

FIFTY YEARS

The story of the

FOREIGN

POLICY

ASSOCIATION

1918-1968

Photographs:

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Versailles, France

George Clemenceau and

President Wilson

June 28, 1919

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Washington, D.C.

President Hoover and

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November 11, 1931

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Berlin, Germany

Adolf Hitler

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Winston Churchill,

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Alexei Kosygin,

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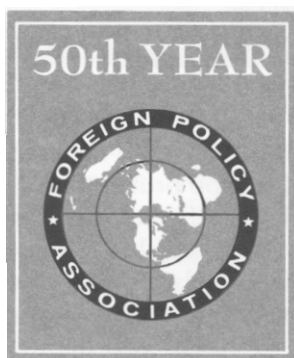
June 25, 1967

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*50th year
of leadership and innovation
in world affairs education*



Fifty Years Of Change

Americans were willing, in 1918, to help make the world safe for democracy. But the war proved too brutal, the peace talks too cynical, the dream too fragile. The American people recoiled into their traditional shell of isolationism. Once more they renounced all alliances entangling them with a world that resisted the American ideal. For two decades thereafter, they stood aloof and uninvolved.

Then came another world war and another change in American attitudes. In the desolation of Coventry, Hamburg and Warsaw, in the brilliant flash of Hiroshima and Nagasaki, the people of the United States saw that, for better or worse, they were engaged in a world where no great power could withdraw into "splendid isolation." And so today the American government, with the support of its people, is committed to the United Nations and, through a complex network of alliances, to the defense of no fewer than 40 sovereign countries.

Thus in the course of half a century the world's mightiest nation has twice changed its collective mind and altered its foreign policy course by 180 degrees. The American people have now willed themselves out of isolation and into their present role of world leadership. Of course, events played a large part in this dramatic turnabout. But it takes people to interpret events. While current decisions must be made in Washington, much experience backs the observation of Secretary of State Dean Rusk: "The simple fact is that the long-range foreign policy of the United States is determined by the American people."

The Role Of FPA

This "simple fact" was understood by the men and women who founded the Foreign Policy Association half a century ago in 1918. They had joined together to preserve the peace by advocating America's adherence to the League of Nations. They stayed together for the sake of a broader task: developing an informed, thoughtful and articulate public opinion on major issues of American foreign policy.

That educational task has grown apace with America's deepening involvement in the international arena. It has gained critical importance with the coming of the nuclear era and America's rise to superpower status. As our Ambassador to NATO, Harlan Cleveland, has written: "The most important single factor in world affairs is not what happens in Moscow or London, in Paris or Peking. It is how the government and people of the United States of America, the world's oldest and liveliest democracy, decide to combine their force and their diplomacy to serve their interests."

Today the American people act on behalf of a worldwide constituency. For good or ill, we have it in our power as no other people before us to determine the course of man's history. This is so whether we are ignorant or informed, whether we understand the complex problems of our contemporary world or not. "America is therefore the land of the future," wrote the German philosopher Hegel more than a century ago, "where, in the ages that lie before us, the burden of the world's history shall reveal itself. . . ."

Shall we bear this burden with wisdom and understanding? In a world cluttered with big problems, can we summon up the effort to inform ourselves and make our decisions wisely?

In its 50-year effort to develop an informed and responsible public opinion on foreign policy, the Foreign Policy Association has worked for affirmative answers to these questions. In itself, the Association's history reflects the continuing interplay between public opinion and foreign policy in the United States since 1918. As both American attitudes and policies have changed so, of course, have the scope and methods of FPA's activities.

America In 1918

In 1918 the opportunities for citizen education in world affairs were extremely limited by today's standards. Television, even radio newscasts, did not exist. Newspapers headlined the war news, but did little to interpret foreign developments. No Lippmanns, Alsops or Lawrences analyzed world events, since newspaper columns had not yet made their appearance. Nor had the weekly newsmagazines. Those institutes of international or area studies which today dot the academic landscapes of our great universities did not exist. And only a trickle of publications dealing with foreign affairs flowed from the nation's presses.

Except for the war in Europe, few Americans seemed interested in the world beyond our shores. Almost half our population lived in the comparative isolation of rural areas, where the far-distant din of foreign troubles sounded muffled and subdued. American isolation was still a deeply-rooted tradition—one that Woodrow Wilson himself had found hard to break and harder still to keep broken.

How FPA Was Founded

Nonetheless, there were stirrings of concern. "The terrible experiences of the Great War," H. G. Wells wrote in 1920, "have made very many men who once took political things lightly take them now very gravely." When President Wilson set off for Europe to win the "just peace" he had promised in his Fourteen Points, the infant *New Republic*, in a memorable miscalculation of the public mood, declared editorially: "In making a just peace Mr. Wilson has on his side one fact of overwhelming importance. He has engaged the attention, and can depend upon the support, of the people."

At least one man was not so sure. Returning early in 1918 from a trip to Europe, Paul U. Kellogg, the editor of *Survey* magazine, was surprised to find that no organized support had sprung up in the United States for President Wilson's



principles. In April 1918 Mr. Kellogg joined with a like-minded group of publishers, writers, and professors—19 in all*—who were similarly apprehensive. As Mr. Kellogg was later to say, "... the outlook was (as the event proved) that we should have the best-informed delegation at the Peace Conference, but the least-informed body of citizens behind them." The new group dubbed itself "The Committee on Nothing at All" and set about garnering support for the President's program. From these modest beginnings, the Foreign Policy Association was born.

Supporting The League

In November 1918, on the eve of the Armistice, the Committee formally organized itself into the League of Free Nations Association, with an initial membership of 141, including such distinguished names as Charles A. and Mary Beard, John R. Commons, Walter Damrosch, John Dewey, Felix Frankfurter, Judge Learned Hand, William E. Hocking, Ralph S. Rounds, Jacob H. Schiff, E. R. A. Seligman and Ida M. Tarbell. The Association's initial Statement of Principles carried a ringing appeal: "At a time when deep-seated forces of reaction would hamper a democratic solution and assert the old schemes of competitive militarism, of economic wars after the war, of division and bitterness and unhealed sores, such as will breed further wars and rob this one of its great culmination, we call on all liberal-minded men to stand behind the principles which the President has enunciated, and we invite them to join in fellowship with us for their realization."

Two Important Principles

At its birth the Association stressed two key principles, which it considered "absolutely requisite" to the development of a sound foreign policy for the United States: **"First:** *The establishment of some sort of international organization, some sort of league of free and self-determining nations, as a substitute for international anarchy and international hatred;*

"Second: *Careful study of all sides of every international question affecting the United States to the end that liberal-minded American people might understand fully what our problems are and how they may be dealt with most effectually."*

The first of these principles came to grief with the ultimate rejection of Woodrow Wilson's League of Nations by the United States Senate. Yet the Association's founders did not lose heart. Quite the contrary.

As hope for American participation in the League waned,

*The 19, in addition to Paul Kellogg, were: Norman Angell, Charles R. Beard, Winston Churchill (the American author), Herbert Croly, Will Durant, Percy S. Grant, J. A. H. Hopkins, Alvin H. Johnson, Martin Johnson, Arthur Kellogg, Paul Kennaday, Henry R. Mussey, Ernest Poole, S. K. Ratcliffe, W. J. Slaughter, Edwin E. Slosson, George P. West and P. W. Wilson.

the second of the Association's founding principles grew in importance and urgency. To the Association's members, the critical need for citizen education in world affairs had been dramatically underscored. A redoubling of their efforts to meet this need seemed in order.

The Early Years

In the first few years of its existence, the Association had commissioned several foreign policy studies outside its primary area of concern with the League of Nations. Among these were an analysis of our relations with Mexico and a documentary record of our dealings with the new Soviet government in Russia. Such studies enjoyed immediate success. They threw new light on obscure areas in our foreign relations through a straightforward, dispassionate, yet compelling presentation of the facts. By a natural process of evolution, they led the Association toward new, nonpartisan goals—toward a renaming of the League of Free Nations Association in 1921 and a new constitution for the organization in 1923. With these changes, and under the new "Foreign



Policy Association" banner, the organization ceased its activities as an advocate of any particular solution to international problems and became a nonpartisan body wholly devoted to research and education in world affairs.

Despite America's retreat from world involvement, FPA grew and flourished throughout the 1920's. The very dearth of source material on foreign policy problems seemed to give the Association life. Its studies and programs were filling an obvious need. At the same time, there was a growing awareness throughout the country that the United States was, in Mr. Kellogg's words, "no longer a new, weak country, bristling against encroachments of great foreign powers, but itself a great power." There was, in short, a climate conducive to FPA's development.

Search And Research

In its first decade, FPA put the emphasis on research—digging up facts on America's foreign policy problems and communicating them to as wide an audience of editors, writers, educators and other interested persons as possible. The means were varied. A *News Bulletin*, later published fortnightly as the *Foreign Policy Bulletin*, was launched in 1921. In 1924 the *Editorial Information Service*, later known as *Foreign Policy Reports*, was added. Luncheon-discussion programs, held Saturday afternoons at the Astor Hotel, had been a core feature of FPA from the beginning. They became so highly successful in New York that they were extended to other cities—Albany, Boston, Buffalo, Cincinnati, Columbus, Hartford, Philadelphia, Providence, Minneapolis, Richmond, St. Louis—where FPA chapters were soon established.

In New York FPA provided a platform for such well-known international personalities as Ramsay MacDonald, Pierre Laval, Georges Bonnet and Eamon de Valera. Demands from local chapters led to the establishment of an FPA Speakers Bureau, which advertised such talents as the University of Chicago's Professor Paul H. Douglas and Columbia University's Philip C. Jessup. During this initial decade, the Association also pioneered in the use of radio for the discussion of international affairs, first broadcasting the New York luncheon meetings and later presenting 15-minute weekly talks on "The World Today" over the NBC network.

Success— And A Test

By the time of its 10th anniversary in 1928, FPA was a vital, going concern, with a nationwide membership of more than 9,000, branches in 14 cities and an ever-growing list of important studies contributing to the nation's knowledge and understanding of foreign affairs. The Association could claim with justice that: "Ours is an adventure in adult education.

We have helped break precedent. We have helped demonstrate that it is possible to carry forward swift work of research in controversial fields—work so sound, so free of any axe to grind, as to serve not only the wide gamut of points of view represented in our own membership, but also newspaper editors and government officials of opposing political parties; scholars, businessmen and labor leaders."

Then came a time of testing. The Great Depression of the 1930's brought on a domestic crisis so severe that foreign policy concerns tended to pale by comparison. In the world as a whole, moreover, democratic institutions seemed to be floundering, while dictatorships of the left and right proclaimed themselves the "wave of the future." It was not a time when financially hard-pressed Americans might be expected to devote even a portion of their slender resources to an organization devoted to making the democratic process work in foreign affairs.

The Touchstone Of Policy

Nonetheless, FPA more than held its own. In fact, by 1938 its membership had almost doubled to 17,000 and its services were in greater demand than ever before. With the rise of Hitler, Stalin and Mussolini, with war clouds gathering in Europe and the Far

East, a growing number of Americans seemed to sense decisively that foreign policy is in truth a touchstone of all national policy, that America's internal stability, prosperity





and free institutions are inextricably bound up in the welfare of the world around us. In the face of this realization, their demand for knowledge about foreign developments grew.

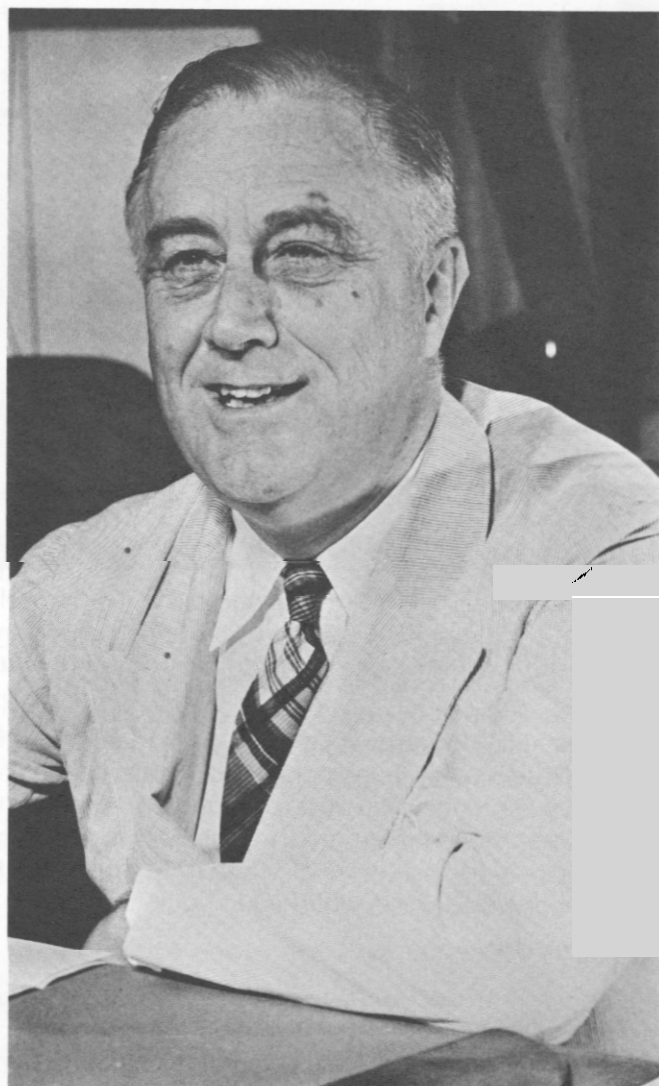
To this demand, FPA responded in 1935 by adding the bi-monthly *Headline Series* pamphlets to its list of regular publications. With its substantial research staff—all experts in various aspects of foreign policy—the Association continued to stress original works of scholarship on world affairs, some of which were published in book form.

America Comes Of Age

If the 'thirties were a time of testing for FPA, then the years that followed were a time of innovation and change. The Second World War shattered American provincialism once and for all. The nation which had rejected the League of Nations now embraced the world and all its concerns, providing hospitality on its own shores for the United Nations organization and marshalling relief and rehabilitation aid to war-torn economies the world over.

With the rise of the cold war and its attendant threat of nuclear holocaust, there came a multiplication of research institutes, university graduate programs, books, periodicals and specialized journals dealing with foreign policy problems. At the same time, advances in the science of communications were generating a "news explosion." Foreign news—usually in bits and pieces—flooded the mass media and dramatized the series of foreign policy crises that rattled the nerves of the postwar world.

In this setting, the task of citizen education in world affairs shifted. The postwar world had emerged as an inordinately complex, dangerous and demanding place. Foreign affairs experts argued among themselves the weighty issues of overkill, escalation, disengagement and massive retaliation.



"In a democracy the Government functions with the consent of the whole people. The latter must be guided by the facts. The Foreign Policy Association is performing a high duty in facilitating the lucid presentation of the facts of world problems and their impact upon the United States. . . . May it serve just as modestly, as objectively, and as effectively in that time of peace to which we all look forward as it now does in the midst of conflict."

—Franklin D. Roosevelt, 1943



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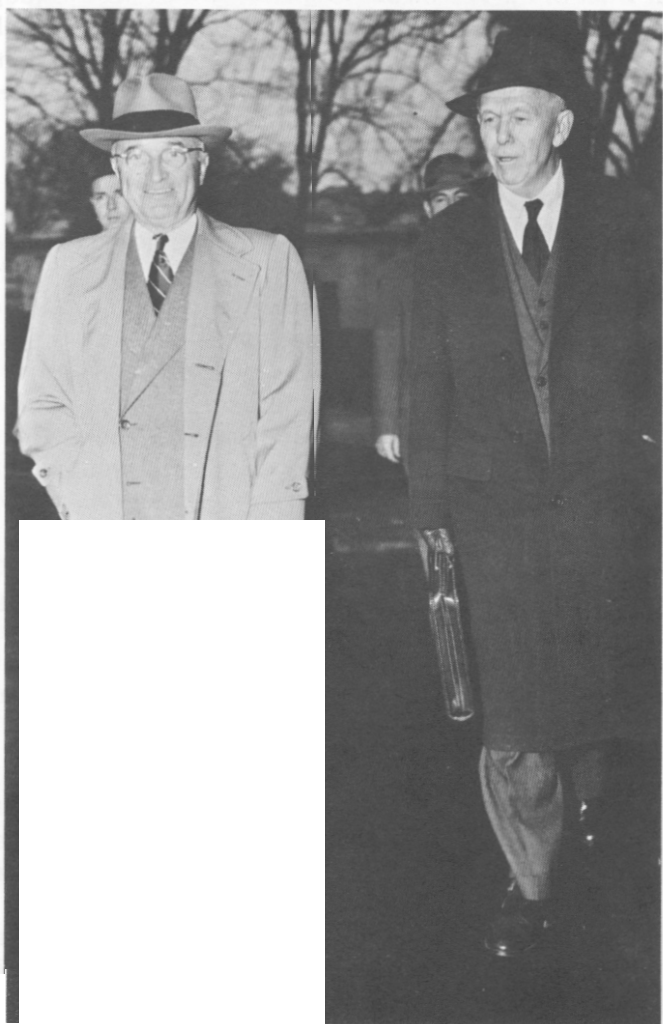
But what of the American people, whose collective judgment would ultimately determine our policy course? Could they muster the understanding essential to support an imaginative, constructive and flexible foreign policy process in such perilous and complex times?

**New Needs
And New
Directions**

To help meet this challenge, FPA began adapting its expertise and activities in the field of world affairs education to the demands of the new situation. At a time of isolation, citizens of a democracy could perhaps afford the luxury of indifference to the world around them. But once having involved themselves deeply in that world, they could remain indifferent only at great peril to their own interests. In the postwar world, there was an obvious need to extend the Association's reach: to direct wide public attention to the principal alternatives for U.S. foreign policy, to engage large numbers of people in active discussion of these alternatives, to help equip them for responsible decisions and to strengthen the work of educational institutions, the mass media and voluntary organizations across the country in the field of foreign affairs.

Some FPA programs no longer fitted these requirements. Given the increased flow of news, comment and analysis on foreign policy problems, for example, it became apparent that the Association's role as a "fact dispensary" (as it had been called by the *Saturday Review*) no longer filled a critical need. Thus the *Foreign Policy Reports* were discontinued in 1951 and the *Foreign Policy Bulletin* in 1961. Because people learn more through active discussion than passive listening, and because television met much of the need for the latter, the lecture diminished in importance. In 1960 FPA's Speakers Bureau was closed.

With these changes, however, came innovation and expansion in other directions. To help extend FPA's impact, regional offices (now located in Atlanta, Boulder, Berkeley and New York) were established in 1952. At the national office in New York, a World Affairs Center was established in 1956, in cooperation with the Carnegie Endowment for International Peace. The Center was designed as a "clearing house" of world affairs materials for the growing number of national, regional and local organizations—private and public—catering to the educational needs of individual citizens. The Center initiated important services still carried on as a part of FPA today. These include a World Affairs Book Center, a bi-monthly program service publication called *Intercom*, special meetings for leaders of voluntary organizations and a Community Leaders Program which, in cooperation with the U.S. Mission to the UN, brings opinion leaders from around the country to FPA's national headquarters in New York for briefings and discussion of U.S. policies in the UN.



"The Association has done a great work and will continue, I know, to secure the cooperation and participation of civic organizations all over the country in its efforts to interest our citizens in the conduct of the foreign affairs of the United States."

—Harry S Truman, 1958

Making "Great Decisions"

One of the most significant FPA innovations of the postwar years began on an experimental basis in 1954 with the launching of the "Great Decisions" program, a pioneer effort to disprove the notion that only an "elitist" handful of Americans are capable of having any interest in or understanding of foreign policy problems. The concept was simple: once each week for eight consecutive weeks in the year, groups of Americans would gather in their homes, schools, churches and community centers across the country to discuss an issue of major importance in the nation's foreign policy. Concise, factual background material on each of eight issues would be provided by FPA. In addition, cooperating national and local organizations, newspapers, radio and television would help both to publicize the program and to provide supplementary, up-to-the-minute information on each of the topics being discussed.

The program was first tried as a pilot project in Oregon in the spring of 1955 and proved a successful, if novel, approach to adult education. Now an annual, nationwide program, "Great Decisions" demonstrates that hundreds of thousands of Americans are willing to devote time and thought to their country's foreign policy problems; that, given the facts, they are able and willing to discuss and debate complex international issues, and that community organizations, educational institutions and mass communications media can be successfully coordinated to achieve important educational goals.

Engaging Public Interest

In its search for new opportunities to engage wide public interest in foreign policy, FPA examined the whole range of educational and informational agencies, and determined to add new activities where the need was greatest and the opportunity most promising. In 1965, for example, FPA broadened the previously adult-oriented emphasis of its work by committing itself to a major national effort to improve the teaching of world affairs in the schools. Behind this decision was an impelling logic: for fully half the student population—the half that will not go on to college—the last opportunity to study about world affairs will come in high school. Yet this subject has long been neglected. Moreover, research indicates that interest in public policy is frequently formed before the end of high school, and is difficult to increase thereafter. With a major grant from the Danforth Foundation, FPA has now added a staff of School Service experts, stationed in its regional offices and in New York and Chicago, to provide consultation, assistance and leadership to teachers and curriculum planners. The Association has begun the development of new and innovative study

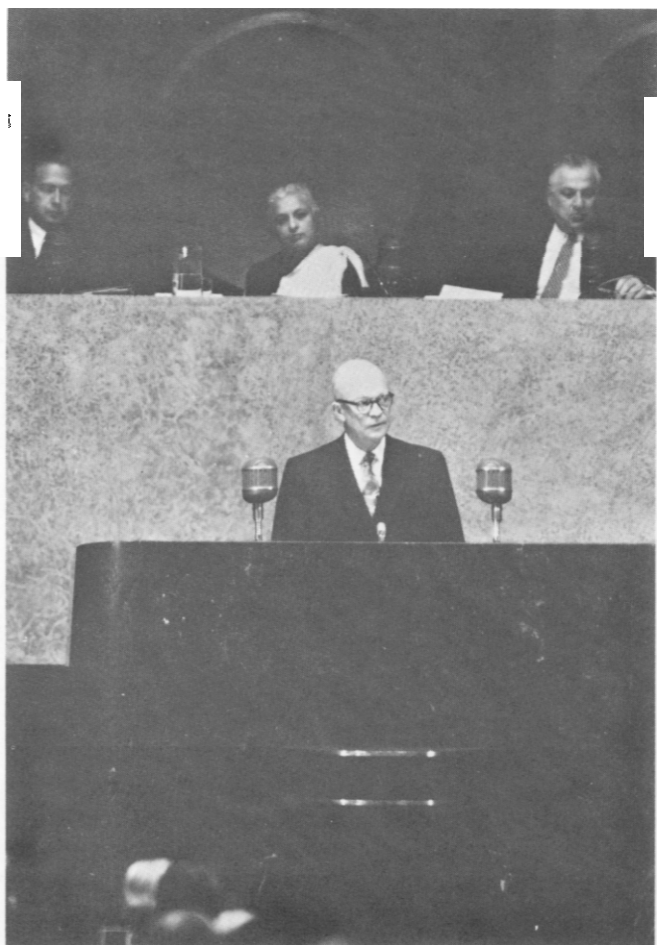
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"As international relations demonstrably increase in complexity, your Government must look more and more to impartial private organizations concerned with foreign affairs for their valuable help in making it possible for every American citizen to have a better comprehension of vital issues. It is in keeping with our American practice that such educational programs should be supported by interested private sources.

"I congratulate the Association on its broadened concept of service in the nation's interest and trust that its important educational objectives will continue to meet with success."

—Dwight D. Eisenhower, 1957

materials for the classroom and has launched a series of publications to assist classroom teachers, backed up by a nationwide program of workshops for educators.

Allies In Citizen Education

Today, FPA is allied with many public and private organizations that share its concern for world affairs education—a measure, in itself, of the great changes that have come to America over the past half century. The Association provides advice and program materials to hundreds of national and local voluntary organizations, including church groups, university extension services, youth associations, labor and farm organizations and women's organizations.

FPA has also worked closely with local World Affairs Councils, which, by their very nature, can be strong instruments of citizen education. In fact, many of these Councils trace their origin to the local FPA chapters that had sprung up back in the days when the Association was a membership organization. (In 1957 FPA ceased to be a general membership organization.) Others had been started with FPA help under a grant from the Fund for Adult Education in 1952. Now FPA is working to help World Affairs Councils across the nation improve their educational potential. In 1966 the Association established a special unit to serve the Councils exclusively—developing program suggestions, advising on organizational problems and, in cities where no such organizations exist, testing out the possibilities of establishing new Councils.

Recognizing that American businessmen are important *opinion leaders*, FPA has also established a Corporate Services Department to work with leading business organizations. The Department conducts seminars and other meetings for interested businessmen on *international issues*. Some meetings are held at FPA headquarters; others in facilities provided by the corporations themselves.

In the mass media—press, radio and television—the Association has found allies with tremendous educational potential and reach. FPA has worked closely with these media for many years—with radio since the 1920's, for example—and continues to do so today. Hundreds of newspapers, radio and television stations participate in "Great Decisions," and special materials for this program are prepared by United Press International, the *Chicago Daily News Syndicate*, various local newspapers, National Educational Television and Wayne State University (which produces radio programs carried over the Mutual Broadcasting System). FPA also conducts meetings on foreign policy problems for the American Press Institute (attended by telegraph editors, managing editors and editorial page writers from around the country), and works with the major television networks to build public interest in and strengthen the educational effectiveness of special TV documentaries dealing with world issues.



"The complexity and multiplicity of foreign policy questions facing the United States today places a premium on intelligent understanding of the issues by the widest possible cross-section of our citizens. I believe that all efforts to increase public understanding of the factors involved in these decisions should be encouraged, and I am particularly impressed with the approach which the Foreign Policy Association has taken toward the problem."

—John F. Kennedy, 1961

Measuring FPA's Impact

From the days when it had less than 10,000 members, FPA has grown into an institution that directly or indirectly touches the lives of millions of Americans. Because so much of the Association's current work is carried on in cooperation with or through other organizations, it is impossible to measure the total number of Americans reached and influenced exactly. Hundreds of thousands are directly affected. Indirectly, FPA reaches millions. The following figures may serve as a rough guide to FPA's direct impact:

Great Decisions. Some 400,000 participate in adult discussion groups and school classrooms, including more than 300,000 students in a thousand public, parochial and independent high schools throughout the United States. Another 150,000 students are reached through a series of special features on "Great Decisions" topics published in the *New York Times* "School Weekly." In addition, some 407 newspapers with a combined circulation of over 35 million have carried articles on "Great Decisions," including the two special series prepared by United Press International and the *Chicago Daily News*. "Great Decisions" programs have been carried over 314 radio and 153 television stations.

Headline Series. Total annual distribution of 120,000 copies, many of which go to schools, colleges and public libraries.

Intercom. Total annual distribution of some 42,000 copies, reporting on new programs, books, techniques, visual aids, pamphlets and sources of information in the world affairs field.

Civic, Business and Professional Leaders. FPA sponsors about 50 special seminars and other meetings each program year for selected audiences of civic, business and professional leaders from across the U.S. Included in these are the meetings of the Off-the-Record luncheon series and the Associates of the Foreign Policy Association, two private groups in New York.

UN Briefings. Over the past decade, some 6,000 opinion leaders have come to FPA's New York headquarters for briefings on U.S. policies in the UN, presented by the staff of the U.S. Mission to the UN.

The Next Fifty Years

In today's world, the tasks of American diplomacy grow increasingly delicate and perplexing. Urgent issues of foreign policy face the nation—the widening gap between developed and less developed nations, the dramatic rise in the world's population, the threatened proliferation of nuclear weapons, the implications of the Sino-Soviet split for American



"There are no simple answers to the foreign policy questions that confront our nation. For 50 years the Foreign Policy Association has helped Americans, in and out of government, gain a better understanding of the complexities of a changing world. Today, when the pace and nature of international affairs make it necessary continually to re-examine and re-evaluate our foreign policy, we need more than ever an informed and alert American public. We rely on the Foreign Policy Association for another 50 years of unstinting service."

—Lyndon B. Johnson, 1967

foreign policy, to name but a few. To develop an active and responsible public opinion on these and other great issues is FPA's task now and in the future.

In planning for the future, FPA draws upon 50 years experience as a leader and innovator in world affairs education. The following are a few examples of the types of new programs and activities the Association is now developing:

Public Affairs Education of Adults. To strengthen the adult education activities of university extension services, community colleges and other organizations, FPA has organized a Task Force on Innovation in the Public Affairs Education of Adults. Recent years have seen many innovations in the field of education generally, and current experimentation with new technology promises revolutionary developments in the near future. The aim of the Task Force, composed of some 25 distinguished Americans active in fields related to adult education, is to winnow out the most promising of these innovations, help translate them into effective programs for adults and generate nationwide interest in their implementation.

Improving Analysis and Judgement-Making Skills. FPA is developing an international relations unit for social studies courses in the secondary schools, designed to improve analysis and judgment-making skills. The Association is also developing an international relations "game" for use with this unit, patterned somewhat after the business simulation games used in management training. Both the unit and the game, it is hoped, will eventually be adapted for use with adults and with educational television.

A Clearing House for Policy Research. Research on foreign policy problems has risen monumentally in recent years, and much that is fruitful is being neglected. Many important and scholarly studies now being carried forward by nonprofit research institutes and universities will never reach the audiences they deserve because of a failure in communications. FPA will attempt to bring these policy studies to the attention of its allies, particularly in the mass media, and to make them more popularly known.

Education and Mass Media. The likely development of a new national network devoted to educational (or "public") television appears to offer the Association an opportunity to promote effective world affairs programming on television, to build audiences for such programs and to tie them in with local educational activities — adult discussion groups and extension courses or high school classes, for example. For newspaper use, FPA is also experimenting with a weekly analytical column that will review the pros and cons of major current issues and encourage readers to make their own choices and judgments on foreign policy matters.

Eighty years ago, in 1888, the English historian, James Bryce, observed that "In no country is public opinion so powerful as in the United States." Proceeding from this assumption, the Foreign Policy Association came into being half a century ago. Today, given the role America now plays in our world, public opinion in this country has become the concern of all mankind. FPA believes that to work effectively, democratic institutions must be nurtured and attended to. It believes that self-government requires the understanding and participation of those it is meant to serve. To broaden this understanding and to increase this participation are the goals FPA has set for itself in the half-century that lies ahead.

Financing FPA's Expanding Program

From a little more than \$21,000 in 1921, FPA's budget has grown to about \$1.6 million today. Of this amount, foundations provide the greatest portion (39 percent), while corporations contribute 14 percent, individuals 10 percent, and income from FPA services and materials the rest.

In 1966 the Association established the National Council of FPA, a group of leading, public-spirited citizens who are interested in the development of a better informed public opinion on foreign policy. They contribute annually to the work of the Association in amounts of \$100 or more.

FPA's Industry Chairmen are a group of outstanding businessmen in key industries across the U.S. who help build financial support for the Association within the business community. In recent years these corporate leaders have been setting new fund-raising records, enabling FPA to expand its work further.

To meet new needs, FPA is seeking a 50th Anniversary Development Fund of \$3 million to provide a firm base of support for the maintenance and expansion of FPA programs and services. The Association possesses no endowment and must depend upon the continuing support of interested individuals and organizations. Contributions are tax-deductible.

**Executive Officers of
the Foreign Policy Association, 1918-1968**

Norman Hapgood, Chairman 1918-1919

James G. McDonald, Chairman 1919-1933

Raymond L. Buell, President 1933-1939

Major General Frank R. McCoy, President 1939-1946

Brooks Emeny, President 1947-1952

John W. Nason, President 1953-1962

Samuel P. Hayes, President 1962-present
