

# THE FORD FOUNDATION

*Annual Report for 1951*

*DECEMBER 31, 1951*



**ANNUAL REPORT FOR 1951**

**FOREWORD BY HENRY FORD II**

**THE PRESIDENT'S REPORT TO THE TRUSTEES**

**STATEMENT OF GRANTS**

## **THE TRUSTEES**

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## FOREWORD

*In September, 1950, the Trustees decided that the resources of the Foundation should be devoted to programs for the advancement of peace, education, the behavioral sciences, democratic institutions and economic stability.*

*These areas are all concerned with men's relationships with one another. It is apparent that the prime threat to human welfare today is the danger of war and the attendant sense of strain throughout the world. Society needs most to find ways of reducing such tensions and of deepening understanding among men everywhere.*

*In the creation of conditions for peace the Foundation can play only a modest role because of its private character and comparatively limited resources. Within these limitations the programs of the Foundation will continue to seek ways to help prevent war and, more positively, to achieve peace. They will try to reduce tensions arising from ignorance and want and misunderstanding. They will try to increase maturity of judgment and stability of purpose in the United States and abroad.*

*The Trustees further believe that fresh approaches to these problems are required; that maximum effectiveness of Foundation funds can be achieved through experimentation and through the selection of opportunities for study and action that command little support from other sources.*

*With these objectives in mind, the Trustees sought for the post*

*of President and Director Mr. Paul G. Hoffman. Mr. Hoffman was elected on December 6, 1950, and took office on January 1, 1951.*

*The Foundation plans to work for long-term gains, in contrast to supporting projects, however worthy, that meet only current crises or temporary needs.*

*Thus Foundation backing has been given to programs ranging from disarmament studies to agricultural extension work in India, from research into human behavior to programs for raising the competence of teachers.*

*In such ways the Foundation hopes to do its share in bringing to light those qualities of wisdom, mutual confidence, and understanding on which rest all aspirations for a better world.*

**—HENRY FORD II, Chairman**

## THE PRESIDENT'S REPORT TO THE TRUSTEES

THE OFFICERS of the Foundation have devoted their first year chiefly to organization and planning. They have also attempted to take some preliminary steps toward the goals stated by the Board in its resolutions of September, 1950.

### *Organization*

RELATIVE TO other funds in the history of philanthropy those at the disposal of The Ford Foundation are very large. This fact, and the broad scope of the activities outlined by the Trustees, required that the best talent available be enlisted. To meet this requirement Chester C. Davis, President of the Federal Reserve Board of St. Louis; H. Rowan Gaither, Jr., who had been chairman of the Study Committee that made the report adopted by the Board; Robert M. Hutchins, Chancellor of the University of Chicago; and Milton Katz, Ambassador in charge of the Economic Co-operation Administration in Europe, were elected associate directors.

During the year the Trustees also elected Bernard L. Gladieux, Assistant to the President, in charge of the New York office; Joseph

M. McDaniel, Jr., Assistant to the Director, in charge of headquarters in Pasadena; and Oliver May, Secretary and Treasurer.

The officers have had the advice of James Webb Young as consultant in communications. Robert Saudek, former Vice-President of the American Broadcasting Company, was appointed Director of the Television-Radio Workshop, which was originated by Mr. Young. Bernard Berelson, formerly Dean of the Graduate Library School of the University of Chicago, joined the Foundation as senior staff member in the behavioral sciences to help develop the Foundation's program in this field. Carl Spaeth was granted leave as Dean of the Stanford University Law School to join the Foundation's staff as of January 1, 1952, to take charge of the division of overseas activities. Richard M. Bissell, Jr., resigned as Acting Administrator of the Economic Cooperation Administration to become the Foundation's consultant in the field of economic activities, also on January 1, 1952.

The method of operation has been such as to bring the experience and abilities of the Director and Associate Directors to bear on all the problems of the Foundation. They are jointly responsible for all programs. Recommendations come to the Trustees with their unanimous support. The Director and the Associate Directors constitute the planning and directing group, with headquarters in Pasadena. The Foundation's New York office receives and analyzes applications for grants, investigates projects under consideration by the planning group, and makes continuing studies of projects that have been given Foundation support. A fiscal office is maintained in Detroit.

The Foundation welcomes ideas and suggestions and works wherever possible through existing agencies and institutions. At the same time, the Foundation takes the initiative in determin-



ing what it ought to do in the fields of its interest, so that its program will not be the more or less accidental result of the applications for assistance that are received.

When the officers have decided, with the approval of the Board, to embark upon a program, they have looked for the agency to carry out the program and have given it the money with which to do the work. When they have been unable to find such an agency, they have created one.

Three independent funds—the Fund for the Advancement of Education, the Fund for Adult Education and the East European Fund—have been established by the Foundation. They have brought to bear upon significant issues the experience and judgment of additional directors and officers with special interest in the fields in which these funds are working. These directors and officers are listed on pages 23, 24 and 25.

By drawing upon the abilities of these men and women, the Foundation has made more rapid and substantial progress in important areas than the officers believed possible a year ago.

## *Peace*

THE TRUSTEES of the Ford Foundation have called the achievement of peace the greatest challenge among all problems in human relations. During the current year the Foundation has attempted to contribute to peace by assisting people in some critical areas to achieve a better standard of living; by advancing better understanding among peoples through the exchange of ideas and the exchange of persons; by reducing tensions; and by supporting the activities of international agencies.

The paragraphs that follow contain illustrations of grants made with these purposes in mind.

The Foundation has appropriated \$6,550,000 for work in India, Pakistan, and the Middle East, the purpose of which is to help the people help themselves toward a better standard of living, in which are included better means of education and better organization of social life. Such expenditures by the Foundation obviously cannot solve the great problems of these parts of the world. They may, however, make it possible to begin important projects that might otherwise be delayed or frustrated.

The Foundation has no idea of seeking to impose American practices or ideas upon another culture. In India, Pakistan, and the Middle East the Foundation has moved with the welcome and cooperation of local governments.

It has chosen projects that will stimulate multiplied effects and, in most cases, much greater investment by others.

In India, where 85 per cent of the population lives in 500,000 farm villages, and where food is chronically short, the Foundation intends to assist the country attack its problems of food supply, health, resource development, and illiteracy. The Government of India, in cooperation with the Provinces, has developed a method of extending to the villages simple, inexpensive practices that will increase the production of food, reduce disease, and enrich village life.

The Foundation has agreed to finance five or more training centers to provide the rural extension workers required. It has also agreed to support 15 demonstration centers, widely dispersed over India, each containing from 60 to 100 villages, in which teams of native extension workers will show what a few simple improvements in farming and living practices can accomplish.

The Government of India will try to establish many more such centers, cooperating and sharing the costs with the Provinces.

To help supply agricultural leaders, the Foundation has made a grant to the Allahabad Agricultural Institute and has under discussion smaller grants to a few Indian agricultural colleges. These grants will be placed where it appears that the support will encourage the college to train the kind of workers required: believers in the dignity of labor, willing themselves to work in the fields.

As a memorial to Mahatma Gandhi a grant was made for a community center in the village of untouchables in Delhi in which Gandhi lived.

In Pakistan, informed leaders believe that the country needs large numbers of skilled mechanics in all lines and at all levels from machinists to supervisory and engineering personnel. The Government has plans for a central polytechnic institute and a number of centers for short-term training. The Foundation has granted the foreign exchange necessary for equipment and buildings, in order to make possible an immediate start on the polytechnic institute and three training centers.

A grant to the All-Pakistan Women's Association will supply the foreign exchange for a women's college for the study of home economics and the preparation of teachers in that subject. This grant will also help meet the cost of establishing two or three centers to train students under typical village conditions. The college and the associated centers will be managed by the Women's Association, which leads the movement to educate and broaden the interests of the women of Pakistan.

In the Middle East the Foundation assisted the American University of Beirut to establish a college of agriculture with an asso-

ciated experimental and demonstration farm because such an institution can make an important contribution to the plans of Arab countries for the improvement of agriculture. The college will train leaders for extension work and other rural activities and will provide the basis for the agricultural phases of the Point IV program in the region.

A grant to the Near East Foundation is designed to strengthen its administration and thus enable it immediately to undertake Point IV work the United States Government plans to have done in cooperation with local governments.

The officers felt that the American Friends Service Committee had demonstrated over a long period its capacity to deal effectively with many of the economic, social, and educational conditions that lead to international tensions. They therefore asked the Committee to state its needs for the expansion of its work and recommended grants totaling \$1,000,000 for these purposes. These funds have been expended in critical areas, including Israel, Italy and Japan. The Committee has also extended its network of International Friends Centers.

Through the East European Fund the Foundation has tried to assist exiles from the Soviet Union to become established in this country, and to add to the store of knowledge concerning conditions within the Soviet Union and Eastern Europe. The Fund has also organized a publishing house, The Chekhov Publishing Company, which plans to print in Russian some of the classics of Russian and Western literature and other books by Russians that are not now available in the Russian language. In this way it is hoped that Russian people may resume touch with the common spiritual and cultural heritage of the world.

The Foundation has made other grants for the resettlement

of displaced persons. The Foundation gave \$500,000 to the International Rescue Committee for its Campaign for Exiled Professionals, through which some 1,500 persons are being assisted to find new homes. It made a grant to the Common Council for American Unity, which helps immigrants adjust themselves to the American environment.

The Foundation has tried to advance international understanding through the exchange of ideas and the exchange of persons. At the request of the Foundation a committee centered at Stanford University under the chairmanship of Mr. Spaeth investigated the requirements that American universities will have to meet if they are to increase our understanding of Asia. Robert Redfield, Professor of Anthropology at the University of Chicago, has been asked to direct a group that is trying to discover what the basic resemblances and differences are among the principal patterns of thought and life that are now important in the human community. The Foundation has assisted the effort begun in 1947 to bring the Universities of Frankfurt and Chicago closer together by supporting the joint research projects in which they are engaged.

The officers regard the exchange of ideas, and possibly also of artistic and literary productions, as one of the most promising methods of fostering the development of world understanding and a sense of moral and cultural community among the peoples of the world. During 1952 they plan to work out and present for the consideration of the Trustees additional programs of this kind.

In the exchange of persons the Foundation has worked extensively with the Institute of International Education, which has analyzed and supervised the projects developed. To help the Institute perform its functions the Foundation has made an

appropriation for the improvement of its organization and facilities. Fourteen other foundations also contributed to the Institute's work in 1951. Through the Institute the Foundation has made grants for visits of young scientists, artists, and farmers to this country; it has given emergency aid to African students in the United States; it has supported the World Assembly of Youth at Cornell University; and it has contributed to the work of the Committee on Friendly Relations among Foreign Students and the National Association of Foreign Student Advisers.

In the effort to strengthen international institutions and arrangements, the Foundation has assisted George F. Kennan's studies on the rationale of American foreign policy. It has asked Grenville Clark to make a report on the most practicable methods for the achievement of universal and enforceable disarmament.

The officers attach particular importance to the study of methods of creating the conditions of peace, including disarmament under effective safeguards. They also have under intensive examination a program for the discussion of such plans on a world-wide scale.

### *Strengthening Free Institutions*

THE TRUSTEES said in their report of September 1950: "Human welfare requires tolerance and respect for individual social, religious, and cultural differences, and for the varying needs and aspirations to which these differences give rise. It requires freedom of speech, freedom of the press, freedom of worship, and freedom of association . . . Democracy must do more than declare its principles and ideals; it must constantly translate them into action."

The Foundation has begun to put the intention implicit in this statement into effect.

In order to guarantee the continued existence of a center of intellectual independence in the City of Berlin, the Foundation made a grant of \$1,309,500 to the Free University of Berlin for the improvement of its plant and the extension of its work. This institution is located at one of the points of greatest tension in the West. A large proportion of its students come from the Russian sector of Berlin. The faculty is interested in changing the traditional semi-authoritarian modes of instruction that have characterized some of the older universities in Germany.

In Asia the Foundation has contributed to the reconstruction and enlargement of the national student center in Manila, operated by the Y.M.C.A., which has produced many democratic leaders for the Philippines.

The Foundation has joined with the Rockefeller Foundation in the support of the International Press Institute, sponsored by the American Society of Newspaper Editors. The purposes of the Institute are to further and safeguard the freedom of the press, to achieve understanding among journalists and peoples, to promote the free exchange of accurate and balanced news among nations, and to improve the practices of journalism. National committees are being organized in fifty countries.

The Foundation has made grants to the Institute of Creative Research, through which Russell Davenport will continue his studies of the philosophical basis of American institutions; and to the Advertising Council, which has been laying plans for the formulation, through the discussion of laymen and scholars, of a comprehensive statement of the meaning of America.

## *Education*

THROUGH THE Fund for the Advancement of Education and the Fund for Adult Education the Foundation has allocated more than \$10,000,000 to education in 1951. The Foundation and the Funds have been interested in exploring the kinds of ventures in the organization and content of education that would help the American people meet their new responsibilities in the world. The emphasis has been upon types of education designed primarily to develop intellectual capacity and independent judgment, rather than upon those which aim at technical, specialized, or professional proficiency. The Fund for the Advancement of Education has been chiefly concerned with liberalizing the education of young people and teachers. The Fund for Adult Education has also directed most of its attention to liberal education. Since the Funds will publish their own reports, only a brief sketch of their most important activities is given here.

The Directors of the Fund for the Advancement of Education have adopted the following statement of policy: "The Trustees of the Ford Foundation in authorizing the establishment of the Fund for the Advancement of Education directed it to devote its attention to experiments and new developments in education. The Directors of the Fund are, consequently, concerned (1) with seeking, appraising, and supporting improvements and experiments in education which promise to have some general application and which are not being adequately supported by existing private or public funds, and (2) with providing aid which may be required for putting into effect practices which experimentation or other proven experience has demonstrated to be sound. Within these limits, the operation of the Fund will be directed



by the particular program of activities which the Board from time to time formulates on the basis of its judgment of the most critically important matters in the areas specified. In its initial program, the Fund for the Advancement of Education will not make grants for building programs, the increase of endowments, or general operating expenses of institutions.”

In order to help relieve the financial difficulties foreseen by colleges and universities early in 1951 as a result of the military program and at the same time to raise the quality of teaching, the Fund for the Advancement of Education granted 250 fellowships to younger teachers who would give a year to studies designed to make them better teachers of undergraduates.

To help cope with the difficult educational questions raised by universal military service and at the same time to promote better articulation of secondary and collegiate education the Fund acted favorably on a request from four universities for scholarships that would enable boys not more than 16½ years old to go to college for two years of liberal education before they entered the armed forces. Seven other institutions have since joined in this venture; and a group of private secondary schools has received a grant to assist it to work out in cooperation with several universities a coherent scheme of liberal education through the last two years of secondary school and the first two of college.

The preparation of teachers for the public schools seems to demand, contrary to the present requirements of many states, liberal education and practical experience rather than technical training that concentrates on method at the expense of content. The Fund for the Advancement of Education has entered into discussions with educational leaders in Arkansas looking toward the transformation of the teachers' colleges of the State into col-

leges of liberal arts, with appropriate modifications in the program of education for teachers. The University of Arkansas has received a grant to assist it to develop a state-wide plan of liberal education for teachers, to be followed by a period of internship. The understanding is that, if a satisfactory scheme can be produced, the Fund will cooperate in the initial financing of it.

The Fund for Adult Education has as its field that part of the educational process which begins when formal schooling is finished. The words "adult education" cover an enormous territory, including many forms of organized pressure and propaganda with which the Fund does not propose to become involved.

In general the education of adults throughout the world, even where it has been taken most seriously, has been limited to remedying the deficiencies of their formal schooling. Education has seldom in modern times been thought of as a life-long activity for everybody. The Fund for Adult Education is exploring the possibilities of developing programs of liberal education for adults, of interesting adults in them, and of using the new means that invention and technology provide to help interest people in ideas.

The Fund has supported surveys of business, labor, agriculture, the public schools, and the universities, to determine what is actually going on in adult education. It has created a center for the study of liberal adult education. It is supporting a number of discussion programs, such as those of the Foundation for Political Education on the basic issues of war and peace, of the American Library Association on the American heritage, and of the Great Books Foundation on the tradition of the West. Included in some of these and other discussion programs in which the Fund is interested are films that are being used experimentally to find out

what this medium can accomplish in the education of adults.

The Fund regards television as an influence of the greatest importance. It has supported monitoring studies in order to ascertain what is reaching the public through this medium. In addition to helping educational broadcasters improve their programs, it is assisting them to organize for television. It is administering the Television-Radio Workshop, which was established by the Foundation for the purpose of developing more mature programs.

### *Conclusion*

At the end of a year devoted primarily to organization and planning, the officers believe that the structure of the Foundation is taking shape and that the program upon which it is embarked has promise. The experience of the year confirms their conviction that there is a unique and increasingly important place for private philanthropy in advancing the welfare of mankind. The flexibility and independence of the private foundation often enable it to undertake tasks that cannot be performed as promptly, as well, or at all by a governmental agency.

The needs of the world are vast; the Ford Foundation cannot meet many of them. The problems of the world seem insoluble; certainly the Ford Foundation cannot solve many of them. But by patience, persistence, and humility the Foundation may in the course of time be of some use to humanity.

—PAUL G. HOFFMAN  
*President and Director*

December 31, 1951

# THE FORD FOUNDATION

## STATEMENT OF GRANTS FOR THE YEAR ENDED DECEMBER 31, 1951

	GRANTS	PAYMENTS	UNPAID GRANTS AT DECEMBER 31, 1951
Academy of International Law (The Hague).....	\$ 22,000	\$ 22,000	\$
Advertising Council, Inc. For a restatement of the principles of American society.....	50,000		50,000
The All-Pakistan Women's Association To assist in establishing a college of home economics with associated rural training centers..	500,000		500,000
Allahabad Agricultural Institute To expand and strengthen its teaching, research and extension programs.....	500,000		500,000
For training extension leaders and conducting a pilot extension project over a period of three years.....	440,000		440,000
American Council of Voluntary Agencies for Foreign Service, Inc. To enable the Council to improve its services.....	29,880	29,880	
American Friends Service Committee, Inc. For programs to reduce world tensions and improve international understanding.....	1,000,000	1,000,000	
American University of Beirut To strengthen education in agriculture.....	500,000		500,000
Common Council for American Unity, Inc. ....	75,000	75,000	
Community Center at a colony of untouchables in Delhi as a memorial to Gandhi.....	85,000		85,000
East European Fund (formerly Free Russia Fund, Inc.) To conduct research on the USSR and to assist in the orientation within the United States of recent emigres from the Soviet Union.....	785,000	750,000	35,000
Edison Institute Collectors' items for exhibition.....	56,426	56,426	
The Educational Foundation for Nuclear Science, Inc. To support publication of the Bulletin of the Atomic Scientists.....	25,000	25,000	
Food and Agriculture Organization To send observers from non-governmental organizations to FAO conferences in Rome.....	20,000	20,000	
Free University of Berlin For University buildings, exchange-of-professor programs, and extension service.....	1,309,500	161,992	1,147,508
Fund For The Advancement of Education.....	7,154,000	4,485,604	2,668,396
Fund For Adult Education For Adult Education.....	3,600,000	3,130,027	469,973
For the Television-Radio Workshop.....	1,200,000	325,000	875,000
Government of India To assist in establishing extension training centers and rural village development areas.....	1,200,000		1,200,000

Institute for Advanced Study (George F. Kennan)									
For studies of the bases of American foreign policy.....	225,000	45,000	180,000						
Institute for Creative Research, Inc.									
For a study of the fundamentals, workings and problems of democratic society.....	46,000	46,000							
Institute of International Education, Inc.									
For strengthening its organization.....	390,000	390,000							
For international exchange of persons projects.....	430,730	430,730							
International Press Institute									
To support the freedom of the press.....	150,000	50,000	100,000						
International Rescue Committee, Inc.									
To assist in the settlement in this country of exiled professionals.....	500,000	500,000							
The Honorable John J. McCloy, as Trustee									
For charitable and educational purposes in West Berlin and West Germany.....	25,000	25,000							
National Citizens Committee for United Nations Day									
To support activities in connection with a nationwide UN Day.....	60,000	30,000	30,000						
National Committee for a Free Europe, Inc.									
To support humanitarian activities in Germany.....	150,000	100,000	50,000						
Near East Foundation									
To strengthen its organization for technical assistance abroad.....	50,000	50,000							
Government of Pakistan									
To assist in establishing a polytechnic training institute and an associated training center in general engineering trades and two short-term industrial training centers.....	1,100,000		1,100,000						
Philippine Y. M. C. A.									
To restore the student center in Manila.....	220,000		220,000						
Stanford University									
For investigation of Asian studies.....	23,200	23,200							
Unitarian Service Committee, Inc.									
To expand its program in Germany.....	130,000	130,000							
University of Frankfurt-University of Chicago									
For exchange of professors and students and continuation of joint research projects.....	90,000	30,000	60,000						
World Wide Broadcasting Foundation, Inc.									
Support of short wave international broadcasts.....	35,000	35,000							
*Study of universal disarmament (Grenville Clark).....	80,000	16,700	63,300						
*Study of intercultural relations (Robert Redfield).....	75,000	23,000	52,000						
Grants approved in 1951.....	<u>\$22,331,736</u>	<u>\$12,005,559</u>	<u>\$10,326,177</u>						
Payments in 1951 on grants approved in 1950 (less refund of \$5,000).....	18,057,000	18,057,000							
Total payments on grants in 1951.....	<u>\$30,062,559</u>	<u>\$30,062,559</u>							
Grants approved in 1950 unpaid at December 31, 1951 (\$45,522 cancelled during 1951).....			170,000						
Total unpaid grants at December 31, 1951.....			<u>\$10,496,177</u>						

\*Administered by The Ford Foundation

# THE FORD FOUNDATION

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\*George F. Kennan was President of the Fund until his nomination  
as Ambassador to Russia.

