The attached statement prepared by
Penn Hershey following a recent
discussion (in connection with a
current SS study of its policy respecting
SSRC) is worth reading. Any
comments will be welcome.

MAY 3 1954

R.C.O.

Well argued, but I assume that the first
sentence — indeed the whole paper — refers to "ultimate American consumers",
and services.

Humanities is tapering despite SACS's emphasis that US activity is relating
well financed, and that other areas of the need relatively more. R.C. 7/16/50
March 14, 1950

Dr. Leland Devinney
The Social Sciences
The Rockefeller Foundation
49 West 49th Street
New York 20, N. Y.

Dear Lee

The enclosed memo attempts to spell out in some detail the functions of the Council, particularly in relation to the Foundation. I have tried to put in somewhat more orderly fashion some of the points that we discussed at the office here about two weeks ago.

Sincerely,

[Signature]

Pendleton Herring

Phmr
Encl.
I. The Manpower for Foundation Objectives

Taking the broad policy objectives of the Rockefeller Foundation, the "ultimate consumers," so to speak, of philanthropic funds are the specialists on the faculties of our major universities. In the final analysis, there is really no other group competent to perform the requisite tasks and in a position to utilize the resources that our foundations have available. Specialists employed by industry or government cannot utilize foundation assistance to any significant degree. The record of philanthropic experience clearly sustains the fact that our educational institutions, with their specialists in many fields of knowledge, constitute the final and fundamental base for large-scale foundation operations.

There are, however, many intermediate stages and any variety of forms that foundation support may take.

1. A foundation may operate directly. This means putting specialists directly on the foundation payroll with all that is entailed in terms of policy commitments with respect to the interest and competence of the staff.

2. A foundation can create *ad hoc* commissions and committees with specialists either serving directly on these bodies or as staff assistants.

3. The foundation can make grants for broad purposes or special objectives to agencies such as the Federal Council of Churches, the Institute of Pacific Relations, the Foreign Policy Association, etc., etc. If surveys are to be made, books written, or policy proposals formulated, such organizations must recruit specialists
from our universities on an ad hoc basis to carry out the allotted assignment of the agency.

4. The foundation can make direct grants to our colleges and universities for general or specific purposes.

All of these alternatives have characteristic advantages and disadvantages. The essential problem is the choice of means to achieve the determined end.

II. The Council as an Intermediary

The Social Science Research Council is an intermediary agency but so constituted that it can effectively work with both the foundation and the specialists upon whom the foundation must rely to achieve its purposes. The Council is organized as a private corporation. Council members constitute a board of directors. This board is made up of three representatives, each, from the national associations of anthropology, economics, history, political science, psychology, sociology, and statistics, plus nine members-at-large. The Council is the one organization broadly concerned with all the social science fields and competent to reflect in authoritative fashion the views of responsible research men.

Through the Council's numerous special committees, scores of social scientists in many disciplines and in colleges and universities over the country are engaged in cooperative efforts. The Council provides a system of communication for such specialists on problems of common concern. It was established more than twenty-five years ago to fulfill a sharply felt need for closer contact among social scientists and to provide an avenue for exchanging ideas and planning further work.
It is against this background that the Council operates, but constantly in the forefront of attention, and particularly through committee activities, is the quest for ways of advancing the frontiers of social science knowledge. What are the leads which, if pursued, will open up new facts and theories that will result in later applications of great social utility? Who are the individuals over the country who have come up with important new ideas? There is a process of seeking, reporting, and appraising constantly under way. The work of specialists can only be evaluated by their peers. No foundation could undertake such work without a large staff of specialists, and it would have to be a large staff indeed to encompass the great range of current research efforts. The appraising is best done in the republic of the scholars themselves.

Foundation officials have learned that proposals for grants will be made by someone on almost any subject in which the foundation is known or rumored to be interested. The real task, however, is to find those problems upon which something of significance can be done and the imaginative and responsible specialists who are prepared to carry through the project. It is here that the Council can undertake to obtain objective evaluations and considered advice concerning the leads which are most likely to result in genuine accomplishment.

Foundation boards hold a public trust. In the performance of their duties they need the advice of specialists who likewise have a deep sense of responsibility. What can be and what cannot be expected, in terms of the existing stage of scientific knowledge and professional competence, for solving practical problems or advancing research? With
such questions in mind, the Council can face the responsibilities of a "board of trustees" for social science advancement. Its members, as well as its committeemen, give their services because they all share this sense of common duty and purpose. Were a foundation to request equivalent time and thought of such men, it would feel under the necessity of compensating them for their services and this would mean the expenditure of many thousands of dollars. It is, of course, essential on occasion for foundations to employ consultants for special purposes, but it is doubtful whether it would be wise policy to place all relations between foundation officials and research men on such a basis. The sense of public trust engendered in our membership by the very nature of the organization and its responsibilities is an intangible asset of great value. The men of public affairs who serve on foundation boards get, through the Council, the best judgment of men of research affairs, given in the same spirit of public responsibility that motivates all trustees of integrity.

The Council's research planning activities are of especially substantial assistance to foundation operations. Research ideas must be organized as programs or projects that can then be passed upon by foundation officials in terms of both intrinsic merit and operational feasibility. Without an instrumentality for subjecting research ideas to close examination, and for developing ideas to the point at which they find expression in definite projects, foundation officials would be faced with the necessity of undertaking directly a great deal of planning and developmental work. From a foundation standpoint, this is hazardous because interest at the
initiating phase may be interpreted as a commitment for later foundation support. The mortality among incipient plans is high, and rightly so. There is a market place of ideas and the survival of the fittest should prevail.

The Council, since it is composed of a broadly representative group of social scientists, provides an organization to which research men in the various fields may turn for advice in formulating their own plans and in deciding whether or not their ideas have crystallized to the point that warrants active efforts to seek financial support. Thus, ill-considered proposals are often disposed of and ideas of promise are developed to the point that justifies consideration by foundations. To carry on such operations calls for a small central staff since the Council works for, and through, social scientists in their colleges and universities.

III. Staff Functions

The Council has kept its own central staff at a minimum. At the present moment it consists of five professional members and an office force of a dozen people. From time to time a staff man may be added on a part-time basis, to assist a committee. The president of the Council and two professional assistants handle the multitude of matters involved in maintaining the necessary contacts with social scientists, foundations, and government officials concerned with current activities. There is a constant stream of visitors and negotiations of varying importance that must be handled. At the present time, for example, there are eighty distinct items of business, differing in scope and complexity, that call for varying
degrees of supervision. In terms of government contacts, for example, the
president of the Council has official consultant relationships to five
governmental agencies. He is also a member of the Program Committee of
the United States National Commission for UNESCO. No one of these
consultantships consumes more than a few days a year, but taken together
they suggest the continuing demands of government upon social science
research.

As an integral part of its other activities, the Council carries
on a modest publication program. These publications are the product of
Council committees. They all represent joint effort and, as such, could
be produced in no other way than under auspices such as the Council offers.
Our bulletin series is designed to open up new fields of inquiry and to
appraise critically the accomplishment to date in selected areas. Such
analyses are not intended for the general public but are designed, rather,
to challenge the attention of forward-looking research men to pass informed
and critical judgment on the more technical aspects of social science re-
search. In order to keep research men over the country informed concerning
our activities, *Items*, a news sheet, is issued quarterly.

In the Washington office of the Council, one staff man is in
charge of administering the funds granted to the Council for several
fellowship programs and the modest grants-in-aid program. Another staff
member in the Washington office has been added this year in order to
handle the increased burden of duties that the Council must discharge in
helping to select men for study abroad under the Fulbright Program. As
a consultant to the State Department he assists with UNESCO business, and also acts as a staff man to three Council committees dealing with world area research and international matters.

IV. Breadth of Contacts

The extent to which participation in the Council's work spread out over the country is illustrated by the number of institutions represented by the members of Council committees in 1948-49. Committee members were drawn from thirty universities and eighteen colleges. Other committee members were connected with governmental agencies, industrial organizations, foundations, community agencies, and special research institutes, bringing the total number of educational or other organizations from which faculty or staff members collaborated in the Council's committee activities to eighty-seven. Hence, the planning and the communication of purposes and ideas which occurred within committees was automatically channeled to a constituency several times as large as the actual membership of the committees.

At the same time, funds entrusted to the Council were distributed over a comparably broad front. Sums, allocated under the critical eyes and in accordance with the best judgment of competent professional specialists, were paid to individuals in fifty-three different institutions. The number of individuals receiving fellowship stipends, grants-in-aid, or compensation for the preparation of special reports totaled one hundred and sixty-seven. (See appended lists "A" and "B", respectively, for organizations from which committee members were drawn and in which individuals received compensation from the Council in 1948-49.)
V. Strengthening the Status of Research

There is a special case for encouragement of social science research efforts within the university. Student acclaim goes first to the great teacher, and institutional needs bring reward for service in academic administration. The social sciences rank very high in student attention; and social scientists, it would seem, because of their knowledge and interest in social processes are very frequently selected for administrative posts. Hence, the particular need for strengthening the social-sciences research segment within the academic family. In schools of agriculture and commerce and in the natural science departments, outside pressures encourage research, albeit sometimes with too much emphasis upon application. The Social Science Research Council, not only through direct support, but more importantly by the specific recognition conveyed through committee memberships, invitations to conferences, and other forms of participation, greatly aids in strengthening the status of the research function within university departments of social science.

VI. Research and Current Issues

At times the Council has served to focus thought and attention on issues of crucial public importance as, for example, in the cases of its Commission of Inquiry on Public Service Personnel or the Commission of Inquiry into National Policy in International Economic Relations. It played a major role in setting up the Central Statistical Board, now a function of the Bureau of the Budget. It contributed greatly to the
formative stages of social security policy. It can respond to immediate situations such as providing the only thorough and authoritative analysis of "why the polls went wrong." Within eight days after the last election, a Council committee on pre-election polls was at work and the chief polling agencies had opened their files to our staff. Within six weeks, the committee issued a report, and eight months later a volume of technical and statistical analysis of polling methods was published. This illustration emphasizes that social scientists, working through their own organization, can respond immediately when there is urgent need. In this situation the alternative was that each polling agency would have attempted to get small committees of their own, composed of university research men, with all the ensuing dangers of special pleading and conflicting expert testimony.

Given the resources, and convinced of the contribution that specialists are prepared to make on a given issue, the Council can mobilize the best knowledge on many important issues, but judgment in these instances should turn upon the thoughtful conviction of the specialists themselves that they have a highly relevant contribution to make.

VII. Research Organization in a Democratic Society

The necessity for organizations such as the Social Science Research Council is rooted in the structure of American higher education. There is no ministry of education in the United States. Our scientific and intellectual life has not been dependent on the federal government. There is no official mouthpiece or a single line of policy. There are many policies and many choices, and this diversity is one expression of
freedom of thought and discussion. As such, it is part of the democratic tradition. Nevertheless, there are many problems that call for cooperative effort and, hence, as purely private undertakings the research councils and other educational associations of broad scope have come into being. If they languish through lack of private support, their functions in some form or another will be taken over by the government. Today, of course, there are actually various agencies that administer educational and research programs of governmental concern. There is a cooperative relationship between such federal agencies and the long-established private organizations, but with the balance of influence and prestige on the side of the private organizations. Officials turn to such organizations for advice and are ready, on occasion, to provide services. With the appearance of the National Science Foundation it would seem all the more desirable that private organizations dealing with parallel matters remain financially secure and independent in judgment. Otherwise, tendencies toward central, bureaucratic control may work to the disadvantage of education and research, where diversity, flexibility, and experimentation are vital. Foundation support of our research councils means that scientists and specialists in all fields of learning have their own organizations. They are not dependent upon officialdom for carrying on their own affairs or for advancing programs of research.
APPENDIX "A": Organizations from which SSRC Committee Members Were Drawn
1943-49

Colleges and Universities

Amherst College
Bennington College
Bowdoin College
Brooklyn College
California, University of (Berkeley)
California, University of (Los Angeles)
Chicago, University of
Colorado, University of
Columbia University
Cornell University
Duke University
Harvard University
Indiana University
Iowa, State University of
Iowa State College
Johns Hopkins University
Massachusetts Institute of Technology
Michigan, University of
Minnesota, University of
Mississippi State College
Missouri, University of
Nebraska, University of
New Hampshire, University of
New Mexico, University of
New York University
North Carolina, University of
North Carolina State College
Northwestern University
Oberlin College
Ohio State University
Oregon, University of
Pennsylvania, University of
Pomona College
Princeton University
Rutgers University
San Diego State College
Sarah Lawrence College
Stanford University
Toronto, University of
Vanderbilt University
Vassar College
Washington, University of
Washington, State College of
Wellesley College
Wesleyan University
Williams College
Wisconsin, University of
Yale University
Government Agencies

Bureau of the Census
Council of Economic Advisers
Department of the Interior
Department of State
Housing and Home Finance Agency
International Monetary Fund
Library of Congress
Tennessee Valley Authority

California State Department of Industrial Relations

Other Organizations

American Council of Learned Societies
American Council on Education
American Institute of Public Opinion
American Society for Testing Materials
American Standards Association
American Telephone and Telegraph Company
Bell Telephone Laboratories
Brookings Institution
Carnegie Corporation of New York
Community Service Society
Compton Advertising
Crosley, Inc.
Elmo Roper
General Mills, Inc.
Industrial Surveys
Institute for Advanced Study
Kraft Food Company
Lever Bros. Co.
Markle Foundation
Marriage Council of Philadelphia
National Opinion Research Center
National Research Council
New York Public Library
Opinion Research Corporation
Public Library Inquiry
Rockefeller Foundation
Russell Sage Foundation
Social Science Research Council
Twentieth Century Fund
Urban Redevelopment Study, Chicago
APPENDIX "B": Institutions in Which Faculty Members or Graduate Students Have Received Funds from SSRC. 1948-49

American University
Bard College
Brooklyn College
Brown University
California, University of (Berkeley)
California, University of (Los Angeles)
California Institute of Technology
Chicago, University of
Colby College
Colorado, University of
Columbia University
Cornell University
Dropsie College
Ecole Libre des Hautes Etudes
Florida State University
Harvard University
Hunter College
Indiana University
Industrial College of the Armed Forces
Illinois, University of
Johns Hopkins University
Kentucky, University of
Legislative Reference Service
Louisiana State University
Massachusetts Institute of Technology
Michigan, University of
Montana State University
Morehouse College
Mount Holyoke College
New Mexico, University of
New York, College of the City of
New York University
Northwestern University
Occidental College
Oglethorpe University
Oklahoma A & M College
Oxford University (England)
Pennsylvania, University of
Princeton University
Rochester, University of
Roosevelt College
School of Advanced International Studies
Stanford University
Syracuse University
Temple University
Toronto, University of
Vanderbilt University
Virginia Union University
Wayne University
Western Reserve University
Williams College
Wisconsin, University of
Yale University
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<th>Year</th>
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1 Including funds for General Administration from the Laura Spelman Rockefeller Memorial.

2 Including fellowship funds from the General Education Board.
### III. DETAILS CONCERNING SPECIAL PROJECTS AND ACTIVITIES

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* Details regarding items included under these headings are given on the following sheet.
List of Projects and Activities Included on Preceding Table under "Miscellaneous Projects" and "Council Planning Projects"

**Miscellaneous Projects**

1935-36: Final expenditures from RF funds on Social Science Abstracts and for the Study of Population Redistribution; balance consists of small CC and Falk Foundation projects.

1939-40 through 1943-44: CC-financed Study of Foster Children and, in 1942-43, small CC grant for a manuscript on small business in Germany.

1945-46: RF-financed Sampling Study and Books for European Libraries projects; balance consists of expenditures on preparation of *The American Soldier*.

1946-47: RF funds for same projects as in 1945-46; balance in connection with *The American Soldier*.


1948-49: RF funds for same purposes as in 1947-48 and also for work on value problems and social science research and for purchase of materials for the National Diet Library; balance consists of CC funds in connection with completion and publication of *The American Soldier*.

**Council Planning Projects**

1935-36 through 1940-41: Consists exclusively of RF General Projects Fund. Expenditures from this fund are also included in each of the subsequent years.

1941-42 through 1943-44: RF grant regarding the wartime utilization of social science personnel (special staff in Washington), and General Projects Fund.

1944-45: Same as in preceding year from RF funds; balance consists of Upjohn fund grant to the Council.

1945-46: RF General Projects Fund, plus Upjohn grant, plus CC funds for use of Council's atomic energy committee.

1946-47: RF grant for study of techniques for reducing group hostility and G.P. Fund; Upjohn grant; CC funds for work on atomic energy and for study of recruitment, etc., of social science personnel.

1947-48: same RF funds as in preceding year, plus fund for housing research; same CC grants as in preceding year; Upjohn and Grant Foundation funds.

1948-49: RF funds for General Projects, Housing Research, Pre-election Polls, and Atomic Energy; CC funds for Pre-election Polls project and Political Behavior Conference; balance from Upjohn and Grant foundations and from American Philosophical Society.