

Memorandum

February 23, 1951

To: Rowan Gaither
From: Donald G. Marquis
Re: Staff and Consultants

It is apparent from our discussions that it will be necessary for you to have a full-time staff man in your office in addition to whatever consultants you may arrange. The staff man should have the breadth of knowledge and competence to advise you in any of the decisions on Program Five or on the basic human behavioral aspects of other programs. It is unlikely, therefore, that this person will be found among the active research men in any of the social sciences since such a man would necessarily have a more specialized competence than is desired. More likely he would be found in one of the bordering fields such as law, medical research or natural science. He should have sufficient background in scientific research that he is able to make the discriminations among proposals in Program Five on the basis of technical promise and research feasibility. Since most of the proposals will be directed toward problems of unquestioned importance, the significant decisions will necessarily involve evaluation of their feasibility in terms of research method, theoretical novelty, and competence of personnel.

The breadth which is expected in the staff man can probably best be secured by choosing someone capable of

profiting from a series of planned on-the-job tasks which bring him into contact with all phases of activity in the behavioral sciences.

Specialized advice and particular suggestions for developments in the area of Program Five can probably best be secured from a small panel of consultants selected for their special knowledge covering the range of relevant activities. Among the activities which the staff man and the consultants would be expected to undertake are the following:

1. Visit to each of the thirteen universities supported in 5.1 to determine the impact of the grant and to evaluate the additional needs which might be considered for supplementary foundation support.
2. Visit to each of the major research institutes and agencies in the behavioral sciences to determine the resources and interests of each. This information will be useful in deciding whether or not a systematic program of fluid support for such agencies would increase their total contribution to the field, and in locating resources which can be called upon in meeting some of the immediate target problems.
3. Build up a confidential file on individuals in the behavioral sciences to help in decisions on the selection of consultants and research projects.

4. Review + evaluate applications.
5. Discovery of ideas + men.

Since the consultants will be used only for a small portion of their time and therefore will be expected to remain active in research, it is desirable that their relation to the foundation be so defined that they are not put in the embarrassing position of being responsible for decisions made by the foundation. This will be adequately taken care of by making clear that they do not have any final responsibility for decision, by using more than one or two such consultants, and by using the staff man for visits involving overt evaluation of proposals or agencies.

It is probably desirable that at the earliest convenient time you establish a reasonably close personal relationship with a half-dozen or more of the leading behavioral scientists. This will enable you to explore their thinking and to test some of your ideas against the sounding board of their reactions. It will also help in communicating to the behavioral scientists the nature of the objectives of the Ford Foundation in this field and thereby to secure their wholehearted cooperation in working to achieve those objectives.

An economical way to proceed to get to know such people would be a two-day informal conference in which each of them had an opportunity to describe his own work and his views of the general field. The interaction among them would probably be illuminating to you in evaluating the ideas that are tossed around.

It is becoming clear that some of the programs of the foundation will require the strengthening of research operations in foreign countries and it would therefore be desirable to get as much information as possible about such foreign research operations. I plan to be in Europe for six or eight weeks this summer and I could use a reasonable share of that time in visiting the research centers and talking with the key personnel. If this were planned, I should undertake before leaving to secure from several available sources the best possible information in this country about centers and persons to be visited. This would be obtained from individuals who have recently visited one or more of the European research centers and from a few American centers which have had a steady flow of European visitors during the past few years.

The following names are suggested for consideration as special consultants. Each person has demonstrated a broad concern for the general problems of the behavioral sciences as well as outstanding achievement in his own work.

Robert R. Sears, ^{psychologist} sociologist, Director of the Laboratory of Child Development, Harvard School of Education.

Leonard Cottrell, sociologist, formerly Dean of Social Science at Cornell, now dividing his time between the Russell Sage Foundation and the Social Science Research Council.

~~Pendleton Herring, political scientist, President
of the Social Science Research Council.~~

Clyde Kluckhohn, anthropologist, Director of the
Russian Research Center at Harvard.

Robert Merton, sociologist, Columbia University
(actively studying the utilization for policy
decisions of social science knowledge).

V. O. Key, political scientist, moving from Duke
to Harvard in September, 1951.

Philip Hauser, sociologist, formerly Acting Director
of the Census, now Associate Dean of the Social
Science Division, Chicago.

Carl Hovland, psychologist, Yale University (directing
a program of basic research in communications).

Philip Mosely, political scientist, Director of
the Russian Research Center at Columbia University.

Theodore Schultz, economist, University of Chicago.

E. Wight Bakke, economist and sociologist, Yale
University, Institute of Human Relations.

E. Lowell Kelly, psychologist, Director of the
Institute for Human Adjustment, University of
Michigan (clinical psychology and personal adjustment).

John Gillin, anthro, N.C.

Fred Eggan, U of Chicago.

David Truman

Jerome Bruner, psych., Harvard

Jacob Marschall, econ, Cowles Commission

Bernard Berelson, Dean Lib School, Chicago.
(communications)

Edward Shils, sociologist Chicago.

Harriet R. Hilgard, psych, Stanford.

Ed. Shaw, econ, Stanford.

Clark Kerr, econ, U of Calif.

Elmer Pood, pol sci, Harv Lib, Stanford.