



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

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

archive@rockarch.org

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

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Summary Information

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| Repository: | Rockefeller Archive Center |
| Creator - aut: | Cuninggim, Merrimon, 1911- |
| 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: | 3.8 Cubic Feet |
| Language of the Material: | English . |
| Abstract: | The Office Files of Merrimon Cuninggim were transferred to the Ford Foundation 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 <https://rockarch.org/collections/access-and-request-materials/#citations>

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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).

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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).

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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.

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Administrative Information

Publication Statement

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

archive@rockarch.org

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

Immediate Source of Acquisition

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

Conditions Governing 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.

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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 |

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| 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 |

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| 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 |

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| 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 |
| Research Areas - New Ideas and Areas | box 9 | folder 117 |
| Research Areas - External Relations | box 9 | folder 118 |
| Research Areas - Setting of Priorities | box 9 | folder 119 |
| Research Areas - Financial & Program Cutback | box 9 | folder 120 |
| Research Areas - Foundation's People and Their Work | box 10 | folder 121 |

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| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 1-8 | box 10 | folder 122 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memorandum 9 (Report 1) | box 10 | folder 123 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 10-15 | box 10 | folder 124 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memorandum 16 (Report 2) | box 10 | folder 125 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 17-21 | box 10 | folder 126 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memorandum 22 (Report 3) | box 10 | folder 127 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 23-24 (Report 4) | box 10 | folder 128 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 25-33 (Report 5,6) | box 10 | folder 129 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - (Report 5,6) | box 10 | folder 130 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 34-37 | box 10 | folder 131 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - (Report 7,8) | box 10 | folder 132 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 38-42 | box 10 | folder 133 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - (Report 9) | box 10 | folder 134 |
| Summary & Personal Attention to FF (concluding memo) [Memoranda to McGeorge Bundy] - Memoranda 43-44 | box 10 | folder 135 |

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Appendix B: List of Folder Headings, 1975

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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