



# Ford Foundation records, Records of the Special Committee for Program Policy Review in the 1960s

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## Table of Contents

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Summary Information .....	3
Biographical / Historical .....	3
Scope and Contents .....	5
Arrangement .....	5
Administrative Information .....	6
Collection Inventory .....	6
Working Papers of the Special Committee .....	6
Supporting Materials .....	7
Correspondence .....	10
Proceedings and Report of the Special Committee .....	10
Files on the Special Committee Maintained by William McPeak and Terrance Keenan .....	12

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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, Records of the Special Committee for Program Policy Review in the 1960s
<b>ID:</b>	FA708
<b>Date [inclusive]:</b>	1952-1963
<b>Physical Description:</b>	3.08 Cubic Feet
<b>Language of the Material:</b>	English .

### Preferred Citation

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[^ Return to Table of Contents](#)

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## Biographical / Historical

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At its September 1961 meeting, the Board of Trustees of the Foundation "RESOLVED that the Chairman appoint a committee of Trustees and officers to review the programs of the Foundation and report to the Board on program areas which might be newly entered into and programs, if any, which might be discontinued." At the meeting of the Executive Committee of the Board in October, "The Chairman reported on the composition of the Committee on Objectives of the Foundation...." Joseph Slater, who had rejoined the Foundation staff at the behest of John J. McCloy to serve as the Study Director of the Committee, acted as rapporteur at the first meeting of the Committee which was held on October 26 after the Board's Executive Committee adjourned.

The Committee undertook to review the Foundation's "policies, programs, and operations...and to recommend policies, programs, and operations for the 1960s...." Those appointed to serve on the Special Committee were: John J. McCloy, Chairman of the Board of Trustees (and Chair of the Committee); Donald K. David, Vice Chairman of the Board of Trustees; and Henry T. Heald, President of the Foundation. Other members of the Committee were John Cowles, Julius A. Stratton, Bethuel M.

Webster, Milton Katz, Dyke Brown, Clarence H. Faust, F. F. Hill, William McPeak, James M. Nicely, Joseph M. McDaniel, and Joseph E. Slater.

The Committee was ostensibly formed as a ten-year review committee, but was also implicitly intended to address proper relationships between Board, President and staff. The Committee assembled staff appraisals of the programs of the Foundation in the previous decade and conducted extensive surveys both inside and outside the Foundation to determine courses of action for the future.

The efforts of the Special Committee were broken down into three general phases. Phase one took place from October 1961 to January 1962, during which period the Foundation's past and present programs were appraised. The results are represented in Volume I of 'Supporting Materials,' and are "based primarily upon evaluations by the Foundation staff covering the period 1951-1961."

Also during this phase, "Program Directors and Officers were asked to submit proposals for programs in the 1960s both for their own programs and for the Foundation as a whole. These, together with proposals and suggestions [made] by the Trustees, are in Volume II of 'Supporting Materials.'"

During the second phase (January through April 1962) of the Committee's activities, "wide-ranging interviews with specialists and distinguished leaders were conducted by the Chairman, the Trustee members, and the Study Director... The results are reported in Volume III of 'Supporting Materials.'" Special submissions and papers are summarized in Volume IV.

"On the basis of this supporting material and extensive informal interviews within the Foundation, the Committee held broad discussions during March and April 1962, regarding future programs and policies." The principal problems facing the United States and the world at that time were examined, and the Committee undertook to identify areas in which the Foundation could hope to move with greatest effect during the ensuing decade. Exploration of new areas of interest was not limited to those in the which the Foundation had conducted programs up to that point. "Trustees not members of the Special Committee, and Program Directors, participated actively in these discussions."

During the third and final phase of its project, "the Special Committee considered the institutional, organizational, and financial implications of the new and revised programs and policies it had formulated."

The set of Directives and Terms of Reference resulting from this entire effort were discussed, amended and then approved by the Board of Trustees at its quarterly meeting in June 1962.

("Directives and Terms of Reference for the 1960s," Introduction, pp. i-ii)

(The Archives has multiple copies of the "Directives..." and the four volumes of supporting materials. In addition, copies of the proceedings and the reports in the "Directives..." were placed in the Archives' collection of unpublished staff and consultant reports and cataloged as individual items following the processing of this collection in 1987. See Appendix A for a list of report numbers. In 1995, the "Directives..." and supporting materials were cataloged as report #012673.)

The Foundation also published "The Ford Foundation in the 1960s: Statement of the Board of Trustees on Policies, Programs, and Operations" in July 1962. This volume was intended for distribution outside the Foundation to explain the outcome of the review undertaken by the Special Committee.

For further information on the origins and workings of the Study Committee, see the oral histories of John J. McCloy, Joseph Slater, Willard J. Hertz and W. McNeil Lowry. A review of the Board's consideration of the Directives can be found in the minutes for the June 1962 Board of Trustees meeting.

[^ Return to Table of Contents](#)

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## Scope and Contents

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The records of the Special Committee, 1952-1963, the bulk of which were produced from November 1961 to June 1962, were originally part of Joseph E. Slater's office files. Slater served as the Study Director of the Committee. The Committee is frequently called either "The Slater Committee" after its director, or "The McCloy Review Committee" after John J. McCloy who was the Chairman of the Foundation's Board of Trustees when the Committee was established and served as its Chair. Because these documents were created and/or assembled by the Committee during the course of its review of Foundation policies, programs and operations, the decision was made to remove them from Slater's office files and process them as a separate collection.

In July 1995, the register for these records was substantially revised and the records themselves reviewed. The following material concerning the Special Committee was found in the Records Center and added to the records:

Files originally from the offices of William McPeak and Terrance Keenan. These now comprise Series III.

A notebook belonging to Slater with spine label "Special Committee Memoranda" contained some memoranda written by him that were not included in the records. These were interfiled in folder 50 which contains Slater's outgoing correspondence.

[^ Return to Table of Contents](#)

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## Arrangement

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The records of the Special Committee are organized in three series:

I. Working Papers of the Special Committee, 1952-1963

II. Proceedings and Report of the Special Committee, 1962

III. Files on the Special Committee Maintained by William McPeak and Terrance Keenan, 1961-1963

[^ Return to Table of Contents](#)

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## Administrative Information

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### Publication Statement

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### 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.

[^ Return to Table of Contents](#)

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## Collection Inventory

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### Working Papers of the Special Committee, 1952-1963

#### Scope and Contents

Series I contains supporting material ("source files," charts, reports, summaries of interviews and other material assembled for decision making and use at meetings) and correspondence (letters and memoranda to and from Committee members, agendas, minutes and meeting summaries).

"Source files" (folders 9-19) contain material kept on potential program areas. They contain interview excerpts, staff submissions prepared as memoranda, miscellaneous notes and letters, and relevant journal and newspaper articles. Included in the first "source file" (box 1, folder 9) is a list of headings used to classify the material in the "source files" which are arranged according to this classification scheme.

Entries are classified under two broad areas of interest: "Advancement of Peace and International Order and "Invigoration of American Society." Headings under "Advancement of Peace and International Order are coded "A" (for "U.S. Foreign Policy") to "P" (for "Trade with Less-Developed Countries"). Headings under "Invigoration of American Society" are coded "I" (for "U.S. Art and Culture") to "22" (for "Ford Foundation as an Institution").

Interviews with experts and leaders in a wide variety of fields were conducted by the Chairman, Trustee members, and the Study Director between January and April 1962 (folders 20 to 30). A list categorizing the interviewees and noting the numbers assigned to them is provided in folder 20. The categories are: I. World Affairs; II. Business; III. Labor; IV. Governmental and Congressional; V. Mass Media; VI. Educational and Scientific; and VII. Religious and Cultural.

The memoranda summarizing these conversations are arranged in numerical order under the name of the Committee member who conducted the interview and are included as supporting material. Notable interviewees include Eleanor Roosevelt (Slater #3), Leonard Bernstein (Slater #55), Adlai Stevenson (Slater #57), Herbert Hoover (McCloy #1), Margaret Mead (Slater #91), and Dean Rusk (Slater #A). Rather than transcribing each interview verbatim, the interviews were summarized in memorandum form by the Committee member responsible.

In the Correspondence section of Series I (folders 36 to 49), incoming letters deal primarily with suggestions for the focus of the Foundation's activities in the 1960s from leaders and experts in various fields, former and current staff members, and Committee members Milton Katz and Bethuel M. Webster. Originally maintained by the Committee in alphabetical order under the name of the outside correspondent, these files have been reorganized under the names of the Committee members (Henry T. Heald, John J. McCloy, Joseph E. Slater) who received the letters. Alphabetical file order by outside correspondent's name has been maintained within the recipients' files. In addition, each of the above-named Committee members, as well as Milton Katz and Bethuel M. Webster, have outgoing letter files arranged in reverse chronological order.

Many of the letters and memoranda have numbers in the upper right-hand corners. These are cross-references to the interview numbers assigned to each interviewee by members of the Committee. The files include letters from such notable personalities as former U.S. Presidents Harry S. Truman and Herbert Hoover; Congressman Barry Goldwater; and William Benton, publisher and chairman of the Encyclopedia Britannica. Other correspondents include former Foundation staffer Waldemar A. Nielsen and trustee Charles E. Wyzanski. Almost half of the letters to John J. McCloy are in German; most include English translations.

## **Arrangement**

Series I is arranged in two subseries:

A. Supporting Materials, 1952-1962

B. Correspondence, (1956-1957, 1959) 1961-1963

## **Supporting Materials, 1952-1962**

### **Scope and Contents**

This subseries includes:

Background Materials on the need for a review of policies in the 1960s

Background Materials for decision making (in report form)

Annual and Cumulative Grant Totals (in chart form)

The Goals Committee analysis for the Special Committee

**"Source Files"**

Memoranda summarizing internews conducted by Committee members with experts and leaders in a wide variety of fields and activities

<b>Title/Description</b>	<b>Instances</b>	
Notes on the Principles and Policies of the Ford Foundation (Report), 1954	box 1	folder 1
First Interim Report of Ad Hoc Committee on Special Programs (Report), 1959 June	box 1	folder 2
"Memorandum on Preliminary Phase of Follow-Up Project" - William Pincus, 1960 July	box 1	folder 3
Background on Need for Review of Policies in the 1960s, 1952 January-1961 December	box 1	folder 4
Background Materials for Decision Making (Reports), 1961 November-1962 February	box 1	folder 5
Background Materials for Decision Making (Reports), 1962 February-March	box 1	folder 6
Annual and Cumulative Grant Totals (Charts), 1950 January-1961 December	box 1	folder 7
Charts of program categories by year, 1961 December	box 1	folder 7a
Goals Committee Analysis for Special Committee by T. Keenan (includes annotations of "Goals for Americans"), 1962 January	box 1	folder 8
Source File - Advancement of Peace and International Order, A - U.S. Foreign Policy through F - Foreign Understanding of U.S., 1962 February	box 1	folder 9
Source File - Advancement of Peace and International Order, G - General International Understanding, 1962 April	box 1	folder 10
Source File - Advancement of Peace and International Order, H - U.N. and International Organization through M - Atlantic Community and Other Regional Communities, 1962	box 1	folder 11
Source File - Advancement of Peace and International Order, N - Economic, Political, Social and Cultural "Development" of Less Developed Countries through O - Trade with Less Developed Countries, 1962 April	box 1	folder 12
Source File - Invigoration of American Society 1. - U.S. Art and Culture, 1962 April	box 1	folder 13
Source File - Invigoration of American Society 2. - Education for All Groups, 1962 April 12	box 2	folder 14
Source File - Invigoration of American Society 3. - Race Relations in U.S. through 7. - American Personal and Social Values, 1962	box 2	folder 15



Source File - Invigoration of American Society 8. - Opportunities for Work and Personal Development through 13. - Behavioral Sciences Research, 1962 May	box 2	folder 16
Source File - Invigoration of American Society 14. - Health and Medicine through 17. - Housing and Transportation, 1962	box 2	folder 17
Source File - Invigoration of American Society 18. - Conservation Policy through 19. - Power Systems and Individual Rights, 1962	box 2	folder 18
Source File - Invigoration of American Society 20. - The Public Service through 22. - Ford Foundation as an Institution, 1962	box 2	folder 19
Interviews by Special Committee Members, Illustrative Lists, 1961	box 2	folder 20
Interviews by Special Committee Members, Henry T. Heald #1 - #7, Milton Katz #1 - #3, 1962 January - April	box 2	folder 21
Interviews by Special Committee Members, John J. McCloy #1- #20, plus one unnumbered, 1962 February-April	box 2	folder 22
Interviews by Special Committee Members, Joseph E. Slater #A - #9, 1962 January-February	box 2	folder 23
Interviews by Special Committee Members, Joseph E. Slater #10 - #29, 1962 January	box 2	folder 24
Interviews by Special Committee Members, Joseph E. Slater #30 - #48 (#41 missing), 1962 January-April	box 3	folder 25
Interviews by Special Committee Members, Joseph E. Slater #49 - #79 (#57, #59, #62-64, #66-67 missing), 1962 February-March	box 3	folder 26
Interviews by Special Committee Members, Joseph E. Slater #80 - #92, 1962 March-April	box 3	folder 27
Joseph E. Slater, Memoranda of Conversations with Trustees, Officers, Program Directors, 1961 December - 1962 March	box 3	folder 28
Interviews by Special Committee Members, Julius A. Stratton #1, Bethuel M. Webster #1 - #16, 1961 November-1962 April	box 3	folder 29
Interviews by Special Committee Members, Summaries of Outside Interviews - Sessions I - XII, 1962 March	box 3	folder 30
Memoranda for Committee Records (Includes form letters, list of interviewees, summaries of interviews with trustees, officers, program directors), 1961 November-1962 January	box 3	folder 31
Recommendations from Outsiders, 1960 May-1962 April	box 3	folder 32
Input from the Carnegie Endowment (Joseph E. Johnson, etc.), 1960 April-1962 January	box 3	folder 33
Conservation Policy, 1961-1962	box 3	folder 34
Libraries, 1962 March	box 3	folder 35

## Correspondence, 1956-1963

### Scope and Contents

This subseries includes:

- Incoming Correspondence (letters and memoranda) • Private Correspondence (letters and memoranda) between Joseph E. Slater and John J. McCloy • Letters and Memoranda organizing the Special Committee • Master Copies of administrative memos and letters authorizing Committee meetings • Agendas, Minutes and Summaries of committee meetings • Letters and Clippings reflecting public reaction to the statement issued by the Foundation outlining its policies for the 1960s

Title/Description	Instances	
Letters/Memos Organizing Special Committee, 1961 October-1962 June	box 3	folder 36
Administrative Memos and Letters (master copies) Authorizing Committee Meetings, 1961 November - 1962 June	box 3	folder 37
Agendas, Minutes, Summaries, 1961 November-1962 June	box 4	folder 38
Special Committee Meetings, Critical Questions, 1962 March - April	box 4	folder 39
Henry T. Heald (Incoming), 1956 October-1962 June	box 4	folder 40
Henry T. Heald (Outgoing), 1959 March - 1962 June	box 4	folder 41
Milton Katz (Outgoing), 1962 January	box 4	folder 42
John J. McCloy Materials, Staff Briefing, 1962 June	box 4	folder 43
John J. McCloy (Incoming A-H), 1962 January-July	box 4	folder 44
John J. McCloy (Incoming K-Z), 1961 November-1962 July	box 4	folder 45
John J. McCloy (Outgoing), 1962 January-July	box 4	folder 46
Confidential Communications, Slater/McCloy, 1961 December-1962 July	box 4	folder 47
Joseph E. Slater (Incoming A-M), 1961 October - 1962 May	box 4	folder 48
Joseph E. Slater (Incoming N-W), 1961 November-1962 November	box 4	folder 49
Joseph E. Slater (Outgoing), 1962 January-June	box 4	folder 50
Bethuel M. Webster (Outgoing), 1962 January	box 4	folder 51
Public Reaction to Statement Issued by FF on its Policies for the 1960s (letters and media articles), 1962 July-1963 January	box 4	folder 52

[^ Return to Table of Contents](#)

## Proceedings and Report of the Special Committee, 1962

## Scope and Contents

Series II contains a carbon copy of the transcript of the Proceedings, sessions I through XII of the Special Committee meetings of March and April 1962 (boxes 5 and 6, folders 63 and 64). (The Archives has an additional copy of the transcript in the Vital Records Room, Level C.) The proceedings recount verbatim the discussions between Committee members during these meetings. Also included in this series is a copy of the "Directives and Terms of Reference for the 1960s," the end product of the Committee's efforts, and a draft of the "Directives..." with handwritten revisions and comments by McCloy and Heald (folder 65) along with the four volumes of supporting material. See Appendix B for a guide to the "Directives..." and the supporting material.

The Foundation's policies and program interests during the 1950s are summarized in Volume I of the Supporting Materials: Ford Foundation Program Evaluation, 1951-61. Volume II is a collection of Trustee and Staff proposals recommending programming directions to be considered in the 1960s. Interview results that include contributions from outside leaders and experts are reported in Volume III. Volume IV contains special papers written by Foundation staff and the principal working papers prepared by Slater. Folders 67 through 72 contain the four volumes of Supporting Materials.

The "Directives..." present five broad categories, reflecting the recommendations of staff and Trustees, as the principal areas of Foundation concern: Educational Affairs, Arts and Sciences, Public and Economic Affairs, International Affairs, and Overseas Development.

Title/Description	Instances	
Proceedings, Special Committee on Program Review, Sessions I & II, pp. 1-139, 1962 March	box 5	folder 53
Proceedings, Special Committee on Program Review, Sessions I & II, pp. 140-274, 1962 March	box 5	folder 54
Proceedings, Special Committee on Program Review, Sessions III & IV, pp. 1-126, 1962 March	box 5	folder 55
Proceedings, Special Committee on Program Review, Sessions III & IV, pp. 127-241, 1962 March	box 5	folder 56
Proceedings, Survey Committee of the Ford Foundation, Sessions V & VI, pp. 1-100, 1962 March	box 5	folder 57
Proceedings, Survey Committee of the Ford Foundation, Sessions V & VI, pp. 101-205, 1962 March	box 5	folder 58
Proceedings, Survey Committee of the Ford Foundation, Sessions VII & VIII, pp. 1-93, 1962 March	box 5	folder 59
Proceedings, Survey Committee of the Ford Foundation, Sessions VII & VIII, pp. 94-185, 1962 March	box 5	folder 60
Proceedings, Special Committee of the Ford Foundation, Sessions IX & X, pp. 1-127, 1962 April	box 5	folder 61
Proceedings, Special Committee of the Ford Foundation, Sessions IX & X, pp. 128-254, 1962 April	box 5	folder 62
Proceedings, Special Committee of the Ford Foundation, Sessions XI & XII, pp. 1-88, 1962 April	box 6	folder 63
Proceedings, Special Committee of the Ford Foundation, Sessions XI & XII, pp. 89-185, 1962 April	box 6	folder 64

Directives and Terms of Reference for the 1960s (Draft), Revisions by John J. McCloy and Henry T. Heald, 1962 May	box 6	folder 65
Directives and Terms of Reference for the 1960s Special Committee, Ford Foundation, 1962 June	box 6	folder 66
Ford Foundation Program Evaluation, 1951-61, Special Committee, Supporting Materials Vol. I, 1962	box 6	folder 67
Ford Foundation Program Evaluation, 1951-61, Special Committee, Supporting Materials Vol. II, 1962	box 6	folder 68
Ford Foundation Program Evaluation, 1951-61, Special Committee, Supporting Materials Vol. III (through Part III, Section III), 1962	box 6	folder 69
Ford Foundation Program Evaluation, 1951-61, Special Committee, Supporting Materials Vol. III (Part III, Section IV through end), 1962	box 6	folder 70
Conversations and correspondence with leaders and experts, Special Committee Supporting Materials Vol. III (Parts IV & V), 1962	box 6	folder 71
Special Papers and Working Documents, Special Committee, Supporting Materials, Vol. IV, 1962	box 6	folder 72

[^ Return to Table of Contents](#)

## Files on the Special Committee Maintained by William McPeak and Terrance Keenan, 1961-1963

### Scope and Contents

Series III has files concerning the Special Committee that were maintained by William McPeak, a Foundation vice president and member of the Committee, and Terrance Keenan, a writer in the Office of Reports. Keenan's files include his work on drafts of the Directives and related correspondence.

Title/Description	Instances	
Files, William McPeak, 1961 November-1963 May	box 7	folder 73
Files, Terrance Keenan, 1962	box 7	folder 74

[^ Return to Table of Contents](#)

## Appendix B

### Appendix B

The following lists the table of contents for the "Directives and Terms of Reference for the 1960s" and the "Supporting Materials," Volumes I - IV.

DIRECTIVES AND TERMS OF REFERENCE FOR THE 1960S Introduction Part I Policy Directives Program Directives Operational Directives Part II "Terms of Reference" - Introduction Educational Affairs The Arts and Sciences Public and Economic Affairs International Affairs Overseas Development

FORD FOUNDATION PROGRAM EVALUATION, 1951-61, SUPPORTING MATERIALS, VOLUME I A. Education Program, 1951-61 Main Paper: Overall Review Special Program in Education Educational Television Supplementary Paper: Education Program, 1954-56 B. International Training and Research Program, 1951-61 C. Humanities Program, 1956-61 D. Arts Program, 1957-61 E. Science and Engineering Program, 1957-61 F. Behavioral Sciences Program, 1951-57 G. Public Affairs Program, 1950-61 Main Paper: Review of Early Years, 1950-57 Urban and Regional Affairs Youth Development Law and the Administration of Justice The Public Service Supplementary Papers: The Fund for the Republic Television-Radio Workshop H. Economic Development and Administration, 1951-61 Regular Program Advancement of Business Education Population Problems Problems of the Aging I. International Affairs Program, 1951-61 J. Overseas Development Program, 1951-61 South and Southeast Asia Near East and Africa Latin America and the Caribbean K. Appendix Summary Table for Total Grant, Project, and Other Data, 1951-61 Yearly Distribution of Grants by Purpose within Programs through 1961

TRUSTEE AND STAFF PROPOSALS FOR FORD FOUNDATION PROGRAMS FOR THE 1960S, SUPPORTING MATERIALS, VOLUME II Part One: Trustee Proposals for Future Program Part Two: Staff Proposals for Future Program A. Educational Affairs B. Arts and Sciences C. Public and Economic Affairs D. International Affairs E. Overseas Development Part Three: Proposals Submitted by Individual Officers and Program Directors on Aspects of the Foundation's Over-all Program

CONVERSATIONS AND CORRESPONDENCE WITH AMERICAN AND INTERNATIONAL LEADERS AND EXPERTS, SUPPORTING MATERIALS, VOLUME III Part One: Partial List of Persons Outside the Foundation from Whom Ideas Were Received Part Two: Synthesis of Outside Conversations and Submissions Part Three: Selected Letters, Memoranda, and Papers Submitted by Outside Leaders and Experts Part Four: Informal Notes on Study Director's Outside Interviews Part Five: Summaries of Special Committee Luncheon and Dinner Discussions with Outside Leaders

SPECIAL PAPERS AND WORKING DOCUMENTS, SUPPORTING MATERIALS, VOLUME IV The Continuing Role of the University Public Relations and the Office of Reports Dissemination and Accessibility of Grant-Supported Reports and Findings Foundation Commitments, Fiscal Years 1962-1966 Sample Policy Paper Regarding a Trustee Fund for Local Charitable Purposes Study Director's "Check List" of Problems and Issues Special Committee Agenda Chronological Summary of Special Committee Proceedings Bibliography of Documents Available in the Special Committee Files