

TO: THE OFFICERS
FROM: ROWAN GAITHER
SUBJECT: PROGRAM FIVE ACTIVITIES

December 19, 1951

This is a brief report on the major activities undertaken in Program Five since Berelson's arrival in August.

General Plan for Development of Program Five: The major activity of this period was work on the overall plan for the development of the Behavioral Sciences Program. This began in late August with the tentative formulation of the first memorandum: "Operating Plan for Area 5 - Main Emphases and Principles" (August 27). This memorandum was reviewed briefly at a San Francisco meeting attended by Gaither, Speier, and Berelson on August 27 and 28, and informally with various consultants during a trip East, September 3-12. During this trip we commissioned a series of memoranda on various phases of the program from leading figures in American social science: Robert Merton (values), Paul Lazarsfeld (political behavior), Samuel Stouffer (methods), Herbert Simon (organizational analysis), David Truman (political behavior), Ithiel Pool (political behavior), Nathan Leites (psychoanalysis and psychiatry), Lawrence Kubie (psychoanalysis and psychiatry), and Allen Wallis (economics and statistics). On the basis of these various materials and later ideas, a complete revision of the earlier memorandum was made (and this served as the basic document for later revisions): "Proposed Development of Program V" (October 1951). After discussion with Speier and Marquis, this memorandum was revised later in October and served as the basic statement under discussion in the major meeting on the program held in San Francisco October 28 - November 2 (Gaither, Brown, Speier, Marquis, Berelson). Following this meeting another revision was made, discussed and modified at a San Francisco meeting November 14-16 (Gaither and Berelson) and submitted to outside readers as a confidential and preliminary draft: "Proposed Plan for the Development of the Behavioral Sciences Program" November 1951.

This memorandum was discussed at meetings in Chicago November 27 (Ralph Tyler, Dean of the Social Sciences, University of Chicago; Allen Wallis, Chairman of the Committee on Statistics, University of Chicago; Bert Hoselitz, Associate Professor of the Social Sciences, University of Chicago; Lyle Lanier, Chairman of the Department of Psychology, University of Illinois; and Herbert Simon, Chairman of the Department of Industrial Administration, Carnegie Institute of Technology); and in New York November 29 (Robert Merton and Paul Lazarsfeld, Professors of Sociology, Columbia University; Talcott Parsons and Samuel Stouffer, Professors of Social Relations, Harvard University; Nathan Leites, The RAND Corporation; and Harold Lasswell, Professor of Law, Yale University). In addition, Thomas Carroll, Dean of the School of Business Administration at the University of North Carolina and a member of the Study Committee, reviewed the report and secured for us the comments of seven university administrators and business educators: Leonard Axe, Dean, School of Business, University of Kansas; Everett Case, President, Colgate University; Sidney French, Dean, Colgate University; Clarence Heer, Professor of Economics, University of North Carolina; Morris Hurley, Assistant Dean, College of Business Administration, Syracuse University; Deane Malott, President, Cornell University; Arthur Whitehill, Jr., Associate Professor, School of Business Administration, University of North Carolina.

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On the basis of these various reactions, the memorandum was revised on December 5-7 (Gaither and Berelson); reviewed by Brown, Marquis, and Speier; and finally revised on December 11 (Gaither and Berelson). This version was submitted to the Officers on December 13 for consideration at the December 20 meeting.

(In addition to the overall memorandum, extended statements have been prepared by Hans Speier on two of the projects included in it: Research Center on International Communication and Research Project on the Stability and Instability of Totalitarian Governments.)

The 5.1 Program: At its meeting of June 1950 the Board of Trustees of the Foundation appropriated a total of \$3,000,000 for a "program of support for the further development of university resources for research in individual behavior and human relations", involving thirteen universities and the Social Science Research Council. On the basis of the reports submitted to us (and certain personal interviews with various colleagues), a memorandum was prepared evaluating this program: "Report on 'Program in Behavioral Science Research'" (September 1951). This memorandum was discussed and approved at the San Francisco meeting of September 23-25 (Gaither, Speier, Marquis, Berelson), and revised on the basis of later submissions. It was presented to the Officers at the December 20 meeting.

Applications: In all, about 100 applications have been submitted to Program Five at one time or another. Action on the great majority of the applications was deferred until approval of the general plan for the program. For various particular reasons, eight applications have already been rejected. In addition, all of the applications have been evaluated and action on the great majority can be taken as soon as the general program is approved. An extensive memorandum on the applications was prepared (October 18, 1951) and brought up to date and revised for submission to the Officers on December 20. We also prepared a memorandum on suggested procedures for the review and evaluation of applications: "Handling of Applications in Program V" (August 27).

Behavioral Sciences Abroad: Donald Marquis, consultant to Program Five, investigated the state of the behavioral sciences during July and August in France, Sweden, England, Holland, Belgium, Germany, and Italy. A description of his findings is contained in his memorandum, "Report on the Behavioral Sciences in Western European Countries" (September 1951). In addition, Hans Speier spent about three weeks in late November and early December at SHAPE, mainly as a representative of The RAND Corporation.

Relations to Other Programs: To the extent possible under the circumstances, relations to other parts of the Foundation have been given some attention during this period. A memorandum was prepared on "Program V's Relations with Programs I - IV and the Funds" (August 27), and this was subsequently discussed at a meeting with Clarence Faust and Tom Spragens, of the Fund for the Advancement of Education on September 19 (Gaither, Speier, Marquis, Berelson), described in Spragen's memorandum of September 20. We submitted a memorandum to Scott Fletcher and James Young, on September 21, reviewing the Elmo Roper proposal dealing with the motivation of "adult education" interests, and Hans Speier prepared a set of memoranda for Milton Katz in answer to his request for suggestions of research activities related to psychological and political problems of the cold war in Western Europe (October 8).

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Miscellaneous: Finally, there are a few miscellaneous memoranda which are self-explanatory:

"Communication Research Policy for Program V" - August 21, 1951
Memorandum on an operating program in Communication for the Foundation -
October 10, 1951

Speier's memoranda on his visit to MIT's Center of International Studies -
September 18 and October 4; and to Mr. Gordon Gray: "Conversation
with Mr. Gordon Gray" - September 14.

During this period, one or more of the staff attended the meetings of the American Political Science Association, the American Psychological Association, the American Sociological Society, and the Social Science Research Council. A session to plan Program V's agenda was held in San Francisco on August 8-10 (Gaither, Speier, Berelson). Numerous interviews with applicants, with Officers of other Foundations, with members of The Ford Foundation, and with general consultants have been held during this period.

Memoranda

August 21	"Communication Research Policy for Program V"
August 27	"Operating Plan for Area 5 - Main Emphases and Principles"
August 27	"Handling of Applications"
August 27	"Program V's Relation with Programs I-IV and the Funds"
September 1951	"Report on 'Programs in Behavioral Science Research'" (5.1)
September 1951	Report on Behavioral Sciences in Western European Countries
September 14	"Conversation with Mr. Gordon Gray"
September 18 and October 4	Memoranda on Speier's visit to and conversation about MIT's Center of International Studies
September 21	Elmo Roper proposal dealing with motivation of "Adult Education" interests
October 1951	"Proposed Development of Program V"
October 8	Series of Memoranda on Psychological and political Problems of Cold War in Europe
October 10	Operating program in communication for the Foundation
mid-October	Revision of "Proposed Development of Program V"
October 18	"Applications"
November 1951 and December 1951	"Proposed Plan for the Development of the Behavioral Sciences Program"
December 1951	Revised memorandum on applications for Officers

Meetings

August 8 - 10	San Francisco	Gaither, Speier, Berelson
August 27 - 28	San Francisco	Gaither, Speier, Berelson American Political Science Association (Speier and Berelson)
September 5 - 11	Chicago	American Psychological Association and American Sociological Society (Speier, Marquis, Berelson)
	Chicago and New York	Consultations with various social scientists on Program Five, and commissioning of experts' memoranda
	Skytop, Penn.	Social Science Research Council (Marquis and Berelson)
September 23 - 25	San Francisco	Gaither, Speier, Marquis, Berelson
October 28 - November 2	San Francisco	Gaither, Speier, Marquis, Berelson
November 14 - 16	San Francisco	Gaither and Berelson
November 27	Chicago	Meeting with experts on draft of operating plan (Tyler, Wallis, Hoselitz, Lanier, Simon)
November 29	New York	Meeting with experts on draft of operating plan (Merton, Lazarsfeld, Parsons, Stouffer, Leites, Lasswell) Consultation with Thomas Carroll, Pendleton Herring, and Foundation officials
December 5 - 7 and December 11	San Francisco	Gaither and Berelson