affairs Division Planning Paper, 1974	box 3	folder 22
Public Broadcasting Planning Paper, 1974	box 3	folder 23
Program Choices, 1974	box 3	folder 24
Proposed Revisions in 1975 Program Budget and Preliminary Presentations of 2-Year Program Budgets for Fiscal Year 1976 and 1977, 1973-1975	box 3	folder 25
Humanities and the Arts Division Planning Paper, 1974	box 3	folder 26
McGeorge Bundy memo to Trustees, 1974	box 3	folder 27-28
Retrenchment of program management costs, 1974-1975	box 3	folder 29
Preliminary Budget Planning for Fiscal Year 1974 and Fiscal Year 1975 Discussion Paper, 1973 March	box 3	folder 30
Internal Internship Program, 1968-1974	box 4	folder 31-32
Task Force on Learning, 1974	box 4	folder 33
Future Program - Division of Education and Research drafts, 1974	box 4	folder 34

General - Planning Agenda Task Forces and Advisory Committees, 1972-1975	box 4	folder 35
Study on individual awards, 1975	box 4	folder 36
General Reserve, 1974-1976	box 4	folder 37
Small Program Actions, 1967-1975	box 4	folder 38
Women, 1974-1976	box 5	folder 39-40
Press clippings about financial condition, 1974	box 5	folder 41
Size and number of grants - Workload, 1975-1976	box 5	folder 42
Workload study, 1975-1976	box 5	folder 43
American Society for Public Administration (ASPA) Section on International and Comparative Administration (SICA) Newsletter, 1975	box 5	folder 44
Program of Advanced Studies in Institution Building and Technical Assistance Methodologies (PASITAM), 1975-1976	box 5	folder 45
Seminar on Indonesian Development, Indonesia Embassy, Washington D.C., 1975	box 5	folder 46
Coordinating Committee on Women's Programs Meeting, 1975-1976	box 5	folder 47-48
Bureaucratic productivity, 1973-1975	box 5	folder 49
Development administration, 1971-1974	box 6	folder 50-52
Grants in Development Planning and Management, 1972	box 6	folder 53-54
Eastern Bloc management, 1973	box 6	folder 55
Ford Foundation management - Personnel, 1974	box 6	folder 56
Ford Foundation Program in Public Management - East and Southern Africa Conference, Dar es Salaam, Tanzania, 1973	box 6	folder 57
Latin America - Public management, 1971-1973	box 7	folder 58
International Institute of Administrative Sciences (IIAS), 1971-1973	box 7	folder 59
Management consulting, 1972-1973	box 7	folder 60-61
Management - General, 1964-1974	box 7	folder 62-64
Management - General, 1972-1974	box 8	folder 65-67
Administrative reform, 1971-1974	box 8	folder 68-69
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Delegated Authority Project (DAP) for Review of Problems in Public Management, 1979	box 12	folder 86
Report by the Auditor-General on the Accounts of Ghana, 1972	box 12	folder 87
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Financial memos, 1974	box 12	folder 90
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Pending, 1973-1974	box 12	folder 94
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Leveraging money paper, 1975	box 12	folder 100
Coordinating Committee on Women's Programs, 1974-1975	box 12	folder 101
New program ideas, 1974	box 12	folder 102
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Harvard Institute for International Development (HIID) review, 1974	box 12	folder 104
Human rights, 1973-1976	box 12	folder 105
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Questions at Officers' Meetings, 1975	box 12	folder 107
Foundation for Educational Experimentation in Indonesia (FEEI), 1973-1974	box 13	folder 108
Transition draft memos, 1974	box 13	folder 109
Warren Ilchman - Population policy seminar, 1974	box 13	folder 110
Harvard University trips, 1973	box 13	folder 111
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Middle East trip, 1973-1974	box 13	folder 113
Maxwell School of Citizenship and Public Affairs, Syracuse University grant, 1973	box 13	folder 114
Ted Smith memos and other papers, 1973-1975	box 13	folder 115

Robert W. Kerwin - A Management Consultancy and Training Strategy for Public Management paper, undated	box 13	folder 116
Clifford Geertz - Report to the Ford Foundation Concerning a Program for the Stimulation of the Social Sciences in Indonesia paper, 1971 August	box 13	folder 117
International Division travel schedules, 1974	box 13	folder 118
University of Connecticut trip, 1974	box 13	folder 119
June Trustees' Meeting, 1974 April 24	box 13	folder 120
London, England trip, 1973-1974	box 13	folder 121
Washington D.C. trip, 1972-1974	box 14	folder 122
Maxwell School of Citizenship and Public Affairs, Syracuse University Recommended Grant Action (RGA), 1973	box 14	folder 123
Merrimon Cuninggim reports, 1975	box 14	folder 124
Charles Waigi expense reports, 1973-1974	box 14	folder 125
Charles Waigi - Public Corporations: Management Problems in Tanzania, Kenya, and Ghana drafts, 1974	box 14	folder 126-127
Public corporations, 1972-1973	box 14	folder 128-129
Public enterprise, 1970-1975	box 15	folder 130-134
Public management Recommended Grant Actions (RGAs), 1972-1973	box 15	folder 135
Public enterprise, 1968-1974	box 16	folder 136-140
Public Management Review notes, 1968-1975	box 16	folder 141-142
Public Management Review - Francis Sutton memo to Overseas Representatives, 1973	box 17	folder 143
Public Management Review questionnaire responses, 1973	box 17	folder 144
Public Management Review questionnaire responses, 1970-1974	box 17	folder 145-146
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## Scope and Contents

File subheadings include:

London trip

Mid-East trip

Indonesia - As Acting Representative

Indonesia 1975

Indonesia 1974

Peru/Brazil

Chronological file, 1975-1976	box 17	folder 149-150
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**Scope and Contents**

File subheadings include:

International Executive Service Corps (IESC)

Association for Asian Studies - Indonesia Committee

Memos to McGeorge Bundy

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**Scope and Contents**

File subheadings include:

Robert W. Kerwin correspondence

Charles Waigi

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Chronological file, 1973-1975	box 18	folder 155-157
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**Scope and Contents**

File subheadings include:

General

Memos to McGeorge Bundy

Maxwell School of Citizenship and Public Affairs

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Population policy seminar - Ilchman, Warren, 1974	box 19	folder 161
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Public management seminar - India, 1974	box 19	folder 162
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Public management seminar - Indonesia, 1974	box 19	folder 163
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Public Management Review budget, 1973-1974

box 19

folder 165

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