

THE STUDY FOR THE
FORD FOUNDATION
ON POLICY AND PROGRAM

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Memorandum

To: The Trustees of The Ford Foundation

From: H. Rowan Gaither, Jr.

Subject: Summary of Oral Report made to Trustees by Study Director on May 23 and 24, 1949, Concerning Final Report of Study Staff and Committee.

I. Introduction:

A. The final report will be in two parts: Part I, an over-all general report, and Part II, a series of monographs. There will be in addition memoranda to the Trustees upon confidential subjects.

B. Part I: General Report to the Trustees

1. Aims and Objectives:

a. Introduction:

Discussion of major problems confronting mankind and present crisis in human affairs and international relations.

b. The opportunity of the Ford Foundation:

Discussion of the magnitude of the opportunity because of the Foundation's newness, its size and timeliness of commencing large-scale operations.

- c. Statement of aims and objectives which expresses the ultimate goals of the Foundation.

2. The Place of a Foundation:

- a. A foundation defined, and basic policies:

Discussion of a foundation as a public trust, the freedom of action which it enjoys and the legal and policy limitations inherent in its nature.

- b. Basic methods or means of operation:

Discussion of advancement of knowledge through research; the education, training and development of leaders of thought and action; the utilization of knowledge and the invention, testing and application of better techniques of social action.

- c. Selection and discrimination of program and projects:

Discussion of the need to avoid the uncritical application of its resources to the alleviation of random needs and to focus its efforts upon important problems through intelligently devised programs.

3. Human Relations and Social Organization as a Central Problem of Our Times.

- a. Government and International Relations:

- (1) Problems, including

- (a) War and international conflict

- (b) Economic conflict

- (c) Basic philosophic conflicts
- (d) Information and communication deficiencies
- (e) Governmental inefficiencies and inadequacies
- (f) Leadership deficiencies

b. Social Organizations, Groups and Institutions

(e.g., business and labor organizations):

- (1) Problems, including
 - (a) Family
 - (b) Racial, religious, minority conflicts
 - (c) Other conflicts (e.g., between employers and employees, pressure groups, special interests)
 - (d) Economic weaknesses and deficiencies (e.g., productivity, inflation and depressions, housing, natural resources, overpopulation, etc.)
 - (e) Professional services (e.g., medical and legal)

c. The Individual:

- (1) Problems, including
 - (a) Survival
 - (b) Physical and health needs
 - (c) Economic needs
 - (d) Educational needs
 - (e) Mental and spiritual needs

4. Program Areas:

The purpose of this chapter is to narrow the area of choice of problems to be attacked through foundation activity; to recommend in categories of priority program

areas for initial study and investigation; to indicate in summary the contents of the monographs; and to discuss the reasons for deferring present activity in ^{SOME} fields of ultimate interest.

- a. Definition of program areas and statement of basis or standards for their selection.

- b. Human Values and Motivations:

There is need for basic knowledge of the factors which determine the attitudes of the American people, their motivations, goals and values, in order to understand and solve many pressing individual and social problems. This program area will discuss the need for such knowledge, the probable results of its acquisition, and some of the methods by which it can be acquired and utilized.

- c. Human Growth, Development and Adaptation:

We know too little about the hereditary and environmental factors which influence adult human behavior. There is increasing opinion that such behavior is greatly affected by childhood events. This program area proposes the acquisition of further basic knowledge concerning the factors which affect human growth, development and adaptation, with special attention to the early years, and discusses general methods and possible results.

- d. Human Organization and Administration:

Action with respect to virtually any problem requires organized and integrated human effort.

Many of our most significant problems arise out of the inadequacies of organization and administration. These, in turn, seriously affect our democratic processes, our economic strength, etc., and contribute to other problems such as industrial strife, minority tensions, governmental deficiencies, etc. This program area will propose the acquisition of further basic knowledge of the conditions required for effective group effort, with particular reference to the management and direction of group affairs, and will propose general methods and discuss possible results.

e. Modification of Behavior Through Education and Training:

The lag time between technological and social changes and the adaptation of people to such changes underlies many important problems and underscores the need for determining the extent to which people are subject to modification through education and training. This program area will propose the study of that part of human behavior which is subject to modification through education and training and the development of concepts and techniques for effecting relatively permanent changes in behavior in the direction of socially desirable goals.

f. Communications:

It is essential that we develop a better understanding of the processes and control of communication

between individuals, groups and nations if we are, for example, to narrow the gap between management and labor, decrease minority tensions, produce improvements in government, and enhance our opportunities for permanent peace through international relations. This program area will propose the development through scientific studies of the principles by which information is transmitted and opinions and attitudes formed.

g. Government: Training and Recruitment for Public Service:

At every level of government the demand for trained personnel is greater than the supply. This affects not only the efficiency of government and its impact upon our entire economy but also prejudices seriously governmental ability to adopt and execute plans of action in advance of predictable emergencies in time to prevent or minimize them. This program area will be directed at the systematic training and recruitment for the public service of qualified and capable leaders.

h. Industrial Relations:

The problems of great magnitude embraced within the phrase "industrial relations" are well understood. Reasonable progress has been made in the understanding of day-to-day industrial relations activity. However, there exists an urgent need for a more fundamental

attack upon the basic problems through research and the development of trained leaders and scholars, etc.

i. Minority Tensions:

A rapid discovery and application of practical, effective techniques for the reduction or control of minority tensions is one of the basic needs of our time. Notwithstanding the considerable efforts to mitigate the problem there has been inadequate research and a consequent lack of techniques of action which will reduce or control inter-group tensions and hostilities.

j. Education:

Improved education through stronger institutions, better trained personnel, changed curricula, etc., is a strategic point for efforts to solve or mitigate many contemporary problems. The need for national planning and guidance of education through private rather than governmental agencies will be the theme of this program area.

k. Spiritual Values:

The moral and intellectual standards of our society have suffered under the impact of two wars and rapid social and technological changes. These standards need to be strengthened and raised through a program directed primarily toward the enrichment of the life of the individual in emotional and intellectual satisfactions.

5. Foundation Administration:

This chapter will summarize briefly the monographs on foundation administration, emphasizing the parts thereof which are of sufficient importance to warrant statement in the general report.

C. Part II: Monograph Series:

Partial list of titles is attached.

STUDY FOR THE FORD FOUNDATION

May 23, 1949

Partial List of Special Subject Monographs Supplementing the
Final Report of the Ford Foundation Study

A. Monographs on Program

1. Peace and International Relations. ✓
2. Government and Law. ✓
3. Human Values and Individual Behavior. ✓
 - a. Growth and development.
 - b. Development of values and motives. ✓
 - c. Communications and the learning process. ✓
4. Human Relations in Social Groups. ✓
 - a. Family, neighborhood and community.
 - b. Business and economic organizations. ✓
 - c. Racial and other social groups. ✓
5. The Natural Sciences: Physics, Biology and Chemistry. ✓
6. Health Problems.
 - a. Medical sciences. ✓
 - b. Nursing and other ancillary services. ✓
 - c. The distribution of medical care. ✓
 - d. Medical education. ✓
 - e. Problems of old age. ✓
7. Conservation. ✓
 - a. Development and conservation of resources.
 - b. Population problems.
8. The Humanities. ✓
 - a. Preparation for leadership.
 - b. Preparation for leisure.
9. Education.
 - a. General education.
 - b. Curriculum revision.
 - c. Visual aids and other teaching methods.
 - d. Administrative problems.
 - e. Adult education.
 - f. Teacher education.
 - g. Professional education (except for med. edu., under 6d).

10. The Financing of Colleges and Universities.
11. Support of Social Science Research.
12. Fellowship and Scholarship Programs.

B. Monographs on Administrative Matters

1. Method Employed in Conducting This Study.
2. Administration of the Foundation.
 - a. Administrative procedures.
 - b. Administrative organization.
 - c. Tax implications for Foundation operation.
 - (1) Public accountability

Relief activities for "welfare"

Economics (as in the Business Cycle)

Regional and City Planning