



# **Ford Foundation records, Administration, Building Services, Ford Foundation Headquarters, New Building Planning and Construction Files**

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Describing Archives: A Content Standard

Rockefeller Archive Center

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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:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, Administration, Building Services, Ford Foundation Headquarters, New Building Planning and Construction Files
<b>ID:</b>	FA500
<b>Date [inclusive]:</b>	1951-2011 (Bulk: 1963-1969)
<b>Date [bulk]:</b>	1963-1969
<b>Physical Description:</b>	28 Cubic Feet
<b>Physical Description:</b>	(66 boxes. 61 letter-size document boxes, 1 legal-size document box, 4 oversize boxes.)
<b>Language of the Material:</b>	English
<b>Abstract:</b>	The New Building Planning and Construction Files span from 1951 to 1998, with the bulk of the files documenting the construction and initial occupation of the building (1964-1969). The files originate from the Foundation's Administrative Division and touch upon all aspects of the design and construction process. The earliest documents in the collection concern the acquisition of the property at 320 E. 43rd Street, site demolition, and the architectural design. The files document all aspects of the construction of the building, as well as building operations. Other files hold publicity about the new headquarters. The collection also contains photographs and slides of the site demolition and construction, the garden and offices in the completed building, and several individuals including architect Kevin Roche, who achieved recognition for his creative work with glass.

### Preferred Citation note

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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## Foundation Headquarters History

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Before 1953 the Ford Foundation occupied executive offices in Pasadena, California and general offices at various locations throughout New York City. In the autumn of 1952, Treasurer Oliver May signed a lease for space in 477 Madison Avenue to unite the Foundation's New York operations within a single building and, early in the following year, a decision was made to relocate the executive offices to New York City. The combined Pasadena and New York staff consolidated into one office at 477 Madison Avenue in June 1954.

The Foundation continued to expand and, between 1958 and 1961, the Board of Trustees considered the possibility of moving to a larger building or transferring some of its staff to a separate building. In early 1963, the Board decided to construct a new building for the entire Foundation and engaged a realtor to locate the site. The site chosen was that of the former Grand Central Hospital at 321 East 42nd Street, originally built in 1912 for the Hospital for the Ruptured and Crippled (now the Hospital for Special Surgery). The Foundation appointed a Trustees' Building Committee on March 28-29, 1963, purchased the hospital grounds on April 1st, and took possession of the property on June 13th. A planning committee of six, responsible for the preparation of construction requirements and the selection of an architect, was formed shortly thereafter. The Ford Foundation selected the architectural firm Eero Saarinen and Associates (later known as Kevin Roche John Dinkeloo and Associates) to design the building. In July 1963, the Foundation purchased additional property to enable the lot to encompass a full rectangle. Turner Construction Company became the general contractor on July 30, 1963 and the Foundation signed a demolition contract with the Lipsett Division of Luria Brothers on August 6. The Luria Brothers completed the demolition of the hospital and a three-story apartment building in the northeast corner of the property in February 1964.

Preliminary site excavation began on May 1, 1964. In the same month, the Trustees' Building Committee approved the initial design for a 246,000 square foot building, exclusive of garden and terraces, with executive offices on the 11th floor and restaurant facilities on the 12th floor. In December, the Committee authorized the use of Cor-Ten weathering steel in lieu of reinforced concrete. The neighboring Hermitage apartment building threatened the Foundation with a lawsuit in November 1964 over the loss of access to light and air that would result from the new construction. The litigious parties settled out of court several months later.

Construction began in March 1965 with an initial budget of \$22 million, and was completed less than two years later, but somewhat over budget. By June 1967 the estimated costs had risen to \$25.5 million. The building was dedicated on December 8, 1967, although some floors had been occupied since September. In 1995, the American Institute of Architects and the American Architectural Foundation presented the Ford Foundation Headquarters Building with a Twenty Five Year Award given to buildings and structures that have "stood the test of time for 25 to 35 years" and that "[exemplify] design of enduring significance." Two years later, on October 21, 1997, the New York City Landmarks Preservation Commission awarded the building Landmark status.

**Kevin Roche**, the primary architect of the building, was recruited in 1950 by Eero Saarinen and Associates. By 1954, he had become the Principal Design Associate to Mr. Saarinen and assisted him on all projects until Mr. Saarinen's death in September 1961. In 1963 the Ford Foundation hired Eero

Saarinen and Associates to design the new headquarters building at 320 E. 43rd Street. In 1966 Roche and his colleague, John Dinkeloo, changed the name of Eero Saarinen and Associates to Kevin Roche John Dinkeloo and Associates.

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## Organizational History

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The Division of Administration oversaw the construction of the headquarters building and was tasked with building maintenance after construction. The Foundation formally established a Division of Administration in 1964 with responsibilities that grew to encompass the offices of the Vice President, Comptroller, and Personnel (added in 1966), Building Services (1967), Logistical Services (1968), and Program Related Investments (1969). In 1980, the Division of Organization and Management replaced the Division of Administration.

The Building Services Department was responsible for supervising the work of the contractors who provided food, operated and maintained the building; purchased, stored and distributed office supplies and equipment; printed and photocopied staff documents; purchased furniture and furnishings for the building; provided reception, telephone, and conference services; and ensured the building met fire, safety, and sanitation standards. Building services also maintained many of the construction records.

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## Biographical History

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On December 10, 1964, **Dr. Verne S. Atwater** was asked by Ford Foundation President Henry T. Heald to assume overall responsibility for the planning and construction of the new building.

He earned a B.A. in 1942 from Heidelberg College, an MBA from Harvard Business School, and a PhD from New York University's School of Business in 1961, which he completed while attending classes at night. Following his graduation, Dr. Atwater served for two years as the Ford Foundation's first Representative in Latin America before being promoted to administrative Vice President and Director of the Latin America Program. By January 1965 he had reassigned his Latin American responsibilities to others in order to focus on administration. He resigned from the Foundation in May 1968 to become Chairman and CEO of the Central Savings Bank in New York. He later joined the faculty of Pace University, where he taught finance from 1982 to his retirement in 2002.

**Rollin H. "R.H." McCarthy** was the Director of Building Planning and Construction. He also worked with members of both the Foundation's management and the Trustees' Building Committee. He served as

Director and ex officio on the Trustees' Building Committee from 1963 until he resigned in February 1, 1966 for health reasons.

**Ralph G. Schwarz** was the Director of Administrative Services. He replaced Mr. McCarthy as Director of Building Planning and Construction on February 1, 1966 and became an ex officio member of the Trustees' Building Committee.

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## Scope and Content Note

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The New Building Planning and Construction Files span from 1951 to 2011. The bulk of the files, dating from 1964 to 1969, document the construction and initial occupation of the building. The collection originates from the Foundation's Administrative Division and describes all aspects of the design and construction process. The earliest documents in the collection, 1963-1964, pertain to the acquisition of the property at 320 E. 43rd Street, the site demolition, and the design process. The majority of the files relates to physical construction, while others describe building operations or contain publicity for the new headquarters. The collection also contains photographs and slides of the demolition of the hospital, the construction, the completed 12-story atrium, lush garden and offices, and the architect, Kevin Roche.

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## Administrative Information

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### Publication Statement

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15 Dayton Avenue

Sleepy Hollow 10591

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

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

### Revision Description

### 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 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.

## Processing Information Note

The original volume of 25 cubic feet accessioned by the Ford Foundation Archives in 2011 was reduced during processing to 20.4 cubic feet. This initial volume does not include an additional 4 cubic feet of visual images, nor does it include framed items and oversize flat boxes. Due to the historic value of the collection weeding was limited to the removal of duplicates, personnel information and timesheets, change orders and vendor expenditure files.

Box 60 contains legal-sized files. Boxes 63, 64, 65 and 65 house oversize material.

## 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

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.

Sixty-five photographs are listed on the inventory as separated and framed for display. Of these, 30 have been visually recorded, wrapped and prepared for offsite storage.

## Related Collections

FA622 Ford Foundation records, Office files of Henry T. Heald, 1951, 1956-1966, 1956-1966 (bulk). Mr. Heald's Trustee Building Committee files contain information about the construction of the Foundation's Headquarters on East 43rd Street, New York City.

The "as built" plans are maintained and held on-site by the Facilities Management Department. The plans are divided by area: structural, electrical, plumbing, et cetera.

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## Collection Inventory

### Publicity and Awards, Bulk, 1962-1997 1962-2011 (bulk 1962-1997) (1962-1997)

#### Scope and Contents

##### Series I. Publicity and Awards, 1962-2011

This series comprises articles, magazines, press releases, and other documentation about the architecture and construction of the Ford Foundation's Headquarters Building. The files are arranged chronologically and include fact sheets created about the building, the dedication brochure (1967), pamphlets produced by the Foundation about the building and the garden (1971) and correspondence between members of the Building Planning Committee concerning public relations planning (1963-1964) and the media response (1966-1968). The series also includes files for the Twenty Five Year Award received from the American Institute of Architects and the American Architectural Foundation in 1995 and the granting of Landmark status in 1997. Included in the files of "media response" is a 1968 issue of *Architectural Record* that recognized the building as 'a new kind of urban space' and the March 29, 1968 issue of *Life* magazine with a feature article on the new building.

Title/Description	Instances	
Ford Foundation Building Facts -- Photographs (separated) -- Fact Sheets and News Articles, 1962-1967	box 1	folder 1
Building Planning Committee -- Publicity and Preview, 1963-1964	box 1	folder 2
Ford Foundation Building Facts and Press Clippings -- Fact Sheets, Press Releases, Miscellaneous News Clippings, 1963-1982	box 1	folder 3
New Building -- Publicity -- General -- Miscellaneous Correspondence, Public Relations Releases and Clippings, 1963-1968	box 1	folder 4
Newspaper Excerpts -- Clippings Re: Ford Foundation, Contractors, Architectural Styles, 1963-1965	box 1	folder 5
"New York Headquarters Enclosing A Garden," <i>Architectural Record</i> , November 1964, Nov 1964	box 1	folder 6



Magnum Photographs -- New Building -- Film -- Memoranda, Invoice and Contract Re: 16mm Film of Building, Jun 21, 1966-Oct 10, 1968	box 1	folder 7
Office of the Secretary -- Building the Ford Foundation -- Building Committee -- Dr. Stratton's File, 1966-1968	box 1	folder 8
Public Relations -- Memoranda and Proposal Re: New Building Public Relations, Mar-Aug 1967	box 1	folder 9
"Ford Flies High," <i>New York Times</i> , Nov 26, 1967 (reprint), Nov 26, 1967	box 1	folder 10
Press Coverage -- News Clippings File, Nov-Dec 1967	box 1	folder 11
Ford Foundation Building Dedication Ceremonies -- Brochure, Dec 8, 1967	box 2	folder 1
Office of the Secretary -- Building the Ford Foundation -- Dedication of Building -- Invitation, Pamphlets, Brochures, Dec 8, 1967	box 2	folder 2
New Building Dedication -- General Information, Dec 1967	box 2	folder 3
Publicity -- Magazines and Fact Sheet, Dec 1967-Jan 1968	box 2	folder 4
Office of the Secretary -- Building the Ford Foundation -- Art Purchases/Selections, 1967-1969	box 2	folder 5
"Charity Begins At Home," <i>Progressive Architecture</i> , February 1968, Feb 1968	box 2	folder 6
"The Ford Foundation Building," <i>Architectural Record</i> , Feb 1968, Feb 1968	box 2	folder 7
"New York's Indoor Forest," <i>American Forests</i> , March 1968, Mar 1968	box 2	folder 8
"A Grant to Beauty," <i>Life</i> , 3/29/1968 (full issue), Mar 39, 1968	box 63	folder 1
"Donacion Al Arte," <i>Life en Espanol</i> , 4/22/1968 (full issue), Apr 22, 1968	box 63	folder 2
"The Granite, Glass and Garden Community," <i>Fortune</i> , Apr 1968 (full issue), Apr 1968	box 63	folder 3
"Verwaltungsgebaude der Ford Foundation," <i>Moebel Interior Design</i> , May 1968 (full issue), May 1968	box 62	folder 1
"A House of New York League Values," <i>Architectural Design</i> , July 1968 (full issue), Jul 1968	box 62	folder 2
"The Ford Foundation Building," <i>Audience</i> , Spring 1968 (full issue), Spring 1968	box 62	folder 3
Office of the Secretary -- Building the Ford Foundation -- Articles from <i>Architectural Record</i> , Kevin Roche Statement, Other Clippings, 1968	box 2	folder 9
"Ford Building Still Drawing Visitors," <i>New York Times</i> , August 30, 1970, Aug 30, 1970	box 2	folder 10

"Ford and La Raza," <i>Ramparts</i> , September 1970, Sep 1970	box 2	folder 11
<i>The Garden of the Ford Foundation</i> -- Brochure by Ford Foundation, Apr 24, 1971	box 2	folder 12
<i>The Ford Foundation Building</i> -- Brochure by Ford Foundation, 1971	box 2	folder 13
Building Photograph Requests -- Cover Letters, 1972-1982	box 2	folder 14
<i>The Art of the Ford Foundation Building</i> -- Brochure by Ford Foundation, 1975	box 2	folder 15
"Henry Ford II," <i>New York Times Magazine</i> , 3/5/1978 (full issue), Mar 5, 1978	box 63	folder 4
Office of the Secretary -- Building of the Ford Foundation -- Ford Foundation Headquarters Building 25 Year Award -- American Institute of Architects/American Architectural Foundation, Jan 1995	box 2	folder 16
Office of the Secretary -- Building the Ford Foundation -- New York City Landmark Preservation, Sep 16, 1997	box 2	folder 17
Ford Foundation "75 Years of Change" Celebration -- Pamphlet and Kevin Roche City Museum of New York Exhibit Booklet, Oct 27, 2011	box 2	folder 18

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## Design and Planning, Bulk, 1963-1968 1951-1970 (bulk 1963-1968) (1963-1968)

### Scope and Contents

#### Series II. Design and Planning, 1951-1970 (bulk 1963-1967)

This series, arranged alphabetically by subject, details the process of designing and planning the Ford Foundation's new headquarters building. The files include drawings, specifications, and proposals for structural components. They also document site acquisition, demolition of the existing hospital structure, and relations with the Tudor City Community. One document of note is a letter dated August 25, 1966 and signed by architect Kevin Roche and his partner John Dinkeloo, announcing the change in the architectural design firm's name from Eero Saarinen and Associates to Kevin Roche, John Dinkeloo and Associates. The letter is located in the "Architects-Kevin Roche, John Dinkeloo & Associates (1965-1966)" file.

Title/Description	Instances	
326 East 43rd Street -- Berk Industries Property Acquisition -- Correspondence Re: Hospital Cornerstone Property, Jun 7, 1963-Mar 9, 1964	box 3	folder 1
477 Madison Avenue -- Floor Plans, Miscellaneous -- Old Building, Sep 24, 1963	box 3	folder 2
800 Second Avenue -- Correspondence Re: Air Duct, Jul 8-Dec 12, 1966	box 3	folder 3
Architects -- Addendum, Jun 21-Jul 23, 1965	box 3	folder 4

Architects -- Building Specifications (1 of 2), May 3, 1965	box 3	folder 5
Architects -- Building Specifications (2 of 2), May 3, 1965	box 3	folder 6
Architects -- Bulletins, Jan 19, 1965-Jan 28, 1966	box 3	folder 7
Architects -- Deere & Co. (Eero Saarinen) Information Booklet, Jun 5, 1964	box 62	folder 4
Architects -- Eero Saarinen and Associates -- Cost Estimate, Jun 11, 1964	box 3	folder 8
Architects -- Eero Saarinen and Associates -- Model Furniture Mock-Ups, 1965	box 3	folder 9
Architects -- Kevin Roche, John Dinkeloo and Associates (Eero Saarinen and Associates) -- Correspondence inc. Signed Letter by Roche and Dinkeloo (1 of 3), 1963-1965	box 3	folder 10
Architects -- Kevin Roche, John Dinkeloo and Associates (Eero Saarinen and Associates) -- Correspondence (2 of 3), 1965-1966	box 4	folder 1
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Architects -- Selection -- Correspondence, 1954-1963	box 4	folder 3
Architects -- Selection -- Correspondence and background, Sep 1962-Feb 1964	box 4	folder 5
Architects -- "SKA" Sketches and Drawings -- Building Specifications, Mock-Up Rooms, Revision Plans (1 of 2), Dec 1967-Jan 1968	box 4	folder 6
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Architects -- "SKA" Sketches and Drawings -- Reception Desk, n.d.	box 4	folder 8
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Department of Water, Gas and Electricity -- Correspondence and Area Map Re: Street Lighting Relocation, Apr 5-Jul 12, 1967	box 6	folder 4
Design Analyses and Computations (1 of 3), Jan-Mar 1965	box 6	folder 5
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Turner Construction Co. -- Daily Report and Progress Schedule, Apr 27, 1968-Jan 13, 1969	box 40	folder 3
Turner Construction Co. -- Management Contract (1 of 2), 1963-1965	box 40	folder 4
Turner Construction Co. -- Management Contract (2 of 2), 1963-1965	box 40	folder 5
Turner Construction Co. -- Management Contractor -- Correspondence Re: Contract Documents (1 of 3), Aug 1, 1963-Sep 13, 1965	box 40	folder 6
Turner Construction Co. -- Management Contractor -- Correspondence Re: Contract Documents (2 of 3), Sep 17, 1965-Jul 8, 1966	box 40	folder 7
Turner Construction Co. -- Management Contractor -- Correspondence Re: Contract Documents (3 of 3), Jul 15, 1966-Aug 4, 1969	box 40	folder 8
Turner Construction Co. -- Punch List -- Meeting Minutes, Memoranda, etc. (1 of 2), Dec 18, 1967-Sep 19, 1968	box 41	folder 1
Turner Construction Co. -- Punch List -- Floor plans (2 of 2), Dec 21, 1967-Jan 13, 1968	box 41	folder 2
Turner Construction Co. -- Schedule of Field Operations -- Construction Schedule (1 of 2), 1967	box 41	folder 3
Turner Construction Co. -- Schedule of Field Operations -- Construction Schedule (2 of 2), 1967	box 41	folder 4
Turner Construction Co. -- Sketches (1 of 2), 1965	box 41	folder 5
Turner Construction Co. -- Sketches (2 of 2), 1966-1969	box 41	folder 6
Unit Prices -- H.L. Lazar Inc. -- Re: Alteration in New Building, Jul 24, 1967	box 41	folder 7
Vertical Conveyor Work -- Lamson Corp., 1965	box 41	folder 8
Waterproofing and Damp-Proofing -- Munro Waterproofing -- Contract, Bids, etc., 1965-1967	box 41	folder 9
Window Blinds -- International Building Products, 1966-1967	box 41	folder 10
Window Washing Equipment -- Plans and Board of Standards and Appeals Ruling, Sep 30-Dec 30, 1970	box 42	folder 1
Window Washing Equipment -- Western Gear Co. -- Skyclimber -- Requirements, Change Order, Resolution, Correspondence Re: Contract and Government Approval, Maintenance Contract, etc. (1 of 3), 1966-1969	box 42	folder 2
Window Washing Equipment -- Western Gear Co. -- Skyclimber -- Correspondence Re: Contract and Government Approval, Background etc. (2 of 3), 1968-1969	box 42	folder 3

Window Washing Equipment -- Western Gear Co. -- Skyclimber -- Maintenance Contract, Permit Approvals, Correspondence, etc. (3 of 3), 1969	box 42	folder 4
Wood Flooring -- Klepp Wood Flooring Corp., 1966-1968	box 42	folder 5
Work Authorizations, 1964-1966	box 42	folder 6
Work Drawings and Specifications, 1964-1965	box 42	folder 7

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## Equipment and Furnishings, 1961-1969

### Scope and Contents

#### Series IV. Equipment and Furnishing, 1961-1969

The files in this series document the outfitting of the building interior, the purchase of furniture, and the acquisition of moveable equipment. The earliest files contain information about the demonstration of experimental furniture designs by seven different possible vendors intended for the new building (1964-1965), painting estimates (1965), and the disposal of old furniture (1966-1967). Other files pertain to the planning, budgeting, and specifications for the new furniture (1965-1966) and the planning and installation of cable television in the new headquarters building (1966-1969). The files are arranged alphabetically.

Title/Description	Instances	
477 Madison Avenue -- Additional Office Space -- Memoranda and Estimates Re: Experimental Furniture, Nov 30, 1964-Mar 12, 1965	box 43	folder 1
477 Madison Avenue -- Experiments -- 20th Floor Trial Offices -- Notes, Memoranda, Plans, Sep 23, 1963-Mar 12, 1965	box 43	folder 2
477 Madison Avenue -- Painting, Construction and Redecorating Estimates, Feb 2-Mar 12, 1965	box 43	folder 3
477 Madison Avenue -- Schmid, Robert -- Correspondence Re: Alterations and Refurbishing, Nov 2, 1961-Feb 19, 1963	box 43	folder 4
477 Madison Avenue -- Termination of Lease, Services and Furniture Disposal, Jan 26, 1966-Mar 30, 1967	box 43	folder 5
Audiovisual -- Rosner TV -- Proposal and Lists (1 of 4), 1966-1969	box 43	folder 6
Audiovisual -- Rosner TV -- Stage Equipment Contract (2 of 4), 1967-1968	box 43	folder 7
Audiovisual -- Rosner TV -- Correspondence and Drawings (3 of 4), 1968	box 43	folder 8
Audiovisual -- Rosner TV -- CATV Installation (4 of 4), 1968-1969	box 43	folder 9
Carpets -- Lord and Adams -- Quotes for 10th and 11th Floors, Jun 15, 1966-Jul 12, 1967	box 43	folder 10

Herman Miller -- Price Quotations, 1966-1967	box 43	folder 11
File Equipment -- Diebold, 1965	box 43	folder 12
Food Service Equipment -- Heifetz Metal Crafts, Inc., Jan 18-Mar 1, 1968	box 43	folder 13
Furniture and Equipment Needs -- Central Services -- Lists, Oct 18-Nov 22, 1965	box 43	folder 14
Furniture and Furnishings -- Memoranda Re: Planning, Budgets, Specifications, 1965-1966	box 43	folder 15
Furniture -- Bids, 1966	box 44	folder 1
Furniture -- Decorating -- Metro Decorators, Inc. -- Bills, 1965	box 44	folder 2
Furniture -- Design costs -- Budget and Floor Plans, 1966	box 44	folder 3
Furniture -- Experimental Mock-up -- 477 Madison Avenue 20th Floor -- R.H. McCarthy's File -- Irwin Miller Memorandum, 1963-1965	box 44	folder 4
Furniture -- Standards -- Estimates, 1964	box 44	folder 5
Furniture -- Specifications, Estimates, Correspondence Re: Purchases, Drawings (1 of 2), 1965-1967	box 44	folder 6
Furniture -- Specifications, Estimates, Correspondence Re: Purchases, Drawings (2 of 2), 1967-1968	box 44	folder 7
Furniture -- Wall Alternative Selections -- Drawings, Jan 3, 1967	box 45	folder 1
Interior Design -- Summary of Commitments and Expenses, 1965	box 45	folder 2
Interior Design -- Correspondence and Memoranda Re: Furnishing Price Quotes and Specifications, Dec 20, 1965-Sep 16, 1966	box 45	folder 3
Irving and Casson -- Trading Desk Plans, Contract, Inventories, 1966-1968	box 45	folder 4
Lehigh Furniture Corp. -- Correspondence, 1967	box 45	folder 5
M. Gerber Construction Co. -- Furniture Installation (cabinets, closets, etc.), 1967-1969	box 45	folder 6
New Building -- Miscellaneous Desk and Equipment Requirements -- Correspondence and Memoranda Re: Desks, Telephones, etc., Feb-May 1967	box 45	folder 7
Sketches -- Credenza and Shelving, n.d.	box 45	folder 8
Window Washing Equipment -- Skyclimber -- Illustrations, Jul 18, 1966	box 45	folder 9

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## Building Services, Bulk, 1964-1969 1951-1998 (bulk 1964-1969) (1964-1969)

## Scope and Contents

### Series V. Building Services, 1951-1998 (bulk 1964-1969)

Arranged alphabetically by subject, the Building Services series files include correspondence and sub-leases associated with the Foundation's departure from its office space at 477 Madison Avenue (1966-1968). Other files pertain to the outside use of the Foundation's new building facilities and the development of policies (1968-1970). In addition there are inventory sheets that were removed from boxes processed as part of the building plans preservation project of the late 1990s (1971-1998).

Title/Description	Instances	
Accounting System -- Proposed, Feb 27, 1968	box 46	folder 1
Allied Handi-Man Company -- Proposal, Analysis, Correspondence, 1964-1967	box 46	folder 2
Analysis of 7th Floor Area, 1964	box 46	folder 3
Art -- Inventory from 477 Madison Avenue, Feb 23-Nov 1, 1967	box 46	folder 4
Art Program -- Memoranda and Correspondence Re: Art Purchases, Andrew Ritchie, 1966-1969	box 46	folder 5
Budget Control Operations -- Budget Report, 1965-1966	box 46	folder 6
Building Plans Project -- Accession Records -- Blueprints -- Memorandum and Records Transfer Inventories, Aug 10, 1974-Oct 7, 1987	box 46	folder 7
Building Plans Project -- Box Inventory Sheets, Jan 19, 1971	box 46	folder 8
Building Plans Project -- Box Inventory Sheets of Building Plans -- Old Copies, 1973-1998	box 46	folder 9
Building Plans Project -- Box Inventory Sheets, 1993-1995	box 46	folder 10
Building Plans Project -- Building Construction File Index -- Box Inventory Sheets, 1963-1969	box 46	folder 11
Building Plans Project -- Index of Ford Foundation Building Plans and Drawings [Paradox Database], Jul 18, 1997	box 62	folder 7
Building Plans Project -- Meeting Agenda, Blueprint Inventory, Nov 17, 1993	box 46	folder 12
Cable TV -- New York Telephone Co. -- Correspondence Re: Hookups, 1968	box 47	folder 1
Cash Register -- Proposal, Apr 7, 1966	box 47	folder 2
Certificates of Approval -- Re: Electrical, Window Washing, Mail Conveyor, etc., 1968	box 47	folder 3
Completion -- Claims -- Turner, Mills, etc. -- Correspondence and Memoranda Re: Outstanding Claims, 1967-1971	box 47	folder 4
Correspondence -- General, Jan 17, 1966-Nov 7, 1967	box 47	folder 5
Correspondence -- General -- Financial Reports, Litigation, 1968	box 47	folder 6



Correspondence -- Headquarters -- Miscellaneous, Jan 3, 1967-Jan 29, 1968	box 47	folder 7
Correspondence -- Miscellaneous (1 of 2), 1965-1966	box 47	folder 8
Correspondence -- Miscellaneous (2 of 2), 1966-1967	box 47	folder 9
Correspondence Re: Rosner TV to Phil Kemp, Apr 18-19, 1968	box 48	folder 1
Correspondence -- Reading File -- Re: Complaints, Turner Construction, Insurance, etc. (1 of 4), Feb-Nov 1964	box 48	folder 2
Correspondence -- Reading File -- Re: Park Department, Architects, Zoning, etc. (2 of 4), Dec 1964-Feb 1965	box 48	folder 3
Correspondence -- Reading File -- Chronological Correspondence of R.H. McCarthy (3 of 4), Mar 1965-Jan 1966	box 48	folder 4
Correspondence -- Reading File -- Chronological Correspondence of Robert E. Ashley (4 of 4), Feb-Dec 1966	box 48	folder 5
Critical Path Program -- Planning Handbook, Bar Chart, Method, 1964-1967	box 48	folder 6
Elevators -- Memorandum Re: Final Installation, Dec 5, 1967	box 48	folder 7
Exterminating Services -- Sameth Exterminating Co., Inc. -- Contract, Sep 3, 1965	box 48	folder 8
Fire Control Materials, Jun 11, 1975	box 48	folder 9
Fire Safety -- Permits, Approvals, Fire Communications System, 1974-1977	box 48	folder 10
Food Service -- New Building -- Memorandum, Jul 21, 1966	box 48	folder 11
Garage -- Memorandum Re: Parking Allocation, 1966	box 48	folder 12
Garden -- Correspondence Re: Landscaping Award, Invoices, Jun 4, 1968-Sep 30, 1969	box 48	folder 13
Index -- Storage Containers Sent by Architects of Shop Drawings by Contractors and Vendors, and Not Plans List, [1966]-1995	box 63	folder 6
Inter-Office Memoranda -- Miscellaneous -- Personal Mail, Design Meeting, etc., Dec 16, 1965-Jul 8, 1966	box 48	folder 14
Lists of Contractors, Manufacturers, Suppliers, Chronology of the Ford Foundation Headquarters, 196[7]	box 49	folder 1
Maintenance and Security -- Dominick G. Riley Detective Bureau, 1965-1968	box 49	folder 2
Meeting of Architects and Construction Groups, Jun 18, 1968	box 49	folder 3
Miscellaneous -- Memoranda and Quotations Re: Furnishings, etc. (1 of 2), 1965-1967	box 49	folder 4
Miscellaneous -- Memoranda and Quotations Re: Furnishings, etc. (2 of 2), 1967	box 49	folder 5

Move to New Building -- Move Coordination Committee Agenda, Plans, Related Correspondence, 1967	box 49	folder 6
Occupancy and Move -- Correspondence, Memoranda, Timetable Re: Move, 1967-1968	box 49	folder 7
Outside Use of Facilities -- Requests, Correspondence, Policy Development, 1968-1970	box 49	folder 8
Phil Kemp Building Files [microfilm], n.d.	box 49	folder 9
Policy for Contractor's Advertising -- Memoranda, Jan 2-Mar 6, 1968	box 49	folder 10
Receptionists -- Memoranda Re: Planning, Nov 25, 1965-Jul 28, 1966	box 49	folder 11
Restaurant Correspondence -- Photographs (separated) Re: <u>Architectural Record</u> Feb 1969 Article, 1969	box 49	folder 12
Security -- New Building Requirements -- Memoranda and Correspondence, 1965	box 49	folder 13
Staff Memoranda from Gertrude Winquist, Jul 1966-May 1968	box 49	folder 14
Sub-Lease -- 477 Madison Avenue -- Barbet & Weigert Advertising Inc. -- 16th Floor, Dec 20, 1967	box 49	folder 15
Sub-Lease -- 477 Madison Avenue -- City Investing Co. -- 19th Floor -- Lease and Correspondence Re: Litigation, Dec 11, 1967-Apr 15, 1970	box 62	folder 8
Sub-Lease -- 477 Madison Avenue -- Educational Facilities Labs, Inc. -- 20th Floor, Dec 1, 1967-Feb 12, 1968	box 62	folder 9
Sub-Lease -- 477 Madison Avenue -- Engelhard Industries -- 24th Floor, Jun 27, 1966	box 49	folder 16
Sub-Lease -- 477 Madison Avenue -- Esaress International Group -- 15th Floor, Apr 3, 1968	box 50	folder 1
Sub-Lease -- 477 Madison Avenue -- LIN Broadcasting Corp. -- 17th Floor, Apr 3, 1968	box 50	folder 2
Sub-Lease -- 477 Madison Avenue -- The Merchandising Group -- 16th Floor, Apr 4, 1968	box 50	folder 3
Sub-Lease -- 477 Madison Avenue -- Paul Klemtner & Co., Inc. -- 24th Floor, Sep 12, 1967	box 50	folder 4
Sub-Lease -- 477 Madison Avenue -- Phillips, Nizer, Benjamin, Krim & Ballon -- 11th and 12th Floors, May 10, 1968	box 50	folder 5
Sub-Lease -- 477 Madison Avenue -- Toshiba America, Inc., Oct 31, 1967-Apr 3, 1968	box 62	folder 10
Sub-Lease -- 477 Madison Avenue -- Vernitron Corp., Oct 10, 1967-Apr 3, 1968	box 62	folder 11
Suggested Stationary -- Samples, Sep 15, 1967	box 50	folder 6

Supervisory System -- Security Alarms -- Agreement, Nov 12, 1965-Nov 18, 1966	box 50	folder 7
Taxes and Tax Exemptions -- Correspondence, Notes, Forms and Background Re: Tax Exemptions, Sep 13, 1951-Mar 13, 1967	box 50	folder 8
Title Insurance, Oct 1965-May 1966	box 50	folder 9
Tours -- Memoranda and Notes Re: Planning, Aug 22, 1965-Jul 18, 1966	box 50	folder 10
Tours -- Memoranda and Group Lists, 1966-1968	box 50	folder 11
UNIVAC -- Agreement, Memoranda, Purchase Orders, Data, 1955-1965	box 50	folder 12
Violations -- Correspondence Re: Occupancy, Aug 10, 1967-Apr 29, 1968	box 50	folder 13

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## Images, Bulk, 1963-1968 1963-1999 (bulk 1963-1968) (1963-1968)

### Scope and Contents

#### Series VI. Images, 1965-1988 (bulk 1965-1968)

This series contains visual documentation (slides, photographs, negatives and contact sheets) of the construction and completion of the Ford Foundation Headquarters Building, and its 20th Anniversary in 1987. The majority of the slides depict construction, including site preparation, pouring of the concrete foundation, welding and riveting, fireproofing and electrical work. Additional slides from the same period show the granite quarry in New England that supplied stone for the building, while others portray models of office furnishings. There also are photographs of the building once it was fully staffed and the atrium garden planted (c.1968). Other photographs show the building atrium in December 1970 and the atrium and building exterior in September 1988. In addition, there are a number of contact sheets with images of the various stages of construction and architect Kevin Roche. The photographers were Eugene Cook and Bruce Davidson. Additional photographs, some used in Life magazine, have been separated and retained in frames.

Title/Description	Instances	
Contact Sheets -- Auditorium -- Eugene Cook, [1966]	box 51	folder 1
Contact Sheets -- Auditorium, etc. -- Eugene Cook, [1966]	box 51	folder 2
Contact Sheets -- Construction -- Eugene Cook (1 of 3), [1966]	box 51	folder 3
Contact Sheets -- Construction -- Eugene Cook (2 of 3), [1966]	box 51	folder 4
Contact Sheets -- Construction -- Eugene Cook (3 of 3), [1966]	box 51	folder 5
Contact Sheets -- Construction -- Various -- Eugene Cook (1 of 3), Dec 1-7, 1965	box 51	folder 6
Contact Sheets -- Construction -- Various -- Eugene Cook (2 of 3), [1965-1966]	box 51	folder 7
Contact Sheets -- Construction -- Various -- Eugene Cook (3 of 3), Jan 25-30, 1966	box 51	folder 8

Contact Sheets -- Construction -- Duplicates -- Eugene Cook, [1966]	box 51	folder 9
Contact Sheets -- Construction -- Bruce Davidson (1 of 4), 1968	box 51	folder 10
Contact Sheets -- Construction -- Bruce Davidson (2 of 4), 1968	box 51	folder 11
Contact Sheets -- Construction -- Bruce Davidson (3 of 4), 1968	box 51	folder 12
Contact Sheets -- Construction -- Bruce Davidson (4 of 4), 1968	box 52	folder 1
Contact Sheets -- Construction -- Designers, Atrium Completion -- Bruce Davidson/Magnum Films, 1966	box 52	folder 2
Contact Sheets -- Construction -- Kevin Roche -- Bruce Davidson, 1968	box 52	folder 3
Contact Sheets -- Full View of Site -- Eugene Cook, [1966]	box 52	folder 4
Contact Sheets -- Full View of Site -- Eugene Cook, Apr 22-30, , 1966	box 52	folder 5
Contact Sheets -- Laying Pipe -- Eugene Cook, [1966]	box 52	folder 6
Contact Sheets -- Kevin Roche -- Eugene Cook, [1966]	box 52	folder 7
Contact Sheets -- Stairs and Stairwell -- 3rd Floor -- Eugene Cook, [1966-1967]	box 52	folder 8
Contact Sheets -- Unidentified -- Move In?, [1967]	box 52	folder 9
Contact Sheets -- Widest Views of Building -- Eugene Cook, Jan 18-19, 1966	box 52	folder 10
Negatives -- 320 East 43rd St. -- 1-109 -- Site Preparation and Hospital Demolition, Aug 26, 1963-May 16, 1964	box 53	folder 1
Negatives -- 320 East 43rd St. -- 110-242 -- Demolition and Foundation Work, May 19, 1964-Apr 29, 1965	box 53	folder 2
Negatives -- 320 East 43rd St. -- 243-383, May 6-Dec 23, 1965	box 53	folder 3
Negatives -- 320 East 43rd St. -- 384-551, Dec 30, 1965-Nov 17, 1966	box 53	folder 4
Negatives -- 320 East 43rd St. -- 552-694, Dec 1, 1966-Oct 26, 1967	box 53	folder 5
Negatives -- Color -- Bridge View, [1966]	box 53	folder 6
Negatives -- Color -- Building Inspectors Looking Through Fence, etc., n.d.	box 53	folder 7
Negatives -- Color -- Closeup Views of Site, View From Bridge, [1966]	box 53	folder 8
Negatives -- Color -- North Side 43rd Street, Full View, Floor -- Eugene Cook, [1966]	box 53	folder 9
Negatives -- Ford Foundation Headquarters -- "Deliver To Mr. Kemp" -- Eugene Cook, [1966]	box 53	folder 10

Negatives -- Ford Foundation Headquarters -- Trustees Dining Room in Construction, Jun 23 or Sep 27, unknown year	box 53	folder 11
Negatives -- Ford Foundation Headquarters -- Various, Sep 27, unknown year	box 53	folder 12
Negatives -- New Building -- William Simmons -- Ford Foundation 431 Rolls A & B 35 mm -- Building Model 4x5 Negatives, May 1965	box 53	folder 13
Photos -- 320 East 43rd St. -- Building Extension Final Installation Work -- A-F, 691-694, Mar 9-Oct 26, 1967	box 54	folder 1
Photos -- 320 East 43rd St. -- Foundation Preparation -- 147-169, Jul 8-Dec 31, 1964	box 54	folder 2
Photos -- 320 East 43rd St. -- Foundation Construction -- 171-323, Jan 7-Sep 16, 1965	box 54	folder 3
Photos -- 320 East 43rd St. -- Site Demolition -- 1-17, Aug 26-Sep 19, 1963	box 54	folder 4
Photos -- 320 East 43rd St. -- Site Demolition -- 18-37, Oct 29-Nov 26, 1963	box 54	folder 5
Photos -- 320 East 43rd St. -- Site Demolition -- 39-58, Dec 6-21, 1963	box 54	folder 6
Photos -- 320 East 43rd St. -- Site Demolition -- 73-84, Dec 31, 1963-May 11, 1964	box 55	folder 1
Photos -- 320 East 43rd St. -- Site Demolition -- 88-109, May 16, 1964	box 55	folder 2
Photos -- 320 East 43rd St. -- Site Demolition -- 110-125, May 19-Jun 8, 1964	box 55	folder 3
Photos -- 320 East 43rd St. -- Site Demolition -- 127-146, Jun 15-27, 1964	box 55	folder 4
Photos -- Board Room Entrance -- Esto, [1968]	box 55	folder 5
Photos -- Building -- Magnum -- Bruce Davidson, 1966	box 64	folder 1
Photos -- Building Construction -- Black and White -- Eugene Cook, [1966]	box 66	folder 3
Photos -- Building Construction -- Black and White -- Eugene Cook -- Unidentified Building, [1966]	box 64	folder 5
Photos -- Building Construction -- Color, [1966]	box 66	folder 2
Photos -- Building Construction -- Color -- Posterboard Backed, Jun 20, 1966	box 66	folder 1
Photos -- Building Construction -- Completion -- Artwork -- Garden -- Posterboard Backed -- UPI, [1968]	box 64	folder 6
Photos -- Building Exterior from 42nd St. -- With Negatives -- Ezra Stoller, [1967]	box 55	folder 6

Photos -- Carpenters, [1965]	box 55	folder 7
Photos -- Cementing -- First Slab -- Eugene Cook, Sep 1965	box 55	folder 8
Photos -- Cementing -- Slab -- Eugene Cook, Oct 25, 1965	box 55	folder 9
Photos -- Cementing and Foundation, n.d.	box 55	folder 10
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Photos -- Column-Steel Reforms for Column -- Eugene Cook, n.d.	box 56	folder 2
Photos -- Dining Room -- Esto, [1968]	box 56	folder 3
Photos -- Electricians Working on Slab, [1965]	box 56	folder 4
Photos -- Ezra Stoller Associates -- Building (see also: Slides), [1968]	box 56	folder 5
Photos -- Finishing Slab -- Leveling Concrete, [1965]	box 56	folder 6
Photos -- Ford Foundation Headquarters Exterior -- Glassboro State College Art Project -- With Negatives, 1977	box 56	folder 7
Photos -- Form Work for Wall and Slab, [1965]	box 56	folder 8
Photos -- Form Work -- Mainly on Walls, [1965]	box 56	folder 9
Photos -- Forms for Retaining Wall, n.d.	box 56	folder 10
Photos -- Foundation Work -- Looking South and Southeast, [1965]	box 56	folder 11
Photos -- Foundation Work -- Looking West, [1965]	box 56	folder 12
Photos -- Foundation Work -- Looking West -- Color Transparency and Black and White Photographs, Nov 1965	box 56	folder 13
Photos -- Garage Slab, Sep 15-16, 1965	box 56	folder 14
Photos -- Garden -- Bruce Davidson, [1968]	box 56	folder 15
Photos -- Garden -- Negatives Included -- Ezra Stoller, 1967	box 56	folder 16
Photos -- Garden -- Posterboard Backed -- David Lawrence, [1968]	box 64	folder 2
Photos -- Garden and Plantings -- Dan Kiley -- Dedication Party? -- Contact Prints, [1968]	box 56	folder 17
Photos -- Garden in Progress -- Bruce Davidson, [1966]	box 57	folder 1
Photos -- Human Interest (1 of 2), n.d.	box 57	folder 2
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Photos -- Human Interest -- Foundation and Structural Work, n.d.	box 57	folder 4
Photos -- Human Interest -- Foundation and Support Work, n.d.	box 57	folder 5
Photos -- Human Interest -- Foundation Work, n.d.	box 57	folder 6

Photos -- John V. Dinan -- 800 Second Avenue (1 of 3), Apr 13, 1964	box 57	folder 7
Photos -- John V. Dinan -- 330 E. 43rd St. Sidewalk, North Side, E. 43rd St. (2 of 3), Apr 13, 1964	box 57	folder 8
Photos -- John V. Dinan -- Sidewalks, Curbs, E. 43rd St., 303 and 303 1/2 E. 43rd St., 305-309, 313, 321 E. 43rd St., Retaining Wall, Site (3 of 3), Apr 13, 1964	box 57	folder 9
Photos -- Looking East or Southeast -- Eugene Cook, [1965]	box 58	folder 1
Photos -- Looking East or Southeast -- Black and White pPhotographs, Color Transparencies -- Eugene Cook, Oct 28, 1965	box 58	folder 2
Photos -- Looking North -- Includes Color Transparencies -- Eugene Cook, [1965]	box 58	folder 3
Photos -- Looking South -- Color Transparencies -- Eugene Cook, [1965]	box 58	folder 4
Photos -- Looking South -- Contact Sheets and Color Transparencies -- Eugene Cook, Oct - Nov 1965	box 58	folder 5
Photos -- Main Conference Room/Auditorium -- Esto, [1968]	box 58	folder 6
Photos -- Model of New Building -- Ezra Stoller (1 of 2), n.d.	box 58	folder 7
Photos -- Model of New Building -- Ezra Stoller (2 of 2), n.d.	box 58	folder 8
Photos -- Model of New Building from 42nd and 43rd Streets -- Eric Pollitzer, n.d.	box 58	folder 9
Photos -- Neighboring Structures -- Water Seepage from 800 Second Avenue (A-F) -- Mal Gurian, Mar 9, 1967	box 58	folder 10
Photos -- New Building -- Ezra Stoller and Malcolm Smith, [1962-1967]	box 58	folder 11
Photos -- New Building Model -- Posterboard Backed, [1966]	box 64	folder 4
Photos -- <i>New York Times</i> Article, 1967	box 58	folder 12
Photos -- Office of the Secretary -- Building of the Ford Foundation -- Building Committee -- Building Public Relations Photographs, [1968]	box 58	folder 13
Photos -- Parks Department Application -- Pictures of Wall to be Demolished -- Mal Gurian/Ed Whitey, Jul 24-Dec 6, 1963	box 58	folder 14
Photos -- Pouring Concrete -- Eugene Cook, n.d.	box 58	folder 15
Photos -- President's Office -- Esto, [1967]	box 58	folder 16
Photos -- Reception Area -- Esto, [1968]	box 58	folder 17
Photos -- Reinforcement -- Placing Beam in Site, n.d.	box 58	folder 18
Photos -- Reinforcing for Column, n.d.	box 58	folder 19
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Photos -- Reports -- Re-examination -- 800 Second Avenue, Sep 20, 1965	box 58	folder 22
Photos -- Reports -- Re-examination -- East 43rd Street Areas, Oct 20, 1965	box 58	folder 23
Photos -- Restaurant -- Cafeteria, 1969	box 58	folder 24
Photos -- Retaining Wall, [1965]	box 58	folder 25
Photos -- Roche, Kevin -- Plans and Model -- Eugene Cook, Sep 1965	box 58	folder 26
Photos -- Setting Up Beam Site, [1965]	box 58	folder 27
Photos -- Tudor City Sixth Unit -- Hermitage from Ford Foundation Lot (#100) Looking East 2pm -- Mal Gurian, May 16, 1964	box 58	folder 28
Prints -- Area Maps, [1971]	box 64	folder 8
Prints -- Building Sketch and Brochure Cover Art -- Posterboard Backed, [1971]	box 64	folder 7
Prints -- Ina Taylor's Gift (flipped), Feb 25, 1999	box 59	folder 1
Prints -- UDC Feasibility Study Projections and Blueprints -- Blueprints -- Edward Barnes, Aug 22, 1973	box 64	folder 9
Prints -- UDC Feasibility Study Projections and Blueprints -- Posterboard -- Edward Barnes (1 of 2), Aug 22, 1973	box 65	folder 1
Prints -- UDC Feasibility Study Projections and Blueprints -- Posterboard -- Edward Barnes (2 of 2), Aug 22, 1973	box 65	folder 2
Slides -- Atrium and Exterior, Sep 1988	box 59	folder 2
Slides -- Building Miscellaneous -- Atrium and 10th Floor, [Dec 1970]	box 59	folder 3
Slides -- Construction -- Eugene Cook, Nov 1965-Apr 1966	box 59	folder 4
Slides -- Construction -- Cement Work, Furnishings (Secretarial), etc. -- Eugene Cook, Oct 1965	box 59	folder 5
Slides -- Construction -- Overall, Auditorium, Fireproofing, etc., Apr-Jun 1966	box 59	folder 6
Slides -- Construction and Granite Quarry -- Eugene Cook, Aug 1965	box 59	folder 7
Slides -- Cor-Ten Weathering Samples at 12th Floor 800 Second Avenue -- Mal Gurian Associates, Photographers -- 4 35mm Color Transparencies, Mar 17, 1966	box 59	folder 8
Slides -- Miscellaneous Building Slides from Broken Sets in Numerical Order -- Ezra Stoller Associates, Inc. -- Esto, [1968]	box 59	folder 9



Slides -- Model of New Building -- With Prints, n.d.	box 59	folder 10
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