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THE ROCKEFELLER FOUNDATION

Program Statement

December, 1963

(Memorandum attached to Minutes of  
the Stated Meeting of the Board of  
Trustees on December 3-4, 1963.)



## INTRODUCTION

In retrospect, the accomplishments of The Rockefeller Foundation during the period between 1913 and 1963 have been both substantial and significant over a wide area of human experience. The lessons of these years have been of value in fashioning the evolving philosophy of philanthropy in our country, establishing effective patterns of operation for human benefit, and enabling the Foundation to work at the forefront of problems which promise to be of great future import.

Essentially every venture in which the Foundation has engaged during its first half century had a visible evolution as needs and opportunities have shifted with scientific and social progress. Recognizing and even expecting this, the Foundation program has retained its flexibility so as to take advantage of new dimensions of opportunity often created by past accomplishment.

As it stands on the threshold of a second half century, the Foundation has reviewed the past perhaps more thoroughly than at any earlier occasion and has examined the record in terms of the future. The pattern of the past is one based on logic and flows over the years through the channels of critical human requirement. As a result patterns for the future can be projected.

For fifty years the Foundation has had an opportunity to try out methods of operation directed toward established goals. Four operational concepts have stood every test of time and are as valid today as they were in the first quarter of this century. They interact naturally, and each reinforces the others, but each can be described separately.

### 1. The Development of Competence and Leadership

Early in its history, The Rockefeller Foundation recognized that continuing human progress would depend upon the availability of increasing numbers of highly motivated individuals with qualities for effective leadership. Thus, the Foundation has emphasized from the beginning the identification and support of individuals who could be expected to become the leaders in science, scholarship, and related endeavors. Today, the fellowship and training program of The Rockefeller Foundation is justly famous throughout the world.

The major contributions of the Foundation's fellowship program have come from its selective nature. Each of the almost 10,000 persons who have held



direct awards from the Foundation, and some 5,000 more whose awards have been financed by Foundation grants to other agencies, was carefully chosen in terms of ability, potential for accomplishment and leadership, and the opportunities which could later be made available to the recipient for effective and continuing performance. The result is that today there are throughout the world persons of ability and understanding in position to make direct contributions to the advance and application of knowledge and at the same time help produce new leaders through the training of younger generations of scientists and scholars. And though there are currently many more fellowship programs in existence than there were in 1913, the need for the support of training for leadership has steadily increased.

## 2. The Support of Intellectual Enterprise

The history of all nations underscores the fact that there are always critical opportunities for intellectual accomplishment which cannot readily find support from conventional sources. It is further true that people with advanced ideas and imaginative perspective are often unable to carry out their plans unless they are provided with supplementary assistance beyond that of fixed budget.

Just as the Foundation has sought to identify and assist ability and potential for achievement, it has sought to assist those who have reached professional levels of attainment and who wish to pioneer ventures directed to the root problems which limit human satisfaction and accomplishment. The technique in this instance has been to identify leadership - individuals, departments, and, on occasion, institutions - within the several fields of Foundation interest and to assist them to move forward more rapidly toward their chosen goals. In most instances, the recipients of this type of aid have been within the structure of educational institutions, although there are many examples of support to scientific or scholarly bodies not directly university related. Over the years, the assistance provided by the Foundation has been selective but always flexible in response to critical needs. It has been carried out within a Foundation-wide pattern of programs which, although not always interlocked, has been broadly interrelated.

Foundation grants have ranged in size from a substantial number of large appropriations to a great many of intermediate dimension, and a very large



number of relatively small grants in aid. The first category reflects a situation in which there is a history of ability and accomplishment along with the promise of what might be expected to be a major advance. In other instances, the funds have been made available to permit the expansion of projects or programs with evident potential to the point where they will have accomplished their purpose or have become totally self-sustaining.

The grant in aid has proven over and over again what modest amounts of money can accomplish when applied to institutions in which there is a combination of energy, ability, and imagination. On innumerable occasions it has been the seed which has ultimately borne fruit or the catalyst which has permitted a desired reaction. In fact, most of those projects which have over the years been highly successful and which have attracted increasing support from The Rockefeller Foundation or other sources were first assisted in the form of one or more grants in aid.

Finally, the grant in aid has demonstrated its usefulness as a technique for assisting individuals who have held fellowship appointments and have returned to their own countries and institutions to accept responsibilities for research, the training of others, or both.

### 3. The Foundation Operation

Long ago the Foundation realized that in certain situations of critical human import, it was not possible to move toward desired goals through the grants technique alone. In many problem areas there were no instruments at hand to apply to their solution, and the Foundation either had to abandon these areas of need, or take on a degree of direct responsibility through engagement in an operating program. This was especially true in the early days in the field of public health, which included medicine, sanitary engineering, and a wide variety of public health techniques. In its work on malaria, yellow fever, hookworm, and other major public health problems, the Foundation found it necessary to identify and employ qualified individuals and apply their skills to the problem at hand for sufficient periods of time to assure satisfactory progress toward the eradication or control of the disease under attack. These individuals followed the flag of public health wherever it led them throughout the world; they were often forced to work in a scientific vacuum; they trained others as they worked and learned; and they created programs, projects and even institutions which could ultimately carry on alone.



The results of this type of activity have been both major accomplishments in the conquest of disease, and the establishment of patterns of operation which have made the Foundation recognized and appreciated throughout the world. It is therefore quite logical that in responding to other basic needs, especially among the less developed nations, that the Foundation has continued to use the technique of assigning its own staff to key areas of responsibility wherever the Foundation joined with local leadership in programs involving health, nutrition or education.

Today the operating technique in varied forms involves medicine and public health, agriculture, and the social sciences and humanities. A recent and growing operating activity is the assignment of regular and temporary staff to universities or international institutes included within the Foundation's program to aid in the development of emerging centers of learning. Through direct participation in research and development and in teaching, staff members become thoroughly familiar with local problems and opportunities, contribute to the production of needed knowledge, support and encourage local colleagues, and aid in the training of students who will be future leaders. This technique of emphasizing investment in leadership and supporting services at selected institutions has gradually evolved from field operating programs and is providing demonstrable and increasing dividends.

#### 4. The Role of Consultants

Just because the Foundation staff is small and the program broad, the officers have long followed a practice of using outside consultants for specific projects or programs. Consultation may be informal and occasional or may take the form of the appointment of qualified individuals for varying periods of time or the establishment of small boards of consultants to give continuing advice in connection with established or new programs. Individual consultants have been asked to look at medical schools, libraries, science departments, operating programs and other projects of interest to the Foundation. Boards of consultants have been or are being established on an ad hoc or continuing basis in accordance with the needs of programs in medicine and public health, population, agriculture, international relations and the arts and humanities. This technique has enabled the Foundation to obtain the benefit of the advice and judgment of distinguished and knowledgeable individuals for the several sectors of program.

Considerable space has been given here to a description of the Foundation's four principal methods of operation, because they have been of major importance in the past and are expected to be equally effective in the development of program during the years ahead. Applied with flexibility and imagination, and in conjunction with other techniques which may be evolved, they can be expected to contribute on an increasing scale to meeting society's present and future problems.

The body of this paper consists of a description in broad outline of the proposed contents of those sectors of program described by the Trustees in their statement of September 20, 1963. It obviously would be neither practical nor desirable to attempt to include specific details which develop only as officers carry forward their program responsibilities. However, it is possible to describe the proposed development of the several areas of future program. The following sections are directed to this purpose.

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## TOWARD THE CONQUEST OF HUNGER

The two greatest problems which the world faces during the years ahead are the stabilization of population and the satisfaction of hunger. The first will be discussed in a succeeding section; the conquest of hunger is the subject of this first chapter of the statement on program.

The Rockefeller Foundation has for many years recognized that if nations are to forge ahead in accord with their expectations, the individual must be given an opportunity to perform his duties as a citizen. It has long been quite apparent that to reach this goal the causes of ill health and inadequate food supplies must be attacked first. Furthermore, it is essential that increasing opportunities for education be made available for growing numbers of people who, without such opportunities, could never understand or take advantage of the methods, materials, and practices available to them for the protection of their health and for the production and utilization of adequate food supplies for a balanced diet.

Traditionally, the farmers in less developed areas tend to grow those crops which can be raised with least effort and a minimum of technology. As a consequence, high carbohydrate plant species are widely used as sources of basic food. In such situations diet is inevitably an unbalanced one with limited amounts of fat and oil, and definite deficiency in protein. Where protein is included in the diet, this is usually in the form of the legumes such as peas, beans, peanuts, etc. With rare exceptions animal proteins are in short supply. In such situations it is axiomatic that community health is substandard. Children and adults often show signs of deficiency diseases, and these are further complicated with communicable diseases which are more severe due to an improper diet. The community is generally unproductive and unprogressive, and its social organization primitive and debilitated.

With the advent of the program in the Agricultural Sciences, the Foundation brought a new force to bear on its effort to improve basic human well-being. This program, directed ultimately toward improvements in nutrition, initially focused upon the correction of deficit positions in food production. Unfortunately, hunger throughout the world was not, and is not now, primarily a matter of unbalanced diet. Rather, it is due to economic



weakness, chronic disease, educational deficiencies, and often unsatisfactory climatic and soil conditions which have combined to reduce or limit food production to a subsistence level in areas where populations are already large and growing.

Past experience and a growing awareness of the need for an ecological approach to the problems of the disadvantaged sectors of the world have brought about an increasing association of the various Foundation programs to the extent that they are now in an especially advantageous position to move forward on a united front. This does not suggest that in every instance it is possible to put together all of the elements into a single program, but it is possible to plan a total effort and to work in an integrated fashion so that each effort may in turn reinforce the other. This association of efforts is likely to be of particular significance toward the conquest of hunger.

The program in the Agricultural Sciences began with the establishment of a single center in Mexico directed toward improvement in the quality and quantity of the basic food crops which provided the bulk of national foods. Today the program has moved into a thoroughly international pattern directed to the improvement of primary foodstuffs throughout the world wherever they constitute major food resources for large populations.

The principal thrust of many interrelated projects continues to be directed to strengthening local institutions and organizations in some of the less developed countries overseas so that these countries, through their own efforts may make more rapid and continuing progress toward the satisfaction of their nutritional requirements. At the same time efforts are made to assure the prompt national and international communication and application of new knowledge, along with methods and materials which can be expected to be useful.

An evolving international pattern permits the Foundation to combine and integrate a variety of its activities in the conquest of hunger. Thus not only are the agricultural programs in Mexico, Colombia, Chile, and India now functioning as international units, but a truly international research institute in the Philippines concerns itself with all aspects of rice, as does an international center in Mexico with maize and wheat. Under consideration is the establishment of a regional or international research institute for



tropical agriculture in West Africa, and a center for animal health in East Africa. A considerable source of strength will come from the intimate association of these proposed institutes with elements within the University Development Program of the Foundation, respectively the University of Ibadan in Nigeria and the University of East Africa.

In a number of instances work in several disciplines is in progress at a single center. In the Philippines, Foundation interests bring together agriculture and nutrition, medical education, and the social sciences, through cooperation with the Government of the Philippines and the National University. In Nigeria, at the University of Ibadan, the Foundation is active in the fields of medicine, agriculture, and economics. In East Africa agriculture, veterinary science, medicine, and economics are being developed cooperatively. In Mexico, agriculture and nutrition are active programs, and in Colombia, university development involves principally the medical and social sciences.

Within the Agricultural Sciences program, the Foundation is today working in key areas on critically important problems. Through the reinforcement of educational patterns and research activities in related fields it is gradually creating pilot operations which can be evaluated, emulated, and extended on an increasing scale by the governments concerned and by international organizations interested in improving human health and nutrition. Progress is already being made in this direction as national and international organizations become interested in Foundation programs and begin to add to their dimensions.

As the Foundation moves forward in its efforts to contribute to the conquest of hunger, it is obvious that there will be new opportunities for the association of various sectors of its program toward this end. Currently there are rural projects beginning or under way in Colombia, West Africa, and India through which it should be possible to combine and demonstrate methods for the association of agriculture, nutrition and public health, and applied social science to raise the economic, social, and physical levels of rural communities with benefits to health, welfare, and standards of living. These projects, and others which may be initiated later, are pilot operations which, as they progress and are successful, may be repeated by other organizations on a much larger scale.



During the years ahead, it is expected that the Foundation will help in the development of a world-wide network of interrelated activities directed toward increased production of basic food supplies; the training of growing numbers of leaders in the agricultural sciences, in the sciences related to nutrition, and in public health and economics; and toward the development of institutions directed both to education and research whose activities include, among others, a focus on the problems of nutrition most broadly conceived.

The techniques being applied by the Foundation in this area include the judicious utilization of field staff, both in the form of operating programs at centers strategically located, and through the assignment of staff to institutional or university centers to work with the local scientists and scholars on projects of basic importance to health and nutrition. The Foundation would expect also to use substantial numbers of temporary personnel with special competence who could be seconded to a program or an institution for a period of time to aid in the solution of problems and the application of knowledge for progress in the fields related to agriculture, nutrition, and health.

The Foundation will expect to include within its interests especially those crops and food animals which must be expected to produce the bulk and special foods required for human diet. These would be particularly the so-called food grains - wheat, corn, rice, sorghums, and their allies - the legumes, poultry, eggs, meat, and milk. Recognizing that there are many other crop plants and animals important to the economy of agricultural nations, it is also recognized that with limited resources and staff the Foundation should focus on these basic elements in the diet.

In its concern for food production, the Foundation should not overlook certain special sorts of activities which could be expected to be of great collateral benefit to the entire problem. These would include attention to increasing our knowledge of the food resources of the sea and methods for increasing its harvest; the problems of land economics which is so vital to agricultural production; the water relations of plants and soil, and the entire area of water resources and utilization. There may also, as time passes, be other and especially appealing opportunities to take advantage of new knowledge to increase food production, and the Foundation would expect to remain alert to these possibilities.



Finally, there is the great problem of the utilization of larger areas of the land of the globe described as arid or semi-arid. The simplest and most obvious way to take advantage of such land is to develop techniques for the provision of larger amounts of water or the greater preservation of the limited amounts now available. There are, however, other ways in which arid lands can be utilized for human benefit. Studies on land management, the identification of drought-tolerant conditions, and the use of drought-resistant tree crops, all offer possibilities which have as yet not been extensively explored.

It should be remembered that even as currently arid lands are of little use for agricultural purposes, vast additional areas are becoming arid and less productive because of mismanagement, such as the destruction of forests and watersheds, overgrazing, overcultivation and shifting patterns of cultivation, etc. The Foundation should be ready to experiment in a number of these directions in an effort to find ways to make these lands which are now nonagricultural or at best of only limited value, more useful, and at the same time try to be helpful in arresting those practices which are contributing to the destruction of millions of acres of arable land each year.

Unless the conquest of hunger is successful as a result of the concerted efforts of many organizations and nations, it can only be predicted that the problems of hunger will create increasing misery, loss of human energy, and stimulate attitudes, ideas, and practices inimical to human progress.



## THE POPULATION PROBLEM

The evidence that current rates of population increase constitute one of the most serious hazards to the welfare of mankind is too well known to require review. The challenge lies in finding out how to get a very large number of people throughout the world to recognize that a rapidly expanding population can threaten their own welfare and to make the necessary adjustments in their personal habits.

The Foundation is likely to find its most promising opportunities in supporting work in four interrelated fields. Pertinent demographic studies can lead to a better understanding on the part of governmental and other authorities of the nature and dimensions of the problem. Research in the physiology of the reproductive system is fundamental to the development of better contraceptive methods. The provision of family planning services is of direct usefulness to individuals, and public education creates an awareness by people at large as to how the population problem affects them and what they can do about it.

Each of these fields demands serious attention; The Rockefeller Foundation has had its greatest experience in supporting work in demography and reproductive physiology.

The Foundation can be proud of its contribution to the science of demography and to the training of numerous demographers now at work in the emerging countries. Some of the latter have been instrumental in awakening government ministries and planning boards to the significance of the population problem for economic development. Indeed, it appears to be the recognition in high places of the economic importance of population increase that has been primarily responsible for starting whatever control campaigns there now are in the emerging countries. It should be noted that this reverses the order of events as they occurred in Western Europe and the United States, where interest in the control of family size has from the beginning been almost entirely confined to individuals motivated to maintain or to improve the living standards of their own families. In most European countries if there has been an official population policy at all, it has been in the direction of increasing rather than decreasing the rate of population growth.



The science of demography would appear to be well established and supported in the advanced countries. Nevertheless, in view of its crucial importance in initiating and shaping control programs in the emerging countries, it still seems wise to include in the Foundation's program help through existing research centers for the further development of demography. But attention should not be confined to the theoretical and interpretive aspects of the science. In most new countries the raw data used by demographers are still seriously defective. As one result, periodic census figures have recently tended to reveal even more rapid population increases than those predicted from registered births and deaths. With its long experience in public health, the Foundation is in a good position to help in establishing more comprehensive and more accurate methods for collecting and reporting essential statistical data. Its advice can be made available to government bureaus of vital statistics, and fellowship training for selected public health officials can be arranged.

For some twenty-five years between 1930 and 1955 the money the Foundation provided for the study of reproductive physiology, either through the Committee for Research in Problems of Sex or directly to individual investigators, played a large part in the rapid increase in understanding of the reproductive process which characterized this period. Such knowledge was of course crucial to the development of the pills now used extensively to prevent ovulation and it provided the means for testing and developing such other procedures as the rhythm method, the intra-uterine coil, and the still experimental agents which interfere with implantation or growth of the embryo.

Funds now available from other sources appear in general to be sufficient for the support of basic work in reproductive physiology in the advanced countries. Very little such work is carried on in the emerging countries where the population problem is especially pressing. The Foundation's experience in developing research in such areas should be used to encourage more and better work in reproductive physiology, especially at the institutions receiving support under its University Development Program. Not only is such activity needed for the knowledge it will produce; equally important is the increase in personnel with training in the most advanced aspects of the subject. Such people are required as teachers and as



advisors to government on the technical aspects of population control. An example of the important role these individuals can play in initiating and guiding interest in family planning has recently been provided in Cali, Colombia, where open discussion of the topic has until recently been taboo. Here an assistant professor of biology with special competence in the endocrinology of reproduction has organized a group of upper and middle class mothers interested in learning all they can about the rhythm method.

The Foundation is also in an excellent position to develop a program to provide information and service to individuals. There is still a good deal of uncertainty about how to interest different kinds of populations in family planning, how to adapt known methods to particular circumstances, how to guide individuals most efficiently in selecting and using contraceptive methods, and so on. The community health programs now being developed at rural health centers in Colombia, Nigeria, and Uganda in connection with four institutions being assisted under the Foundation's University Development Program offer almost ideal opportunities for experimenting with different approaches to these problems.

These four community programs mentioned all give primary emphasis to the health of mothers and children and are rapidly building confidence in modern Western medicine. This confidence can be a crucial asset in the mounting of family planning programs. It is often said that it is difficult to interest mothers and fathers in controlling conception until they are reasonably sure that the children they have will survive the many hazards to life that have been characteristic of underdeveloped countries. In this connection it may be mentioned that a mothers' group recently organized by the professor of psychiatry in the Foundation-supported rural health unit in Candelaria in Catholic Colombia, elected to spend its first session in a lively discussion of family planning problems. The dean of this school has subsequently consulted several of the Foundation's officers about ways and means of giving more formal recognition to the importance of the population problem in the program of the medical school. Although such programs must be approached with considerable circumspection, especially in Catholic areas, it appears that the time has come for the Foundation to move forward with rather more confidence than it has in the past.



The Foundation's interest in family planning provisions should, of course, not be limited to the four community health projects mentioned. Support has already been provided to the joint program worked out between the Harvard School of Public Health and the Medical School of the University of Chile in Santiago. Other United States universities as well as those abroad are developing research and training programs on various aspects of the problem. The Foundation expects to study sympathetically requests for aid to this type of activity wherever found.

It is in the area of mass campaigns for alerting whole populations to the hazards of population growth and persuading them to act on their awareness that the greatest need seems to lie. Unfortunately it is just here that there is the least experience and the least certainty as to how to proceed. Generally speaking public health has had its greatest success when it could utilize measures which required little cooperation and only minor changes in the personal habits of rural populations. One thinks here of the construction of water systems for the control of water-borne disease, the draining of swamps and the spraying of houses for malaria, the enrichment of bread with necessary vitamins, and so on. When there is need to enlist the cooperation of individuals, as in mounting a vaccination program, progress is much slower. Even the highly organized communist societies have had their greatest failures when they attempted to persuade rural populations to adopt new agricultural practices.

In the last few years scholars in the fields of sociology and anthropology and some practitioners in the professional field of communication have become interested in the problem of educating the public in problems of public health in general and the population problem in particular. Among the major questions that remain unanswered is the relative importance of training in public health or in the techniques of communication for the personnel who will initiate, supervise, and carry out such programs. Are they best placed in the ministry of economics and planning, in the ministry of education and public enlightenment, or in the ministry of public health as they have usually been in the past?

These and many other questions remain to be worked out in actual experience with field programs. It is high time to move toward establishing such programs in key areas of the world and in such a way that useful



experience will in fact result. Several groups are planning such programs now and a few are under way. In areas as new and unexplored as these there is bound to be a good deal of waste and lost motion. The stakes are so high, however, that the Foundation would be justified in taking more than normal risks in supporting them.

#### Qualitative Consideration

Changes in either the birth or death rate which fall with unequal force on different segments of a population will, of course, result in alterations in the quality as well as in the total number of its future members. Breeders have for centuries used this basic knowledge to produce new races and strains of animals and plants for man's use. Virtually all geneticists today would counsel a conservative approach to attempts to control, limit, or guide the process of human reproduction by appeals to qualitative considerations. Too many complexities are involved in the use of genetical knowledge to change the nature of human strains. The only substantial instances in which such control may confidently be recommended are those involving clearly defined, obviously deleterious dominant characteristics. The number of such clearly defined dominants is at present rather small and unimportant from the point of view of overall population trends.

It is much more difficult to make a case for inhibiting the mating of individuals who are known carriers of the same recessive gene. Although such prevention has the temporary advantage of eliminating a certain number of defective children in the next generation, mating of the carriers with normals has the long-term effect of spreading the gene even more widely.

We are even more in the dark when we look for ways to increase the number of positive or "good" characteristics in a population instead of merely reducing the number of negative or "bad" characteristics. We know in a general way that heredity plays some sort of role in determining such good things as intelligence, musical ability, longevity, and so forth, but we really know very little as yet about how such mechanisms operate. At one time considerable fear was expressed over the possible results of the observed tendency of the less intelligent, less healthy segments of the population of certain European countries to reproduce themselves more rapidly than the more intelligent, healthier parts. So far, however, it has been impossible to demonstrate any deleterious results of such trends.







## STRENGTHENING EMERGING CENTERS OF LEARNING

Recent political and social developments abroad have underscored the validity of the Foundation's premise that the training of future leaders is of the greatest importance to steady progress for the developing countries. The close working relationships which the Foundation has established with certain emerging foreign universities have been useful in the professional development of local and regional leadership.

The officers have thoroughly reviewed university development overseas, drawing upon long experience and many associations in emerging countries. This study makes clear the great need to reinforce university patterns and the Foundation's favorable position to be of assistance. Indeed, earlier Foundation support to schools or faculties within certain institutions under study provides the basis for a program of broader scope directed to the development of the total university.

It is fully recognized that The Rockefeller Foundation can only hope to act as a catalyst in the university development effort. Financial and other needs reach dimensions that can be satisfied only through aid from a multiplicity of sources. But careful and long-range planning accompanied by the wise application of modest funds can establish patterns which may be further developed and expanded by national agencies or international bodies with large resources for foreign assistance. The evidence is growing that Foundation assistance has permitted accomplishments which have attracted other agencies prepared to invest in projects of demonstrated merit and great potential.

Equally clear are the calculated risks in the proposed university program: there is no guarantee of political stability within the developing states. These risks are worth taking, however, and the Foundation's effort may actually contribute to political stability.

The priorities for university development are now becoming clear. Four institutions have already been introduced into the plan: the Universidad del Valle, the University of East Africa, the University of Ibadan, and the University of the Philippines. Two others are being assisted on a pilot project basis: the University of Khartoum and a group of universities in Bangkok, Thailand.



The Universidad del Valle, Colombia, long under observation by the Foundation, has received various sorts of aid for a period of over ten years. Selected originally as a site for the reinforcement of medical education in Latin America, the University has since begun to improve, expand, and integrate its several faculties. Directed by able, experienced, and aggressive young leaders and supported enthusiastically by Colombians, the institution is already internationally important in the field of medicine and is moving forward in nursing education and practice, and in rural public health. A strong faculty of arts and sciences is in prospect; the faculties of economics, engineering, and architecture are developing well, and there are definite prospects for strengthening the humanities. The University is hoping to move to a new campus on the outskirts of Cali. The site is excellent, and sufficient land is available to permit campus planning and development to meet current and long-range needs. The University would expect to finance the new campus through local contributions, both public and private, through grants under the Alliance for Progress and other agencies, and long-term, low-cost loans. The growing interest on the part of other international agencies in the Universidad del Valle suggests that Foundation support could be amplified and extended with resultant accelerated progress.

The University of East Africa (Kenya, Uganda, and Tanganyika) is a most imaginative experiment in educational federation among three states in various stages of independence and development. Recognizing that the costs of higher and professional education are beyond the resources of the individual partners, the three have decided to pool their assets for maximum attainment. The senior partner in terms of university tradition is Uganda, the home of Makerere College. Kenya is the seat of the younger Royal College, and Tanganyika, which created a law faculty two years ago, is beginning to establish educational faculties at the university level. Medicine, nursing, agriculture, and the arts and sciences will be offered at Makerere; arts and sciences, engineering, and veterinary science at Nairobi and Kabete in Kenya; and arts and sciences, law, and subprofessional agriculture in Tanganyika, principally in Dar es Salaam.

The Foundation has aided the University of East Africa in its early development and has selected this institution for future assistance. Recently leaders of the three universities and top government officials met



at the Villa Serbelloni to discuss the future of the University. It is believed that in the long run the improvement of this institution can play a major role in the future progress of the country in which each College is located, despite the changing social and political patterns in East Africa. Even though these countries may one day agree to terminate the present arrangement in favor of full-scale national universities at each site, initial association will have had many benefits.

Foundation officers are contributing to the development of the University of East Africa both through assistance from New York and through staff on assignment to the University. The prospects for the University's future are enhanced by the effective leadership these men can give.

The University of Ibadan, Nigeria, in an independent state of West Africa, presents a special opportunity for a variety of sound and reasonably rapid educational developments on a broad front. Established by colonial interests, the University at Ibadan is now under capable Nigerian leadership with a growing African staff. It has elements of strength in medicine, nursing, agriculture, arts and sciences, economics, government, and area studies. These are now at a critical point and can be expected to become stable and strong if afforded early and wise assistance. The University has turned to The Rockefeller Foundation for substantial aid to various facets of program. In recent months the Foundation has expanded its assistance in the form of "human capital." One member of its staff is serving as Dean of Social Sciences and Chairman of the Department of Government. Currently the number of Humanities and Social Sciences officers and appointees on assignment to Ibadan is larger than the Humanities and Social Sciences staff in New York. The Foundation has also made available specialists in medicine, agriculture, and virology. Since Ibadan has and will doubtless continue to receive aid from various international agencies, it is possible for the Foundation to apply its assistance in a highly selective fashion.

The Republic of the Philippines is in a strategic position to assume a leading role in educational developments in Southeast Asia. Moderately populated, centrally located, and with substantial resources, the country has great potential. The Filipinos are internationally sophisticated, with Western orientation and strong Latin sympathies.



The University of the Philippines, with its campuses in Quezon City, Manila, and Los Baños, is a firmly established institution whose past performance has fallen short of its potential. The Diliman campus in Quezon City near Manila is spacious; the plant is generally good; and the agricultural school at Los Baños is steadily improving. The medical school in Manila is less than first class. The faculty of the University is young, ambitious, and able, and President Carlos P. Romulo is providing vigorous and imaginative leadership.

The number of competent Filipino scientists and scholars is steadily increasing, as is national interest in the further improvement of educational institutions. There is growing interest also in making the University of the Philippines an Asian center of education, and properly developed the University could serve the needs of many students from other countries in Southwest Asia with obvious and far-reaching benefits.

A Foundation officer spent July and August on the Diliman campus advising President Romulo on the University's humanities and social sciences work. Plans for a Medical Center to be shifted from Manila to the Diliman campus are moving forward with the advice and counsel of an officer from the Medical and Natural Sciences program. A more effective relationship between The International Rice Research Institute and the College of Agriculture is developing, and the two agencies are strengthening one another.

The Sudan is one of the largest countries in Africa, is sparsely populated, and has tremendous potential. The University of Khartoum has become an organic part of indigenous Sudanese culture and could become a leader within the Arab-Islamic area of culture and a center which would attract growing numbers of students from abroad. The University has recently been going through a period of change; there is now evidence that the government intends to provide additional support for the improvement of plant and the quality of the several faculties. Visits by Foundation officers and some modest but carefully placed assistance have led to the conclusion that the University of Khartoum may in the not-too-distant future qualify for inclusion in the University Development Program of the Foundation.

Many years ago, The Rockefeller Foundation had an important role in the establishment of the pattern of medical education in Thailand. In recent



years, Foundation assistance has been provided for projects at the University of Medical Sciences, the Kasetsart University of Agriculture, the Veterinary Faculty and other sectors of the University of Chulalongkorn, and Thammasat University. The four institutions are located in Bangkok and together they carry the principal university curricula. It is believed possible to work with them in such ways as to help bring their programs into closer contact and to help form a university development pattern involving the full academic complex. An officer from the Medical and Natural Sciences program has been assigned to the University of Medical Sciences and will provide continuing leadership on the ground while officers from other programs are vigorously exploring prospects of growth and development.

Thailand is an appealing prospect for university development. Its geographical position, political significance, and the Western orientation of the Thais are all favorable factors. National investments in plant and facilities are substantial and significant, and reasonably rapid progress might be expected with such assistance as the Foundation might provide to critical projects. Recently, Thailand has become of increasing interest to our own government, and the program of assistance of various sorts from AID and other agencies could serve to make international selective Foundation aid especially effective.

Other universities overseas, which might become eligible for consideration for assistance at some future date, will be visited and observed by Foundation officers until their long-range possibilities are further clarified. It is apparent that The Rockefeller Foundation can expect to work only with a limited number of carefully selected institutions, possibly nine. Its efforts would be directed at helping to create stable and progressive programs of excellence which would contribute to national needs in scholarly and scientific areas. Included would be the training of educators, scientists, and scholars to meet the requirements for teachers at various levels throughout the country; the preparation of medical, legal, agricultural, and other professional personnel to serve public needs in private or official capacities, and to carry on essential research directed to the economic, social, and technologic needs of the country.

The universities selected for developmental support by The Rockefeller Foundation should be considered not only for their role in the attainment



of national goals, but also on the basis of their potentials for regional or international contributions. There are many countries whose small size, limited resources, or stage of development make it impracticable to attempt to support a full-scale university system. Countries such as Bolivia, Paraguay, Togo, Dahomey, and others will inevitably be dependent on various forms of external assistance during the foreseeable future. To obtain adequate numbers of qualified personnel for national purposes, they must either enter into an educational federation with other countries or depend upon the educational facilities of larger and richer nations. Even if desirable, it would not be possible to train all such persons in Western institutions, and many can be accommodated within the region if local institutions are inadequate. The University Development Program of The Rockefeller Foundation would expect to keep such needs under continuous consideration and encourage each institution assisted to respond to the needs of the region in which it is located.

The private college or university is little known in many of the underdeveloped countries. Where such institutions have been established, they are often among the most valuable national resources. Their flexibility and freedom from political influence give them a position of special importance, and their progressive programs justify consideration for support. Examples of private institutions which have in the past had Rockefeller Foundation assistance are the University of the Andes in Colombia and the Institute of Higher Education in Monterrey, Mexico. Others might qualify for assistance because of their unique positions and contributions to scholarship.



## TOWARD EQUAL OPPORTUNITY FOR ALL

No lasting good can come from true equality of opportunity unless those previously excluded are sufficiently well trained to perform as equals. At their Special Meeting in September, the Trustees agreed that at least initially the Foundation's efforts to advance equality of opportunity for all should concentrate on improving educational opportunities for our disadvantaged citizens. They also agreed that these efforts, while not excluding other minority groups, should focus primarily on providing greater equality for our Negro minority which for so long has faced excessive obstacles imposed by legal institutions and widespread color prejudice. Finally, they agreed that in accordance with the Foundation's long experience and the special capabilities of its professional staff, its program should concern itself chiefly with higher education and the development of leadership. It was explicitly noted, however, that this concern might well include, or indeed require, attention to special provisions for improved basic education to make possible increasing excellence at more advanced levels.

### Development of Leadership

The importance of training rapidly increasing numbers of talented and well-educated Negroes to participate in all professions and vocations of our national life cannot be exaggerated. Occupational opportunities long closed to Negroes in our society are beginning at least tentatively to open up. National and international government departments and agencies; colleges, universities, and professional schools; hospitals; law firms; leading business corporations; all these and other organizations are beginning to seek qualified Negroes for professional and executive as well as technical positions of great opportunity and on equal terms with white associates.

Both our white majority and our Negro minority need the demonstration of increasingly visible numbers of Negroes achieving distinction and competing successfully with white associates in positions of importance and high attainment throughout our society. But well-known and long-standing obstacles - poverty, poor schooling, lack of incentive and confidence born of these limitations, and the long denial of occupational opportunity above menial levels in white society - impose formidable barriers. There is grave risk that too few Negroes with adequate professional training will appear to



take the positions which almost abruptly are being offered and that too many who do take such positions with inferior training will prove to be inadequate. A tragic consequence could be the reclosing of these new occupational opportunities and the re-entrenchment of widespread conviction that Negroes as a group lack the capacity for higher level professional, executive, and technical achievement.

Spreading demonstrations of success, on the other hand, could perpetuate and multiply such opportunities; could inspire greater aspiration and confidence among Negro youth planning their schooling and career objectives; could increase and firmly establish the flow of more talented Negro students through the better colleges, universities, and professional schools in the country and into significant careers alongside their classmates. In due time, the cumulative effect of these developments could, indeed, make talented Negroes wholly "unremarkable" in our best institutions of learning and in positions of eminence and leadership throughout our society. At the same time, of course, both the country and the Negro minority could benefit greatly from the leadership provided by the growing number of well-trained Negroes with experience in positions of responsibility.

The rate at which progress toward this goal can be achieved is uncertain. But assistance is clearly required and in view of the great importance of the swiftest possible progress, a substantial effort seems justified.

Imaginative and diligent efforts must be made to find the most gifted and best-trained Negro high school students throughout the country. These students must be encouraged and assisted to seek higher education in the best colleges and universities in the country. Those whose achievement is outstanding must be guided, and supported if necessary, through more advanced or professional training and into significant career positions. This is work for which the Foundation is fitted by long experience.

Several very good colleges and universities are known to be interested in active programs to recruit and educate larger numbers of good Negro students. There are likely to be many more. Cooperative arrangements could be worked out for joint programs to identify, and periodically visit, better high schools throughout the country to discover and attract Negro students who show promise of doing well in a first-rate college. Where needed, and



likely to be effective, special programs must be developed to assure maximum achievement. Scholarship assistance will doubtless be necessary in most cases but may sometimes be available from the college or a general fellowship program. Such institutional programs and more conventional scholarship procedures both offer possibilities for constructive Foundation effort. These possibilities are now under study.

#### Strengthening Educational Institutions for Negroes in the South

During the first half of this century the General Education Board pioneered in the development of education for Negroes. The Board's patient and persistent role in the establishment of publicly supported primary schools and, later, secondary schools for Negroes in southern states was of fundamental importance. The Board also pioneered in developing private Negro colleges which had been established in the South mainly by northern churches. Many of the present Negro leaders were products of these colleges at a time when the great majority of our Negro population was in the South and higher educational opportunities at other colleges and universities were almost wholly closed to them.

The Negro colleges have always been devoted to bringing higher educational opportunities to Negro students who were otherwise deprived of such opportunities. To aid substantial numbers of Negro students in the South, these colleges have necessarily adjusted their admission requirements and programs to meet the capabilities of products of substandard secondary schooling and to provide such remedies as were feasible with many handicapped students and with limited staff and facilities.

With the massive migration of Negroes to other sections of the country, which began during World War I and has accelerated during and since World War II, higher educational opportunities open to Negroes have widened substantially and now promise to continue to do so much more rapidly. But although Negroes are continuing to leave the South at an average rate of 12,000 per month, more than half of our Negro population is still concentrated in this area, and this includes the most impoverished and deprived Negroes in the country.

Several considerations argue for continuing efforts to assist predominantly Negro colleges during the years immediately ahead.



The normal channels of higher education in the leading public and private universities and professional schools in the South are opening to Negroes thus far on only an infinitesimal scale. Hopefully the slow beginning will accelerate, but all indications point to continuing need for some time to come for the colleges now primarily serving Negro students.

Most Negro students graduating from high schools in the South cannot meet the entrance requirements of the better northern colleges and universities. Also, most of them cannot afford a college education in the North and cannot compete successfully for scholarship assistance. Less demanding and less expensive colleges nearer home provide the only real opportunity for any college training for large numbers of southern Negroes.

Such educated leadership as many Negro communities in the South will have for the next generation will depend on the education offered by these predominantly Negro colleges. Northern colleges and universities may, indeed, provide the higher education of the most highly trained and eminent of the nation's Negroes during this generation; but many of the humbler, "grass-roots" leaders, especially in the South, will receive their training in the predominantly Negro colleges. These men, as well as their more distinguished colleagues, have an important place in our national life.

Most of the private Negro colleges are desegregated in principle and some are desegregated in fact, at least to a token degree. The strongest of these represent substantial investments in plant and staff, in going educational programs, and in loyal bodies of students, alumni, and supporters.

Perhaps the greatest long-run need of the better private Negro colleges is for very large increases in endowments or other sources of assured regular income to enable them to assemble and hold strong faculties through competitive salaries and facilities. The extent to which the Foundation will be able to deal with this problem directly is limited. But, hopefully, indirect help can be provided through immediate measures and temporary assistance to strengthen staff and program and thereby to increase the possibility of commanding wider sources of larger enduring support.

The officers have begun a study of Negro colleges to determine which offer the greatest promise and best opportunities for Foundation assistance.



The specifics of aid and the patterns of assistance will predictably be similar to those already familiar in parts of the University Development Program.

Faculties could be strengthened through scholarship aid to complete their advanced training and faculty research, and sabbatical study leaves could be encouraged and supported. Provision could be made for visiting faculty members and more scholarly communication with colleagues in the region and in professional associations could be stimulated and assisted.

Facilities and educational programs could be developed through helping to build better library collections and to train librarians, by assisting with needed laboratory equipment for teaching and research, by providing experienced advisers on problems of strengthening the curriculum and on administrative and management problems, and by supporting the development of special teaching programs both for remedial purposes and for advancing the highly talented.

Student performance could be improved through scholarship aid for talented students, through assistance for developing more discriminating selection and admission procedures, and through help with special precollege training programs.

The officers plan to investigate all these possibilities as well as means of encouraging and assisting useful programs for closer and more active cooperation and interchange among colleges and universities located in the same city or region. Such arrangements may progressively permit efficient pooling and sharing of resources such as specialized library holdings, teaching of advanced specialized courses for which demand is limited, and the like. These efforts may also advance scholarly communication across traditional barriers. Possibilities of drawing northern institutions into such cooperative and exchange programs will also be studied.

#### Improving the Preparation of Negro College Applicants

There are many indications that the most severe limitation on both the development of outstanding Negro leadership and strengthening educational institutions for Negroes is the extreme scarcity of adequately prepared Negro candidates for college education. Stated the other way around, a most



serious problem is the exceedingly poor primary and secondary schooling and other early training with which the vast majority of Negro children approach college age.

Each of the preceding programs is expected to attempt some amelioration of current limitations. In the program for the development of talented leadership, the search for potentially outstanding Negroes will reach into the better high schools throughout the country. It will actively seek to encourage higher aspiration among Negro students and to stimulate greater effort in the schools to identify and develop the more talented among them. Hopefully the systematic programs to spread knowledge about the opportunities for excellent college training, and to induce high schools to sponsor applicants for scholarships, will produce increasing efforts in the high schools to prepare successful candidates. Moreover, the colleges which participate in this program are likely to find it necessary to develop special preparatory and remedial programs to help otherwise promising candidates to become fully qualified for successful college work. Such programs can lead the way to improved instruction in the high schools.

Similarly, the southern Negro colleges will need to give much attention to raising their admission standards and aiding Negro high school students in the South to meet the higher standards. Some of these colleges are already engaged in a variety of precollege programs. Such programs will need to be developed and extended, and efforts will be made through them to improve regular instruction in high schools which cooperate with the colleges.

The initial experience of the two primary programs will be watched closely and, if necessary, plans will be discussed with the Trustees for more intensive and penetrating efforts to provide well-qualified candidates for good colleges.

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The Ford Foundation has recently launched a new program in the field of Negro education with a tentative allocation of upwards of \$65 million for the first few years. Several other foundations are becoming active in this field and it is likely that the national government and many state



governments will devote substantially increased funds to it. The officers will seek to develop the Foundation's program in strategic relationship to other programs to avoid wasteful duplication or competition and to draw maximum reinforcement from them.

A great deal that should be known remains to be learned both with respect to accomplishments and possibilities in the education of Negroes in our country and concerning the changing position of the Negro and shifting relations between the races in our society. Support will be recommended on a highly selective basis for studies in these areas which have importance for guiding program development or significance for understanding the conflicts and emerging adjustments between Negro and white citizens.



## AIDING OUR CULTURAL DEVELOPMENT

The vast progress in science and technology during the past decades has not been matched by a comparable elevation in cultural standards and the social and intellectual amenities of life. Yet in a highly urbanized and industrialized society where a majority is freed from exclusive preoccupation with the daily acquisition of necessities, cultural amenities greatly affect the quality of life. For an increasing number of people the extent and quality of opportunities for cultural participation can and do make the difference between an abrasive existence and a richer life. It is the aim of the Foundation to help benefit our society by helping larger numbers of people to find fulfillment through a broadening of their cultural lives.

In the recent past we have witnessed promising attempts to evolve new institutional settings for the arts, as in arts councils for communities large and small, metropolitan music and drama movements, and in cultural centers. No less exciting are the prospects that universities will find more productive ways and develop greater continuity in furthering creative work in the arts. The Foundation would seek unusually promising opportunities to stimulate such new institutional environments for the arts with a primary but not exclusive interest in universities.

It is proposed that the Foundation's program in the arts give special attention in the immediate future to drama, music, and literature as a broadly creative aspect of the humanities. The locus of the Foundation effort will be primarily within colleges and universities which have established a working relationship with neighboring cultural institutions. The officers have identified a few leading universities capable of defining and working out a basic role for university participation in the development of arts and cultural activities in the United States - perhaps to do as much for original work and extensive applications in these fields as was done in the past for scientific research or professional development. The three fields are selected partly to narrow the wider and more amorphous range of the arts in which the Foundation has been active in the past. The essential concerns of the Foundation within drama, music, and literature focus upon creative work coupled with the development of new patterns and institutions.



Over the past decade Foundation assistance for musical activities has been directed to four major purposes: the commissioning of new work for performances and recording, illustrated in the grant to the Louisville Symphony Orchestra under Robert Whitney; support of experimental work in electronic music through the Columbia-Princeton laboratories; assistance to United States and foreign music-performing companies and individuals to acquire equipment, instruments, etc.; and the encouragement of ethnomusicology in its various forms.

The officers have thoroughly reviewed these earlier aims and objectives and with the help of a score of distinguished leaders from the musical world including composers, performing artists, and educators have attempted to establish certain priorities and objectives. Intensive working sessions have been held with Aaron Copland, Leonard Bernstein, Paul Hume, William Bergsma, William Schuman, August Heckscher, Lukas Foss, Gunther Schuller, Elliott Carter, Samuel Barber, Virgil Thomson, Henry Allen Moe, Otto Luening, Robert Whitney, Erich Leinsdorf, and many others. These exchanges will continue in the future, both on an organized committee basis and through individual discussions. These deliberations have identified certain areas that seem deserving of further attention and study which could lead to the eventual formulation of clear-cut aims and priorities.

Young composers, for example, who may have been assisted through first commissions or Guggenheim and Fulbright awards need help. Many of them can look forward to premiere performances of their works. They are handicapped thereafter by difficulties associated with the second performances and recordings of new works. Consultants have urged further study of possible techniques for meeting these needs, including one specific proposal for extending the seasons for a few selected symphony orchestras for the performance of new works, the best of which might subsequently be introduced into the subscription concert repertoire and be recorded. As many as six of the foremost national symphony orchestras might devote an additional week to new composers and new music, intermingled with better-known works in American music, providing opportunities not presently available.

Another suggestion put forward to serve new composers is the creation of one or more workshops in which composers and performers could work together in a collaborative dialogue so fruitful in advanced composition.



An analogous model in drama for bringing together writer and performers is that of Actors Studio workshops. The officers are also cognizant of numbers of outstanding virtuosi graduated annually from leading schools of music who for lack of opportunities to develop their talents are relegated to minor parts as members of standard symphony orchestras. In addition to exploring the workshop idea, the staff will examine methods for providing more adequate creative opportunities for these brilliant young performing artists.

The potential role of accomplished and conscientious music critics in relationship to composers, performing artists, and music audiences is that of raising and maintaining standards of excellence. In theory, discriminating criticism of performances encourages more and better playing of both existing repertoire and new music. In practice, the influence of music criticism is more modest and limited. Both from a quantitative and qualitative standpoint, the present state of criticism has weaknesses. In the face of an increase of regularly performing musical organizations and a wealth of new composers and performing talent, the total number of full-time critics across the country comes to less than one hundred. One well-staffed newspaper like the Washington Post requires a team of five professionals in music criticism and other leading papers are building comparable staffs. All too often, critics bring to their task little in the way of formal training in music or writing and too often they are stereotyped as former sportswriters. With the establishment of integrated performing arts centers in major metropolitan areas, leading newspapers which have grown increasingly conscious of their needs will require more full-time critics who, in turn, will require more trained assistants. With the creation of new performing music groups in towns and suburban areas, smaller newspapers in these localities may be expected to give increased attention to community activities for which trained music criticism talent will be needed. The Foundation has already responded to the needs in music criticism with support for a training program providing course work and apprentice criticism experience. Other means of strengthening music criticism may be sought.

Continued attention on a more limited scale will be given to work on the technical and creative frontiers of music. Electronic music is believed by some to have extended the range of sounds for potential compositions. An even newer technique of composition, the so-called "music of chance,"



developed in Europe and the United States by combinations of skilled virtuosi, has also attracted attention. It may be that improvisation in music can be extended through workshops relating schools of music and a professional music company such as a symphony orchestra. There is also need to explore the reasons that underlie the growing separation of composers and symphony orchestras and the consequences for contemporary music.

Traditionally, opera and musical comedy bring together music, drama, and the dance. The officers may wish to explore new opportunities for achieving integration of these separate arts through strengthening existing university or professional companies in one or two of the areas hitherto not fully developed. Musical theatre provides a link between the Foundation's interest in music and in drama.

The literature of music is a basic resource for the creative and performing artist. A few significant new works such as a critical history of contemporary American music could have a far-reaching impact. There may also be need for a "Conant-type" study of the place of music in American life, including an appraisal of levels of assimilation of European traditions which have blended with American music and become a living part of our culture. Advisors have also urged that attention be given to improving the quality of contemporary sacred or church music and to strengthening training programs in a few selected universities and conservatories.

The support and encouragement of drama is another focal point within the Foundation's program to assist cultural development. Measured against present difficulties in the professional theatre, drama in American colleges and universities is enjoying widespread and increasing activity. While the number of legitimate theatres had declined to only 32 in New York City and less than 200 elsewhere, over 600 colleges and universities have their own theatre buildings, including a number of the newest and best equipped in the country. Among 900 institutions of higher learning with both productions and instruction in drama, more than 130 have graduate programs, and of these at least 29 offer the doctorate. Despite the educational value of drama and the immense number of college graduates who have become interested or active participants in the theatre arts, it is evident that academic drama has not been a major direct source either for new plays or for productions of high professional quality. However, a few universities such as the Carnegie



Institute of Technology, the University of California at Los Angeles, the University of Washington at Seattle, the University of Minnesota, and Stanford University now support the view that a university can and should find ways to encourage creative work in new plays and forms of production with unusual power and significance, and that this can best be achieved through close cooperation with a professional theatre in a metropolitan environment. It is apparent, however, that this can only be accomplished if the institutions are determined to intensify and improve fundamental training in acting and the other elements of stagecraft.

The criteria used in the selection of a university drama program or more general support to the arts in a single university must include a lively commitment on the part of top university administrators to the integration of programs in the creative and performing arts into university education; standards of excellence in related academic departments; existing strength in the professional quality of arts programs on the campus; an adjacent metropolitan area with zest and enterprise for the arts and the potentiality of strong municipal support; and a university with a cosmopolitan outlook acquired, perhaps, through learning and experience in foreign areas. The drama program of the University of Minnesota, which has links with the new Tyrone Guthrie Theatre, meets these criteria and the Trustees have already approved Foundation support. Other universities whose programs are under consideration share common characteristics including location in influential metropolitan regions, association with the living theatre, and the intention to originate drama productions and significant new plays rather than concentrating exclusively on classics or imports of contemporary plays from centers like New York.

Such universities have aims and objectives that coincide with those enunciated by the Foundation in earlier program statements. They aspire to the cultivation of significant and mature playwrights and to the development of a stable and adequate institutional environment for first-rate theatre. They intend to pursue these objectives through campus workshops or laboratories, bringing together university departments and campus art organizations and repertory troupes. They aim at creating an environment in which leading professional artists can work with advanced students on the solution of problems in style and expression.



The officers have also explored and taken preliminary steps on related questions in drama such as the present state and possible improvement of serious drama criticism. Assistance has been given to drama critics of extraordinary promise or standing to broaden the base of their criticism. Modest help is being provided to the best of the drama reviews, the Tulane Drama Review. While the major stress of the Foundation's program is on aid to universities engaged in pioneering drama activities, other nonuniversity activities have merited consideration. The link between the Actors Studio in New York, and particularly the experimental work of its playwrights unit and its instructional program in play writing, acting and directing, and the development of university drama is an example. Two of the playwrights invited to take up residence under the aegis of the experimental program at Minnesota are members of the Actors Studio, and some of the newer plays written there will undoubtedly be performed on university campuses. Organizations such as the Actors Studio through providing opportunities for playwrights, directors, and actors add to the supply of experienced dramatists and foster the development of creative playwrights.

The support of creative writing and of literature in the broadest sense has long been an interest of the Foundation. Encouragement has been given to novelists, poets, and historians both directly and through assistance to literary magazines and journals. The officers would expect to consider possible techniques for improving the quality, depth, and amount of perceptive critical writing about esthetics and culture. This concern could lead to the support of important projects and books. It might also take the form of a few selected grants to individuals, support to a small group, as in the case of a creative writing workshop, or of encouragement to a larger literary organization concerned with literary development. Officer review of this field will be actively pursued in the coming months and other phases of the humanities may be examined with the help of leading authorities as they relate to cultural development.



### SUMMARY

The increasing association of the various programs of The Rockefeller Foundation puts the Foundation in a strong position to contribute to the balanced development of the disadvantaged areas of the world and to help strengthen important institutional and other programs in the United States.

The Foundation's techniques of working toward stated goals have withstood the tests of changing times and changing objectives. The development of competence and leadership through fellowships, the support of intellectual enterprise through grants and grants in aid, the undertaking of long-term field operations by Foundation personnel aided by consultants, are all likely to prove as effective in the future as they have in the past.

The Foundation's program in the Agricultural Sciences has from its inception been conducted with the awareness that progress toward the conquest of hunger cannot be achieved solely through helping improve food crops locally, but is as much the result of professional help to correct a wide spectrum of individual and social deficiencies. Today, with crop improvement and training and research programs firmly established in a number of countries, the Foundation's efforts in the agricultural sciences emphasize the internationalization of established and projected programs and their association with interrelated Foundation programs so as to help host countries achieve increasing self-sufficiency in meeting their broad nutritional requirements.

The main challenge of attempting to stabilize increasing populations lies in enlisting the cooperation of millions of individuals. Support of demographic studies and research in reproductive physiology and human genetics is still necessary, especially in the developing countries. But of greater importance is the structuring of pilot programs which reach rural people individually and at large, and furnish them with the means to act. Increasing urbanization adds a qualitative dimension to the population problem which requires study leading to the improvement of life in urban areas in our own country.

Strong universities in developing countries can contribute materially to their advancement and stability. Careful assessment of the progress of



four overseas universities which have received substantial aid confirms the officers' conviction that the Foundation is justified in continuing and expanding its program in University Development. Of special significance is the fact that these universities and their component institutions will increasingly become focal points for the association of the Foundation's program components, a united effort likely to make valuable contributions to stability and balanced progress.

In its concern with equal opportunities for all within the United States, the Foundation, at least initially, will concentrate on helping to provide improved educational and leadership training opportunities for Negroes. So that larger numbers of Negroes may fill with distinction positions of importance in the professions and in public life, the Foundation will assist, where the right opportunities present themselves, with the better preparation of Negro college applicants, with strengthening Negro educational institutions in the South, and with the identification and training of gifted Negroes for training at major universities.

Within a highly urbanized society such as ours, cultural participation can be of great value in raising the quality of life for many people. The Foundation proposes to encourage drama, music, and literature within institutional environments which offer special promise of providing stimuli for creative work.

December, 1963