



# **Ford Foundation records, Papers of the Study for the Ford Foundation on Policy and Program (Gaither Commission)**

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English

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15 Dayton Avenue

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, Papers of the Study for the Ford Foundation on Policy and Program (Gaither Commission)
<b>ID:</b>	FA709
<b>Date [inclusive]:</b>	1947-1956
<b>Date [bulk]:</b>	bulk
<b>Physical Description:</b>	2.64 Cubic Feet
<b>Language of the Material:</b>	English

### Preferred Citation

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## Sketch of the Committee

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"In the Fall of 1948, anticipating final settlement of Federal Estate Tax matters and the probable receipt during 1949 and 1950 of income sufficient to permit the Foundation to undertake a greatly expanded program, a Study Committee was appointed to act as independent consultants to the Foundation. This committee was made up of men widely known and respected in such fields as education, public health, the natural sciences, political science, the social sciences, the humanities, and modern business and industry. Members of the study Committee were Mr. H. Rowan Gaither Jr., Chairman; Thomas H. Carroll, D.C.S.; Charles C. Lauritsen, Ph.D; William C. DeVane, Ph.D; Donald G. Marquis, Ph.D; T. Duckett Jones, M.D.; Peter H. Odegard, Ph.D; Francis T. Spaulding, Ed.D. A Staff directed by Mr. Gaither served the Committee and included Mr. William McPeak and Mr. Dyke Brown, Assistant Directors; Mr. Paul Bixler; and Mr. Don K. Price." ... "The Study Committee agreed at the outset that the purpose of the study was not to accumulate a comprehensive catalogue of projects which the Foundation might undertake, but to block out in general terms those critical areas where problems were most serious and where the Foundation might make the most significant contributions to human welfare." (from Report to the Trustees, October 1950, pp. 3-4, 5)

"The work of the Study Committee was concluded in November 1949, when its General Report containing the Committee's conclusions and recommendations was submitted to the Trustees. ... Publication of the Report was authorized by special action of the Trustees on September 6, 1950." (from the preface of the General Report, p. 11)

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## Scope and Contents

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This collection is made up of two series: Series I contains the working papers of the Study for the Ford Foundation on Policy and Program, and Series II consists of drafts and summaries of the Committee's Report as well as some Report-related material.

"The Report of the study for the Ford Foundation on Policy and Program" was published in September 1950. This report proposed five program areas to be the focal points of the Ford Foundation's operations. The published report was comprised of four volumes: volume I, the General Report; volumes II and III, Committee and Division Reports; and volume IV, Staff Memoranda.

The material in these papers covers the years 1947 (1948-1950) to 1956 and consists of six boxes of notes, intercommittee memoranda, correspondence, proposals, reports, summaries and drafts. Minutes of several Ford Foundation Trustee meetings are also included in the papers. While the collection contains many documents that are duplicated in the final report, it also includes original material that chronicles the methods of the study, the development, and the publication of the Committee's Report. It also contains some material which pertains to the policy and program decisions published in the Report.

In conclusion, these papers provide a background for the Committee's Report, but do not stand as a substitute. For a complete accounting of the workings and findings of the Committee, the researcher should address himself to the four volumes of the "Report of Study for the Ford Foundation on Policy and Program."

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## Arrangement

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This collection is arranged in two series:

I. The Working Papers for the Study for the Ford Foundation on Policy and Program, 1947-1956

II. Drafts and Summaries of the Study for the Ford Foundation on Policy and Program, 1949-1951

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

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

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

### Processing Information

These papers of the Study for the Ford Foundation on Policy and Program cover the years 1947 (1948-1950) to 1956, and consist primarily of correspondence, reports and drafts. The correspondence and reports were sent to the Archives with the Office of the President Papers of H. Rowan Gaither (President of the Ford Foundation from 1953 to 1956). The correspondence and reports, however, were created during Mr. Gaither's Chairmanship of the Study Committee from 1948 to 1950. For this reason these two collections were processed separately.

It was decided to combine the correspondence and reports with a number of drafts and summaries of the Committee's Report, which were discovered in the Archives and which may well have come from Mr. Gaither's office as well.

At a later date, additional Study Committee material, from the years 1948 to 1951, was found in the Archives, and was integrated into these files. It does not appear that this material came from Mr. Gaither's office, but from the offices of other Committee members.

### Conditions Governing Access

Material more than ten years old is open for scholarly research.

Select individual files are restricted, as noted. Permission to access these files must be obtained from the Ford Foundation before scholarly access is permitted.

### Conditions Governing Use

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.

## 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.

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## Controlled Access Headings

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- Ford Foundation

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## Physical Characteristics and Technical Requirements

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Materials requiring specialized equipment for access (film, audio, video, slides) may be restricted from scholarly research dependent on availability of the applicable equipment.

Brittle or damaged items, or materials otherwise in need of preservation care, may be restricted from scholarly research at the discretion of the RAC Head of Archival Services/RAC Head of Reference.

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## Collection Inventory

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### **The Working Papers for the Study for the Ford Foundation on Policy and Program, 1947-1956**

#### **Scope and Contents**

The papers in Series I document the overall operation of the Committee and the fundamental decisions that were made by its members regarding the formulation of program disciplines, trustee selection, and the coordination and execution of the study itself. The modus operandi of the group was to solicit suggestions from people not formally connected to the Study. The papers include correspondence among Committee members and individuals outside the committee. This correspondence demonstrates the wealth of ideas regarding policy and program that were

submitted to the Committee for consideration. Included among the correspondence are numerous proposals, solicited and unsolicited, suggesting policy and program areas. Also included in this series are skeletal reports, drafted midway through the study, by the following Committee members: Thomas H. Carroll, Charles C. Lauritsen, Donald G. Marquis, T. Duckett Jones and Peter H. Odegard.

With respect to the functioning of the Ford Foundation, the papers address two issues: the tax status of a philanthropic institution, and a code of by-laws for the administration of such an establishment.

## Arrangement

Series I consists of 2 linear feet of material. The folders had no obvious arrangement scheme to begin with, and so they were regrouped into clusters of similar topics or materials: inter-committee memoranda, correspondence and proposals among committee and non-committee members, the development of the Study Committee Report, skeletal reports by Committee members, the Foundation's tax status and by-laws, and trustee materials. Within each folder the material is arranged chronologically. However, the correspondence and proposals among committee and non-committee members are arranged alphabetically within each folder. It should be noted that in the latter material, for the year 1948, there is no H - R correspondence. Also, all items marked "miscellaneous - no author" were filed in the beginning of the "A" folder.

Title/Description	Instances	
Staff Committee Memoranda, 1948 December - 1949 May	box 1	folder 1
Informational Memoranda, 1949 January - March	box 1	folder 2
Informational Memoranda, 1949 March - April	box 1	folder 3
Informational Memoranda, 1949 April - June	box 1	folder 4
Study Report Correspondence and Proposals A - B, 1948	box 1	folder 5
Study Report Correspondence and Proposals C - G, 1948	box 1	folder 6
Study Report Correspondence and Proposals [H] S - W [Z], 1948	box 1	folder 7
Study Report Correspondence and Proposals A - B, 1949	box 1	folder 8
Study Report Correspondence and Proposals C, 1949	box 1	folder 9
Study Report Correspondence and Proposals D - I, 1949	box 1	folder 10
Study Report Correspondence and Proposals J - L, 1949	box 1	folder 11
Study Report Correspondence and Proposals Mc - N, 1949	box 1	folder 12
Study Report Correspondence and Proposals [O] P - S, 1949	box 2	folder 13
Study Report Correspondence and Proposals T - W [Z], 1949	box 2	folder 14
Study Report Correspondence and Proposals A - C, 1950	box 2	folder 15
Study Report Correspondence and Proposals D - L, 1950	box 2	folder 16
Study Report Correspondence and Proposals Mac - MZ, 1950	box 2	folder 17
Study Report Correspondence and Proposals N - W [Z], 1950	box 2	folder 18
Activity Reports (Also includes correspondence and memoranda), 1948 October - 1949 February	box 2	folder 19

Activity Reports (Also includes correspondence and memoranda), 1949 February - 1950 September	box 2	folder 20
Background of the Administration of the study: Summaries of suggestions received from persons interviewed (1 of 2), 1949 January - May	box 2	folder 21
Background of the Administration of the study: Summaries of suggestions received from persons interviewed (2 of 2), 1949 January - May	box 2	folder 22
Background on the Administration of the Study - Correspondence, [1948-1949?] - 1950 February	box 2	folder 23
Planning, 1948 - 1949 May	box 3	folder 24
Human Welfare and Relative Importance of Problems and Programs, [1948-1949?] - 1950 January	box 3	folder 25
Suggested Program Area: Social (Human) Relations, [1949?]	box 3	folder 26
Tentative Statement of Suggested Program Areas for Ford Foundation Support, [1949?]	box 3	folder 27
Skeletal Report, by Carrol, Thomas H., 1949 March	box 3	folder 28
Outline Suggested by T. Duckett Jones for Consideration, 1949 March	box 3	folder 29
Preliminary Form of a Proposed Statement from the Health Division submitted by T. Duckett Jones, 1949 May	box 3	folder 30
Suggestions for a Statement Concerning Ford Foundation Policies by T. Duckett Jones, 1949 September	box 3	folder 31
Skeletal Report Natural Science Division, by Lauritsen, Charles C., 1949 March	box 3	folder 32
Tentative Statement submitted by P. H. Odegard, 1949 March	box 3	folder 33
Memorandum on Conferences and Interviews for the Study for the Ford Foundation, 1949 April	box 3	folder 34
Aims and Objectives of the Ford Foundation [Notes on March 1949 Meeting], Marquis, D. G., 1949 April	box 3	folder 35
Publishing Report, 1948 November - 1950 June	box 3	folder 36
Publishing Report, 1950 June - November	box 3	folder 37
Public Relations, 1947 April - 1950 December	box 3	folder 38
Income Tax Exemption, 1948 November - 1949 November	box 4	folder 39
Income Tax Exemption, 1950 October - 1956 January	box 4	folder 40
Income Tax Exemption, 1950 October - 1956 January	box 4	folder 41
Proposed Bylaws of the Foundation, [1948-1949?] - 1949 December	box 4	folder 42
Proposed Bylaws of the Foundation, 1950 January - [April]		



	box 4	folder 43
Proposed Bylaws of the Foundation, 1950 April - February	box 4	folder 44
Trustee Meetings and Miscellaneous Correspondence, 1945 December - 1949 November	box 4	folder 45
Trustee Meetings and Miscellaneous Correspondence, 1950 February - 1951 January	box 4	folder 46

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## Drafts and Summaries of the Study for the Ford Foundation on Policy and Program, 1949-1951

### Scope and Contents

The material in Series II represents the study's final phases, and the period immediately following the publication of the Report. Included in Series II is a report entitled, "Summary of the Committee's Recommendations and Conclusions." This document provides an overview of the Committee's work and contains excerpts from certain sections of the final four-volume report. This series also contains a set of inter-office memoranda together with excerpts of staff reports to the Foundation's Trustees. This compilation of material, filed as a single document, examines the Foundation's execution of the Study Committee's final recommendations on policy and planning.

### Arrangement

Series II consists of .75 linear feet of material. The documents are arranged chronologically.

Title/Description	Instances	
Foundation Trustees, 1948 November - 1949 August	box 5	folder 47
Draft of the General Report, n.d.	box 5	folder 48
Report of the study for the Ford Foundation on Policy and Program, General Report, preliminary printing, 1949 October	box 5	folder 49
Report of the study for the Ford Foundation on Policy and Program, General Report, preliminary printing [annotated], 1949 October	box 5	folder 50
Summary of Study Recommendations and Conclusions and Agenda for Conference with Trustees (Copy 1), 1950 January	box 5	folder 51
Summary of Study Recommendations and Conclusions and Agenda for Conference with Trustees (Copy 2), 1950 January	box 5	folder 52
Excerpts from "Summary of Study Recommendations and Conclusions", 1950 January	box 6	folder 53
Term of Existence of the Ford Foundation, 1950 February	box 6	folder 54
Maximizing Effectiveness of Foundation Grants, 1950 March	box 6	folder 55
Analysis of Program and Grant Application, 1950 April	box 6	folder 56

[Interoffice Memoranda and Reports to the Board of Trustees  
re "Report to the Study for the Ford Foundation on Policy and  
Program"], 1949 November - 1950 October

box 6

folder 57

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## Appendix A

### Appendix A

The following is the table of contents for the four volumes of the "Report of the Study for the Ford Foundation on Policy and Planning":

VOLUME I Report of the Study for the Ford Foundation on Policy and Program

VOLUME II Committee and Division Reports Report of Business Division Report of Health Division Policy of Deferred Attention to Certain Health Problems Report of Humanities Division Report of Natural Science Division Report of Education Division

VOLUME III Committee and Division Reports (Continued) Report of Political Science Division Report of Social Science Division Proposed Policy for Private Institutions of Higher Education Conservation of Resources

VOLUME IV Staff Memoranda 1. Federal Income Tax Exemption 2. Public Reporting and Accountability 3. Interviews Concerning Foundation Trusteeship 4. Proposed By-laws 5. Objectives, Scope and Method of Study 6. Proposed Michigan Foundation 7. Foundation Trustees 8. Financial Planning 9. Human Welfare and the Relative Importance of Problems and Programs 10. Location of Operating Office 11. Ford Foundation's Donations to Charitable Institutions 12. Organizations of the General Report 13. Problems of Initial and Special Operation 14. Directory of Advisers, Conferees and Interviewees