

DRAFT MEMORANDUM

August 27, 1951

TO: Rowan Gaither
FROM: Hans Speier
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GENERAL FILES

UNDER Area IV

SUBJECT: Program V's Relation to Programs I - IV (Including the Funds)

The effective and satisfactory relation of Program V to the other Programs depends upon (1) easy, mutually respectful relations between the people involved and (2) the quick and full exchange of relevant information. With these two conditions fulfilled, formal organization and procedures are not of primary importance; without them, the formal organization and procedures will not help much.

There are three different types of relations between Program V and the other Programs, and they require different procedures of initiation, consultation, and decision, and different assignment of responsibility.

(1) Joint Programs: In several cases, the interests of Program V and another part of the Foundation are equivalent.

Examples: some aspects of the education and training of behavioral scientists -- Program V and The Fund for the Advancement of Education

studies of political behavior -- Program V and Program II ~ I

some studies of economic behavior (e.g., those with psychological relevance) -- Program V and Program III

problems of minority tensions -- Program V and Program II

This involves the research and training aspects of Program V (i.e., Tasks 3 & 4).

In such cases, initiation can appropriately come from either side

consultation is joint (i.e., bilateral)

decision should be joint (but that should not be absolutely required)

responsibility will usually be joint, but it can be assigned to one side upon mutual agreement

(2) Consultant and Advisory Services: In several cases, the sponsors of operational projects in Programs I - IV will want to secure advice from Program V on the behavioral science aspects of the projects (Tasks 1 & 2).

Examples: evaluation of mass media activities designed for adult education purposes (Fund for Adult Education)

exchange of persons program (Program I)

possible civil liberties program (Program II)

international information programs (Program I)

NOTE: Apparently The Fund for the Advancement of Education will conduct its own studies.

Such advice can take three forms: (1) consultation with staff members of Program V; (2) recommendation by Program V staff of competent experts to be consulted; and (3) recommendation by Program V staff of competent experts to conduct studies on the problem (and, if desired, contact of and negotiation with the recommended experts, preferably jointly). For the present at least, it is not contemplated that Program V will itself conduct studies.

In all three cases, the procedure is the same:

initiation comes from the other Program

consultation is given by Program V (i.e., more or less unilateral from Program V)

joint decision is desired but not necessary (alternative policy would be to require agreement, or to dichotomize decision with the other Program responsible for whether and what and Program V responsible for how)

responsibility remains with the initiating Program
(Whenever two other parts of the Foundation have joint interests in an operating program -- e.g., the Fund for Adult Education and Program I on popular understanding of foreign affairs -- they should agree before consulting Program V).

(3) Associated and Auxiliary Programs: In some cases, another part of the Foundation will develop an activity in which Program V will recognize an

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opportunity for valuable participation on the part of the behavioral sciences.

Examples: development of Ph.D. program by The Fund for the Advancement of Education

India-Pakistan mission (with opportunity for behavioral science studies as well as advice)

Free University of Berlin (with opportunity for encouraging behavioral science development there as well as locating studies)

Exchange of persons program (with opportunity for special attention to exchange of behavioral scientists)

Note that the outcome of the relationship can range from advice-giving through long consultation all the way to the inauguration of major research projects.

In such cases, initiation comes from Program V

consultation is sought by Program V (i.e., more or less unilateral to Program V)

joint decision is desired but not necessary;
other Program has power of decision over
Program V participation in its enterprise

responsibility is divided, with other Program
responsible for the operation and Program V
responsible for the inaugurated activity

A variant here would be the reverse: Program V develops a project with which another part of the Foundation wishes actively to associate itself (e.g., communication research). In this case the procedures are just reversed.

All of this sounds quite formidable, but once agreed to, it will come to operate quite easily.

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- Finally:
- (1) In no case should the other Programs have authority over the development of Program V's basic plan (as, e.g., in communication research or advanced training)
 - (2) In no case should relations with the other Programs be allowed to retard the development of Program V's basic plan. (If this becomes likely, and the proper balance of activities is thus disturbed, then Program V probably needs more staff).