



The New York Public Library  
Manuscripts and Archives Division

Guide to the

**New York Times Company records. Francis A. Cox papers**

1954-1982

MssCol 17812

Compiled by Philip Heslip, 2013

## Summary

**Creator:** New York Times Company

**Title:** New York Times Company records. Francis A. Cox papers

**Date:** 1954-1982

**Size:** 2.52 linear feet (6 boxes)

**Source:** Donated by New York Times Company, 2007.

**Abstract:** Francis A. Cox (1913-1982) was a vice president and financial officer of The New York Times Company. The Francis A. Cox papers primarily document his time as secretary-treasurer (1963-1967) and vice president (1967-1973) through letters, internal memoranda, legal documents, financial reports, and business diaries relating to his office and the financial affairs of The Times.

**Access:** Advance notice required.

**Conditions Governing Use:** Copyright for documents created by New York Times Company principals and staff has been transferred to The New York Public Library.

**Preferred citation:** New York Times Company records. Francis A. Cox papers, Manuscripts and Archives Division, The New York Public Library.

**Processing note:** Compiled by Philip Heslip, 2013 The order and folder titles, which The Times archives staff imposed on the collection, have been maintained.

### Related Materials:

Forms part of New York Times Company records

## Creator History

Francis A. Cox (1913-1982) was a longtime financial officer and vice president of The New York Times Company.

A native of Manhattan, Cox graduated from New York University's School of Business Administration in 1935. He joined Haskins and Sells, a financial services company, as a tax auditor later that year. During World War II, Cox served on the Naval Reserve Navy Price Adjustment Board at offices in New York and Washington. He was discharged in 1946 with the rank of Lieutenant Commander and returned to Haskins and Sells.

Cox joined The Times in 1951 as an assistant to corporate secretary Godfrey N. Nelson. Cox was promoted to treasurer in 1954 and added the title and responsibilities of company secretary in 1963. Finally, he was named vice president of finance in 1967 and in this role oversaw all accounting, finance, and budgetary matters for the company. After 23 years at the paper, Cox resigned from The Times in early 1974. He died in 1982.

Source: "Francis A. Cox, 69, A Times Executive" The New York Times. May 6, 1982.

## **Custodial History**

This collection was originally re-housed and organized in 1986 by The Times archives staff.

## **Scope and Content Note**

The Francis A. Cox papers document Cox's tenure as secretary-treasurer (1963-1967) and vice president (1967-1973), with a small amount of treasurer records from the 1950s. The collection primarily consists of internal memoranda, legal documents, and financial records reflecting the workings of the treasury office. Files contain financial reports, expense accounts of executives and foreign correspondents, securities transactions, and pension and insurance records. Among the correspondents are Julius Ochs Adler, E. Clifton Daniel, Orvil E. Dryfoos, Herbert L. Matthews, and Arthur Hays Sulzberger. Incoming and copies of outgoing letters and memoranda are typically present. Additionally, the collection contains memoranda and reports by Peter M. Brown and other members of Cox's department. The papers feature Cox's appointment calendars for 1962 through 1973, and a few photographs of Cox and his daughter Carol.

The collection is divided into two series: I. People and II. Subjects. The People files consist of records pertaining to individuals, while the Subjects files contain items on specific topics and concerning departments and many of the paper's affiliate companies. Items germane to two or more people or subjects are often cross-referenced in the finding aid; documents related to specific issues are generally located in subject files rather than the people folders of those involved.

Many of Cox's reports, memoranda, and letters can be found in the collections of the publishers to whom he reported: Arthur Hays Sulzberger, Orvil Dryfoos, and Arthur Ochs Sulzberger, especially in their folders dealing with financial matters.

## **Key Terms**

### **Genre/Physical Characteristic**

Financial documents

Legal documents

Photographs  
Tax records

**Subjects**

Newspaper publishing -- United States -- History -- 20th century

**Names**

Cox, Francis A., 1913-1982

## Container List

### I: People 1954-1971 (2 boxes)

This series is made up of files that contain items to, from, or concerning various individuals. Most people represented are affiliated with The New York Times, such as the publishers, executives, and staff members, particularly foreign correspondents. Files consist of interoffice memoranda regarding financial matters, including individual's expenses, retirement accounts, vacation and disability expenses, and various tax issues. Cox, an experienced accountant, advised individuals at The Times on income tax, estate planning, and international tax issues. The series' most substantial files are for publishers Arthur Hays Sulzberger, Orvil E. Dryfoos, and Arthur Ochs Sulzberger.

Files are arranged alphabetically by name. Entries without box and folder numbers cross-reference related material in other files. These files do not necessarily collect every letter, memorandum, or document related to the individual; subject files should also be consulted.

- b. 1 f. 1 **Adler, Julius Ochs (Maj. Gen.) 1955**  
Memoranda about a salary advance, expense accounts, and funeral expenses  
See also: Will and Estate of Julius Ochs Adler
- b. 1 f. 2 **Adler, Julius Ochs, Jr. 1956**  
**Adler, Julius Ochs (Mrs.) (Barbara Stettheimer Adler)**  
See: Will and Estate of Julius Ochs Adler
- b. 1 f. 3 **Bancroft, Harding F. undated**  
Includes a biographical sketch, mimeographed copy of a speech by Bancroft entitled "Diplomatic Requirements of the United Nations"
- b. 1 f. 4 **Berger, Meyer 1959, 1961**  
Includes correspondence with the Internal Revenue Service about his 1958 income tax return (1961), and his obituary (1959)  
**Bernstein, Theodore M.**  
See: Editorial Policy
- b. 1 f. 5 **Birchall, Frederick T. 1955, 1958**  
Correspondence about the gift of his Pulitzer Prize medal to *The Times*, and about payments to his estate
- b. 1 f. 6 **Callender, Harold 1958**
- b. 1 f. 7 **Cohen, Richard N. 1958, 1960-1968**  
Memoranda and letters about his and Mrs. Cohen's trip to Scotland and France (1965); his service on *The Times* Board of Directors; insurance matters
- b. 1 f. 8 **Cross, Milton 1957**
- b. 1 f. 9 **Daniel, E. Clifton 1966**  
Includes a copy of Daniel's memorandum to Turner Catledge about his salary as managing editor and other compensation and a *Times* policy report on compensating senior executives
- b. 1 f. 10 **Davies, Clarence J., Jr. 1958**
- b. 1 f. 11 **Downes, Olin 1955**
- b. 1 f. 12-13 **Dryfoos, Orvil E. 1954-1964**  
Includes Arthur Ochs Sulzberger's memorandum about Dryfoos's health; obituaries (clippings); condolence notes and Cox's replies; correspondence about Dryfoos's estate and memorial gifts to Dartmouth College. Also present are travel itineraries, memoranda, and vouchers about his and Mrs. Dryfoos's expenses and taxes
- b. 1 f. 14 **Dryfoos, Orvil E. (Mrs.) (Marian Sulzberger Dryfoos) 1956-1964**  
Includes clippings about her activities and roles at *The Times*; letters, memoranda, and other documents regarding special compensation given to her upon Orvil Dryfoos's death (1963)  
See also: Dryfoos, Orvil E.
- b. 1 f. 15 **Duffus, Robert L. 1962**

I: People (cont.)

- b. 1 f. 16 Frankel, Max 1960  
Memoranda about his tax problems in the USSR and his salary records while assigned to the Moscow Bureau from 1957 to 1960
- b. 1 f. 17 Freedman, Emanuel R. 1970
- b. 1 f. 18 Havas, Zoltan J. 1959
- b. 1 f. 19 Holmberg, William A., Jr. 1963
- b. 1 f. 20 Katzander, Howard L. (Mrs.) (Barbara Adler Katzander) 1963  
Leigh, Douglas, Inc.  
See: Buildings
- b. 4 f. 5 Little, Arthur D., Inc. 1958
- b. 1 f. 21 MacCormac, John 1958
- b. 1 f. 22 Matthews, Herbert L. 1954-1968
- b. 1 f. 23 McCormick, Anne O'Hare (Mrs. Francis J. McCormick) 1955-1956
- b. 2 f. 1 Merz, Charles 1955-1963
- b. 2 f. 2 Middleton, Drew 1955-1964
- b. 2 f. 3 O'Neill, Raymond B. 1960
- b. 2 f. 4 Roosevelt, Theodore (Pres.) 1958  
Correspondence about the centennial observance of his birth
- b. 2 f. 5 Rusk, Howard A. (Dr.) 1957
- b. 2 f. 6 Sullivan, Walter 1959
- b. 2 f. 7-8 Sulzberger, Arthur Hays 1955-1968  
Includes a copy of Sulzberger's statement on his retirement as Publisher; letters and financial documents regarding Sulzberger's chairman of the board responsibilities
- b. 2 f. 9 Sulzberger, Arthur Hays (Mrs.) (Iphigene Ochs Sulzberger) 1955-1969
- b. 2 f. 10-11 Sulzberger, Arthur Ochs 1956-1971  
Includes correspondence concerning Geoffrey Hellman's proposed *New Yorker* profile of Sulzberger; personal notes and letters between Sulzberger and Cox; bills and memoranda, including about automobile and other business expenses
- b. 2 f. 12 Sulzberger, Cyrus L. 1955-1968  
Includes pay vouchers for Magazine and Book Review articles (1960-1963)
- b. 2 f. 13 Walz, Jay 1961
- b. 2 f. 14 Weinstock, Harry H. 1955, 1960
- b. 2 f. 15 Welsh, Madison F. 1955
- b. 2 f. 16 White, William S. 1955

II: Subjects 1954-1982 (4 boxes)

This series is made up of alphabetical subject files that are organized (and titled) by topical keyword, document type, department and section name, and corporation name. These files contain letters, memoranda, legal documents, and financial records, related to Cox's accounting responsibilities and the financial affairs of The Times. Included are records of stock transactions, annual financial reports, and files concerning staff and labor relations. The files also document many of The Times' subsidiary companies and properties. Present are Cox's daily calendars (labeled Diaries) spanning 1962 to 1973, which record dates of Cox's board and committee meetings, appointments, deadlines, and social and work events. Cox or his secretary clipped phone messages, invitations, memoranda, and notes pertaining to specific appointments to the appropriate pages.

Files are arranged alphabetically by file title. Entries without box and folder numbers cross-reference related material in other files.

- b. 3 f. 1 Advertising 1956, 1963

II: Subjects (cont.)

- b. 3 f. 2 **Alco Gravure Company 1956**
- b. 3 f. 3 **Annual Reports 1963**  
Memoranda about the 1962 draft report  
See also: Litigation  
**Awards (to *The Times* and/or Staff Members)**  
See: McCormick, Anne O'Hare (Mrs. Francis J. McCormick)
- b. 3 f. 4 **Biography**  
Includes excerpts from the minutes of *The Times* Board of Directors containing resolutions about Cox's election as treasurer (1954), secretary-treasurer (1963), and vice president for finance (1967)  
See also: Obituaries
- b. 3 f. 5-7 **Buildings 1958-1962**  
Includes correspondence, memoranda, and financial reports on costs, values, purchases, mortgages, and operating expenses for many *Times* properties, including the 43rd Street building and Times Tower  
**Chattanooga Times Finances**  
See: Will and Estate of Julius Ochs Adler
- b. 3 f. 8 **Chicago, University of 1971**  
**Dartmouth College**  
See: Dryfoos, Orvil E.  
**Debentures**  
See: Finances of *The New York Times*
- b. 5-6 **Diaries (Calendars) 1962-1973**
- b. 3 f. 9 ***Directors of The New York Times: Board Meetings* 1961, 1964**  
Memoranda about meeting procedures, schedules, and agenda, and a cartoon about meetings
- b. 3 f. 10 **Editorial Policy 1970**  
Copy of Theodore M. Bernstein's report to Arthur Ochs Sulzberger on allegations that *The Times* slants its news reports  
**Electric Light and Power**  
See: Buildings  
**Estate of Julius Ochs Adler**  
See: Will and Estate of Julius Ochs Adler
- b. 3 f. 11-14 ***Finances of The New York Times* 1954-1972**  
Includes annual reports from 1955 to 1970; comparative financial statements for 5-year, 10-year, and other periods from 1935 to 1964; other memoranda concerning *The Times*' finances  
See also: Will and Estate of Julius Ochs Adler
- b. 3 f. 15 **Gaspesia Pulp and Paper Company, Ltd. 1963**
- b. 3 f. 16 **General Accounting Department 1962, 1970**  
Includes memoranda by Ralph Bowman and Cox on staffing and reorganizing the Internal Audit Department  
See also: Staff--Executive Succession  
**Insurance**  
See: Cohen, Richard N.; Strike Insurance  
**Internal Auditing Department**  
See: General Accounting Department
- b. 4 f. 1-2 **J and J 67th Street Corporation 1956-1962**  
Includes a financial journal and ledger (1956-1957) and a photograph of the building

II: Subjects (cont.)

- b. 4 f. 3 **Labor Relations 1969**  
Includes Cox's memorandum to the Executive Committee offering a draft manifesto of *The Times'* labor relations policy  
See also: Strike Insurance
- Legal Matters**  
See: Buildings; J and J 67th Street Corporation; Litigation
- Libel and Slander**  
See: Litigation
- Lincoln Square Development Project**  
See: J and J 67th Street Corporation
- b. 4 f. 4 **Litigation 1963**  
Includes Lord Day and Lord's report on libel and other actions pending against *The Times*, prepared for *The Times'* annual report
- Lord Day and Lord**  
See: Litigation
- b. 4 f. 6 **Miscellaneous Letters and Papers 1955-1960**
- b. 4 f. 7 **New York Times S.A. (French Affiliate) 1963**  
Financial report summarizing net loss on the company's liquidation
- b. 4 f. 8 **New York Times Sales, Inc. 1962**  
Financial Report
- b. 4 f. 9 **Newspapers 1966**  
Text of Cox's speech to the President's Conference, Price Company Ltd., entitled "Observations on the Future of Newspapers"
- b. 4 f. 10 **Obituaries 1982**  
Obituary for Francis A. Cox
- b. 4 f. 11 **Pension Plans 1960-1962, 1971**  
Cox's reports to the Board of Directors on the operations of The New York Times Retirement Trust
- b. 4 f. 12 **Photographs undated**  
Cox's portraits and portraits of his daughter, Carol
- b. 4 f. 13 **Reynolds Metals Company 1956-1957**  
**Secretary's Office**  
See: Staff, Executive Succession
- b. 4 f. 14 **Spruce Falls Power and Paper Company, Ltd. 1957-1973**  
**Staff**
- b. 4 f. 15 **Executive Compensation 1971**  
Cox's memorandum to A.O. Sulzberger outlining policies on which an executive compensation program should be based.
- b. 4 f. 16 **Executive Succession 1966**  
Cox's report to A. O. Sulzberger on candidates for succession in the secretary's and treasurer's offices and the general accounting department.
- b. 4 f. 17 **Foreign Correspondents 1955**
- b. 4 f. 18 **Miscellaneous**  
Correspondence with or about staff members who do not have their own folders in the biographical segment. The papers are filed alphabetically by the staff members' names.
- b. 4 f. 19 **Salaries 1964**  
Memoranda on the salary administration program.
- Stock of The New York Times**  
See: Finances of *The New York Times*; Will and Estate of Julius Ochs Adler

II: Subjects (cont.)

- b. 4 f. 20 **Strike Insurance 1963**  
Includes a report on claims submitted by *The Times* spanning from 1937 to 1963.
- Taxation**  
See: Finances of *The New York Times*; Telephones
- b. 4 f. 21 **Telephones 1958**
- b. 4 f. 22 **Time Inc. 1956**
- b. 4 f. 23 **Times Facsimile Corporation 1955-1960**
- b. 4 f. 24 **Treasurer's Office 1970**  
Includes Cox's memorandum to Arthur Ochs Sulzberger on staffing  
See also: Staff, Executive Succession
- b. 4 f. 25 **Washington Bureau 1959**
- b. 4 f. 26 **Will and Estate of Julius Ochs Adler 1955-1959**  
Includes a printed copy of Adler's will and letters and memoranda about his stock holdings and the contents of his vault