

ROSENBERG FOUNDATION

1937 - 1946

THIS IS AN ONLY COPY. PLEASE

RETURN TO THE ROSENBERG FOUNDATION

See last page

ROSENBERG FOUNDATION
1937-1946
TEN YEARS OF COMMUNITY SERVICE

TEN YEARS OF COMMUNITY SERVICE

1937 - 1946

ROSENBERG FOUNDATION

210

~~177~~

POST STREET

SAN FRANCISCO 8, CALIFORNIA

APRIL 1, 1947

BOARD OF DIRECTORS

	<i>Years of Service</i>
LOUISE ROSENBERG BRANSTEN (<i>Berman</i>)	1936 - 51
MONROE E. DEUTSCH, <i>President</i> 1940 - 50	1938 - 50*
PAUL C. EDWARDS <i>Vice Pres.</i> 1950 - 54	1941
CHARLES DE YOUNG ELKUS, SR. <i>Pres.</i> 1950 - 54	1938 *
R. S. GEEN, <i>Secretary</i> 1936-1940 <i>Treas.</i> 54 -	1936-1938 *
CHARLOTTE S. MACK	1943 - 48
J. WARD MAILLIARD, JR., <i>Chairman</i> } <i>Pres.</i> 54 -	
<i>Finance Committee</i>	1946 *
GARRET W. McENERNEY	1941-1942*
HAROLD R. McKINNON	1946† - 55
RICHARD M. NEUSTADT	1945-1946*
ARTHUR C. OPPENHEIMER	1936-1944 *
EMILIE OPPENHEIMER, <i>President</i> 1936-1940	1936-1940*
EDWARD L. PARSONS	1943
WALTER ROTHCHILD	1936-1937 *
ELEANOR F. SLOSS (<i>Anderson</i>)	1946†

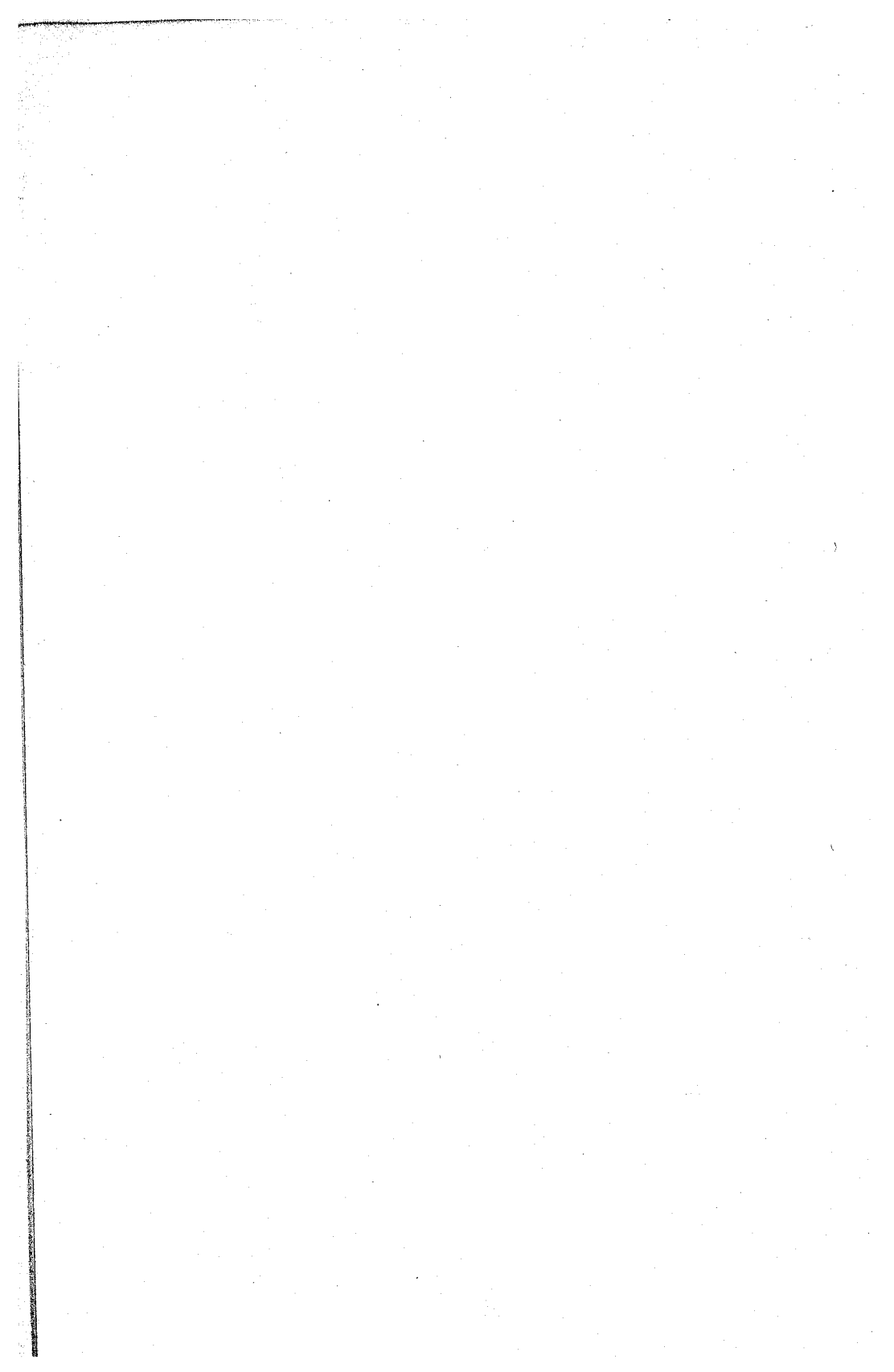
*Deceased.

†Elected subsequent to period covered in report.

† <i>Mrs. Allan Charles</i>	1948 -
† <i>Richard E. Suggettline</i> V.P. 54	1950 -
† <i>Roy Sorenson</i> V.P. 54	1951 -
† <i>W. J. Fuller III</i>	1955 -
† <i>Frederic B. Whitman</i>	1955 -
† <i>Robert Di Giorgio</i>	1957 -

THE STAFF

LESLIE W. GANYARD, <i>Executive Director and Secretary to the Board</i>	<u>1937</u>
CONSTANCE CAVENDER, <i>Administrative Assistant</i>	1945-1947
ELSIE GARDNER SINGLE, <i>Administrative Assistant</i>	1947- 48
<i>Chaire Davis, Administrative Assistant</i>	1948 -
<i>Nabel Ellsworth, Field Representative</i>	1955 -



CONTENTS

	Page
Introduction by the President	1
History and Administrative Organization	3
The Foundation Today	5
Program of Grants	13
a. Health	14
b. Inter-Group Understanding	17
c. Community Planning	18
d. Formal Education	25
e. Voluntary Welfare Service	28
f. Miscellaneous	29
g. Special War Services	29
Areas of Distribution— <i>Tables</i>	30
Record of Disbursements	38

ILLUSTRATIONS

The projects illustrated by photographs in this report were aided by grants of the Rosenberg Foundation during the first ten years.



MR. MAX ROSENBERG

INTRODUCTION BY THE PRESIDENT

THE ROSENBERG FOUNDATION came into being wholly as the result of the philanthropic and public spirit of Max L. Rosenberg. It was through his will that he established the Foundation to perpetuate the spirit of helpfulness which he manifested in a host of ways.

By will
1871-1931
never
married

Max Rosenberg was born in Napa, California, on February 26, 1871. His parents, Louis and Lena Rosenberg were Germans by birth, Jewish by religion; they came to California in the 1850's. When Max was ten years of age, the entire family moved to San Francisco, and he finished his formal education in its public schools.

It was in 1893 that he and his two older brothers, Abraham and Adolph, founded the firm of Rosenberg Bros. & Co. The three in complete harmony and cooperation gradually enlarged its activities till they were state-wide, and the firm was declared to be the largest dried fruit house in the world.

dried fruit
✓

Abraham was the first president, and continued in that post till his death in 1929. Adolph had passed away in 1923. Max became the second head of the firm, serving until he died in 1931.

Max Rosenberg was a most successful business man; his special activity in the firm was merchandising.

He never married, making humanity, as it were, his family. Countless were his charities, carried on in almost every instance under the cloak of anonymity. His generosity was not confined to any one type of activity, nor any one religious or racial group. He made possible the child guidance clinic conducted by the San Francisco Board of Health; he participated in convalescent relief; he was especially interested in aiding young people with talent. His heart and his purse went out to the suffering and those in need.

Civil
liberties

Moreover, he saw the necessity of protecting the rights of all citizens and became an active supporter of the Civil Liberties Union.

Among his other interests were the arts, travel and the out-of-doors. He loved the state in which he was born and in and through which he and his brothers had built their business and gained their wealth. His travels took him throughout Europe and much of Asia.

in his firm
Stock was
bequeathed
to F

Max Rosenberg passed away on May 18, 1931, at the home of his cousin, Miss Emilie Oppenheimer. In his will provision was made for the creation of the Rosenberg Foundation; stock in the firm of Rosenberg Bros. & Co. was bequeathed for this purpose. Its use was indicated in the most sweeping terms as will be seen in the later pages of this booklet; he wished to give the trustees the broadest of powers in whatever field they felt financial aid should be given.

Compared to the well-known foundations, the Rosenberg Foundation is a small one, but it carries on the work of Max Rosenberg in helpfulness to others and has made possible many a service to society that would otherwise have been unperformed.

He was a gentle man despite his success in the business world. Through the Foundation which he created, his generous spirit still lives on, eager to aid where aid is needed.

MONROE E. DEUTSCH, *President*

HISTORY AND ADMINISTRATIVE ORGANIZATION

THIS STORY of ten years of community service in California is presented to friends of the Rosenberg Foundation and to those individuals whose sincere participation has brought to fruition the ideas and plans represented in the program of grants. It is intended not as a record of accomplishment but rather as a history of the progress of an idea, from a rather nebulous dream of service into a more mature conception of the role of a foundation and an increased vision of the challenge it must accept. It is hoped that such a story will be useful to others interested in giving thoughtful attention to participation in social welfare activities.

The Directors are deeply mindful of their responsibility as stewards of tax-exempt funds and their obligation to use them in the public interest. They gratefully acknowledge the help and encouragement given by individuals and organizations with which the Foundation has worked and is working.

The legal basis for the Foundation was established in the will of Max Rosenberg. The general aims outlined were:

1. To encourage education and the arts.
2. To assist in control and elimination of disease.
3. To promote the physical and mental well-being of mankind.
4. To advance industrial cooperation.
5. To improve living and working conditions.
6. To aid programs which serve the handicapped.
7. To assist individuals in securing an education.
8. To aid programs which benefit the underprivileged.
9. To disseminate information which furthers these objectives.

The flexibility of these aims and of the By-laws has been an

important factor in the growth of the Foundation. Their very broadness made the first years a period of discovery. Early grants were made in many different areas in an effort to find the most productive types of ventures. Out of the variety of experience the belief grew that certain bounds should be established within which the Foundation would operate and make grants. The broad terms of the will permitted a definition of objectives and their later adjustment or complete change if conditions seemed to warrant.

The trustees to form the initial corporation were designated by Max Rosenberg from among his relatives and business associates. The By-laws they later approved permitted an increase in the size of the Foundation board, designated thenceforth as the Board of Directors, and as the activities expanded additional participants were added. Today the By-laws as amended provide for a board of nine members, self-elected for three-year terms. Lay membership with broad community interests rather than professional knowledge has been emphasized.

The administrative pattern of operation has been influenced by two features: the activities are restricted to the state of California, and the Directors live in close proximity to the office.

The small number of Directors and their residence within the Bay Area make it possible for them to meet frequently and to participate more directly in the work of the Foundation than would be possible with a larger and more scattered group.

It was early determined that the Foundation would not employ a technically trained staff to conduct research or to direct projects which the Foundation might finance. If research seemed desirable, funds would be granted to an appropriate group which gave evidence of some ability to implement the findings into action. Direction of the projects would then become the obligation of the sponsoring grantee. A small Foundation staff is, therefore, able to carry out the necessary business activities, coordinate the different grants, and confer with groups or individuals interested in discussing plans for possible support.

1st Trs
designated
by Rosenberg

9 members
3 yr
terms

Policy -
grant-
making
rather
than
operating

THE FOUNDATION TODAY

Out of the experiences of the early years have come better definitions of the function of the Foundation today. While a formal statement of objectives has been made and criteria have been set up which must be met by applicants to qualify for a grant, it has not been the intention to set up a rigid pattern which could not be adapted to meet new situations. Perhaps the greatest benefit of Foundation funds is that they are "free" and unencumbered; they can be used in uncharted fields which do not conform to pre-determined regulations. Because of this, a foundation can support exploratory ventures which individuals in other types of organizations may dream of but be unable to undertake. It can enable innovators to demonstrate to their constituency or budget group the validity of an idea.

A foundation can claim its greatest success when activities it has assisted have so proven their value that they are continued and extended by others.

These factors make the responsibility for careful administration of foundation funds very great. Judicious grants of free money can give persons or groups with creative imagination, with courage, and well thought out ideas an opportunity to experiment.

In February of 1946 the following policy for the next few years was defined by the Directors as a guide to planning: "The Rosenberg Foundation is interested in betterment of social conditions through encouraging citizens, groups, and communities to work toward that aim. The general field of the Foundation is community health, education, and recreation, with special emphasis on children."

*Copy
of the
policy
in 1946
to
guide
"next few
years"*

The Foundation has no programs of its own to promote. Its purpose is to assist in the establishment but not in the management or permanent subsidy of projects. Applicants are expected

*not
operating*

Policy in
making
grants

to show reasonable anticipation of success by careful planning and budgeting, and also by informed competent leadership that may be relied upon to organize, supervise, and take full responsibility for results of a project. In making grants the Foundation endeavors not to be in competition with public or private agencies entrusted with reaching the same objectives, nor to relieve such agencies of their responsibility. This, however, does not prevent cooperation with such agencies when circumstances in the opinion of the Directors warrant it.

The current aims and objectives EXCLUDE the following:

① Calif.

② No bldg or
operating expenses

③

④

⑤

⑥ Propaganda

⑦ no
pure science

Applications

① Are they
in line
with obj?

② Eff. as

1. Programs which are not either wholly or partially in California.
2. Contributions to the building or running expenses of schools, churches, hospitals, or community buildings.
3. Grants or loans to individuals.
4. Contributions to loan or endowment funds.
5. Contributions to regular administrative budgets of agencies already in operation.
6. Programs designed primarily to influence public opinion on social or political questions—(although it is recognized that Foundation-supported activities may influence thinking on controversial issues).

7. Programs of pure scientific research.

An application for a grant of funds is given careful consideration by the Directors, first in relation to the general objectives of the Foundation, and then individually on the basis of:

1. Value of the proposed program.
2. Effectiveness of the type of sponsorship proposed. *
3. Adequacy of proposed budget and future support.
4. Demonstration value beyond the sponsoring institution or area.

* The Foundation has made grants of funds based on applications sponsored by tax-supported agencies or institutions, community chest or chest-supported groups, established agencies (not chest or tax-supported) in existence prior to the time of a grant, and citizen groups. It has found each type of sponsorship

Grants have
been made to:

effective in certain situations and less effective in others. Therefore, the nature of the sponsorship for each application is carefully considered and the supporting data which are required vary with each type of sponsorship.

Tax-supported agency or institution. Grants are not made to tax-supported agencies for activities which they already are obligated to perform under the law through which they operate. Support may be considered for new programs that may eventually become accepted functions of those agencies. Tax-supported groups have many official and professional channels through which techniques or findings from a program may be shared with others. At the time a request is submitted the sponsors are obligated to outline methods which will be used to secure greatest possible implementation of results.

Community chest or chest-supported group. Grants are not made for activities already accepted as a part of a chest program, nor for building funds. They are occasionally made within the field of Foundation interests for pioneer programs opening new vistas in chest leadership.

Established agencies. Grants are not made for regular administrative expenses or building funds of such agencies, but may be made for special or demonstration programs of limited duration. Because such organizations do not have the public or semi-public status of tax-supported or chest groups, it is necessary to ascertain whether each sponsor represents the best group to do the particular program requested, and whether the proposal duplicates an activity which is being done or should be done by a public agency. Sponsors are obligated to show ability to implement the results.

Citizen groups. Grants are occasionally made to committees or associations of citizens interested in solving a particular problem which public groups are unable or unwilling to meet. This type of activity is the most difficult of all to support. Those sponsoring the request must not only endorse its objectives, but must be free to assume responsibility for its development. Strong citizen leadership and participation must be assured. Evidence of

careful financial planning is necessary in order that the staff will not need to divert attention to fund raising, and that funds will be sufficient to complete the job if it is undertaken. Arrangements must be shown for financial accounting and for reports to the Foundation and to the membership or constituency of the citizen group itself.

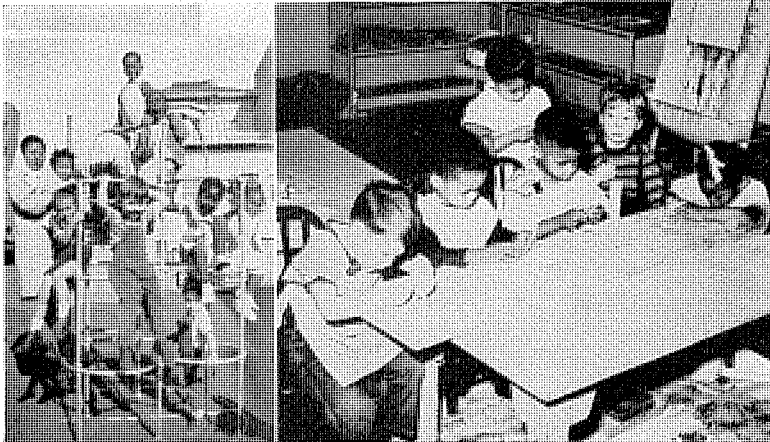
Selection: The selection of applications has been found to include many factors, which at times have been difficult to evaluate: the distinction between projects to meet a purely local need and those with possibilities for opening broad vistas extending beyond the local need; the existence of sufficient real community leadership to justify support of an apparently good program; the point at which Foundation support should diminish or end and local support take over; the possibility of supporting a new organization to do a job for which existing groups should accept responsibility; the distinction between services which, although perhaps incompletely supplied, are the legal, accepted responsibility of a tax-supported agency, and those not yet accepted which, if proven of value, might later become publicly supported; the tendency to concentrate in an area because of familiarity with its leaders and its problems beyond the time when the Foundation aid is needed or continues to serve a useful purpose.

Original influences No pattern was laid down in advance for the type of grants which the Foundation should make. The greatest influences on the direction of its interest have, therefore, been an early interest in the agricultural areas of the state, the character and diversity of the population of California, and the impact of national events within the state—the depression, the WPA and NYA, national defense, the war, the cessation of hostilities.

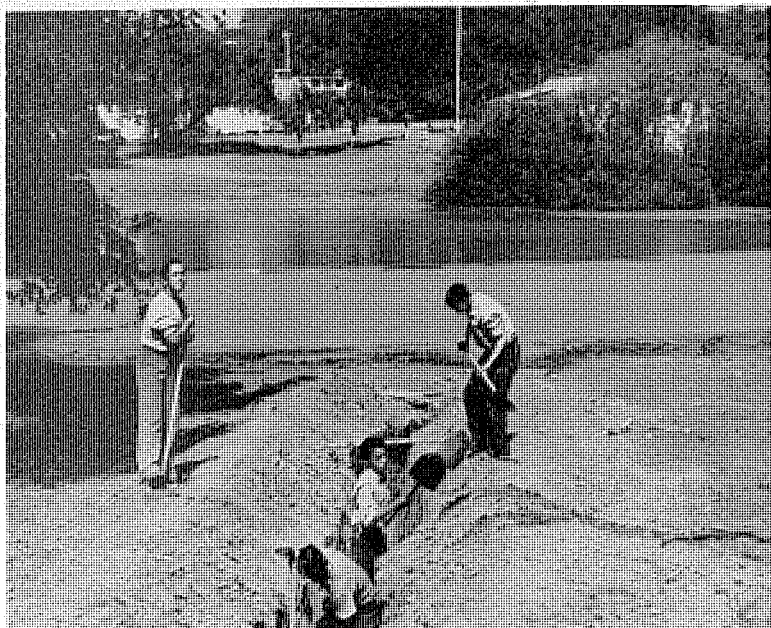
In searching for the role of the new Foundation, early thoughts of the Trustees turned to the fertile California valleys which produced the products that made possible the original endowment. Their quest was also influenced by an awareness of local needs in San Francisco through their individual acquaintance with community welfare programs. During the years the activities have extended throughout the length of the state.



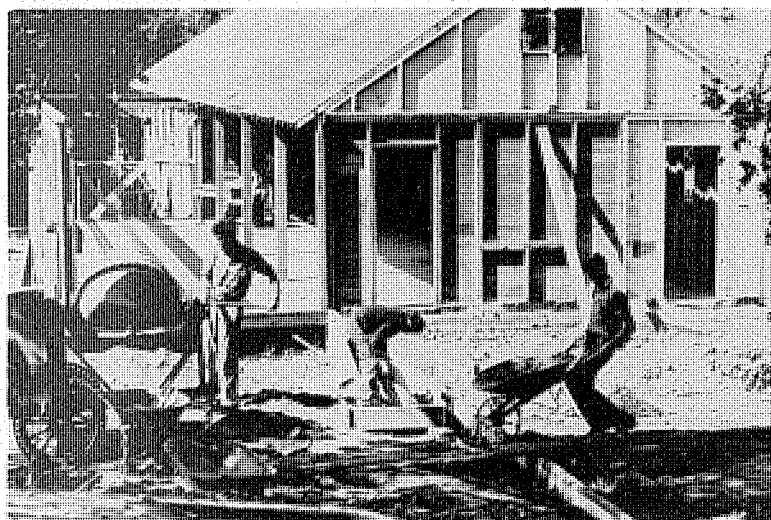
BOYS' CLUB. Two young members of the San Francisco Boys' Club making games for service men. Since end of the war their handiwork goes to hospitals.



DAY CARE CENTER. Children and teachers of many races mingle at the Booker T. Day Care Center, administered by the San Francisco Golden Gate Kindergarten Association.



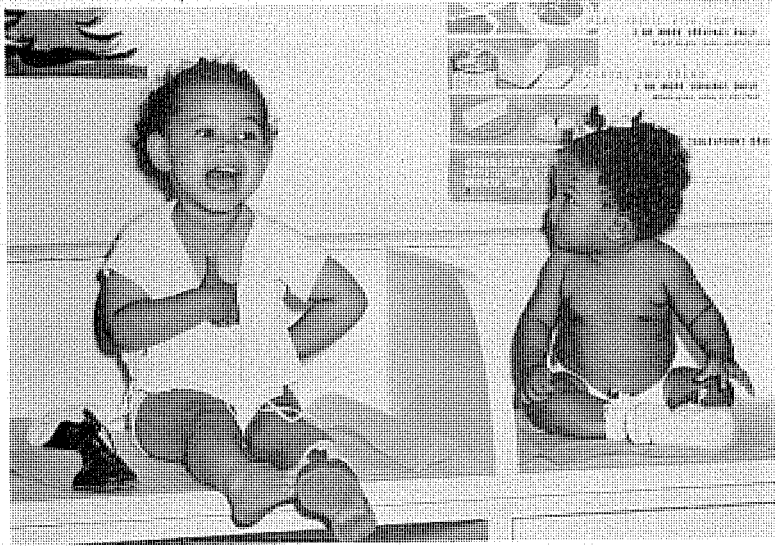
LOG CABIN RANCH. Attractively situated in a forested area of the Santa Cruz Mountains in San Mateo County, the Log Cabin Ranch, operated by the San Francisco Probation Department, gives city boys a beneficial change of environment.



LEARNING BY DOING. The boys are encouraged to do almost all the work of operating, maintaining and improving the ranch as a vital part of their training.



REHABILITATION. Latest equipment in physical and occupational therapy, and well qualified technicians are available at the San Francisco Rehabilitation Center.



WELL BABY CLINICS. Two little visitors at the Richmond Well Baby Clinic apparently are enjoying their experience in the process of health education.



EDUCATION OF MOTHERS. Mothers of all ages, races and creeds come to the clinic with their babies to have them examined and receive instruction in their care.

PROGRAM OF GRANTS

As the grants are examined from the vantage point of ten years, they show certain trends and emphasis on a few special areas which have been helpful in charting the years ahead. They have convinced the Directors that future attention should be concentrated in a few fields of interest. For the next few years the emphasis will be *community* health, education, and recreation with special emphasis on children.

Yardsticks for measurement of results of grants are difficult to find. The success or failure of an individual program financed by Foundation funds can perhaps be measured by its continuance beyond the period of the grant. An evaluation of its influence, however, is less tangible. For this it is necessary to know its effect on other programs, on development of community attitudes and leadership, its stimulus to leadership in related fields. More often than not, the intangible by-products have been at least as important as the original objectives. Lasting results have come through the human elements—the development of potential community leadership, the discovery by different groups or departments that cooperative planning is practical and advantageous. Frequently, the pioneer experiments became merged as part of a trend of far greater significance than the original program. Doubtless the trend was inevitable, but it seems evident that the early efforts under certain Foundation grants had an effect in the timing and on the direction of the movement. And, as the student may excel the teacher in time, often later programs surpassed the original experiments in breadth and skill. Nor can failure to accomplish an original objective be used as a test of value. The program may have brought about increased cooperation and pointed the way to improvements within agencies.

Evaluation of programs which have received grants has shown that certain types of sponsorship and certain situations present

more likelihood of effectiveness than others, and on the basis of these findings the criteria for sponsorship have been set up.

Grants for personnel in specialized fields have revealed the difficulty many communities and agencies are facing in finding qualified professional personnel after sufficient community interest has been aroused to support the new service.

a. Health

An early and lasting Foundation interest in health programs is to be expected because of the personal and human appeal of sickness and health. Within the general field of health, the activities may be sub-divided into medical research, medical care, and health education, although the three areas are inter-related and frequently the selection of a category becomes arbitrary.

Health

①

Medical Research

Medical research, with its promise of finding answers for healing of sick and loved ones, holds special appeal to individuals and to foundations.

The Directors are satisfied that there is an ever-present need for medical research and that the grants the Foundation has made have resulted in contributions to the search for knowledge, perhaps far beyond those which should be expected. However, for the immediate future they do not contemplate further assistance to pure scientific research.

Ena

no pure research now

⑧

Adequate and careful support of scientific research demands the full attention and all of the funds of a small foundation. It carries with it great responsibility and requires an expenditure of sizable funds over an extended period of time. If a large program of medical research were to be adopted by a lay foundation board, the counsel of a professional group for appraisal of applications would be needed. The significance of research grants is increased if a foundation is able to follow up findings, to coordinate similar activities of different research groups, and perhaps stimulate further research along the same line.

One of the first Rosenberg Foundation grants was made to Stanford University Medical School for a study of "Valley Fever" (coccidioidomycosis), a disease particularly prevalent in the San Joaquin Valley of California. Previous work showing that the disease was a coccidioidal infection had opened the way for further study and understanding of the disease itself. Following the period of the grant the laboratory research organization was given financial aid by the Army when it entered the San Joaquin Valley in 1940 to establish aviation training fields. Coccidioidin and consultative advice were provided and the control program was extended to the entire Army Air Forces Western Flying Training Command. As a result of the opportunity to observe military personnel very closely, much specific information was obtained. These studies, covering a period of ten years, indicate the long-range interest and support necessary for successful completion of medical research. Exp -

A grant to Mt. Zion Hospital in San Francisco was considered by the Directors because of confidence in the program of the hospital. The grant, matched by other funds, made possible an Institute for Cardiovascular Research. The Institute has acted informally as a source of training and has served as an outlet for research. More than twenty-five publications have appeared in medical journals since the start of the program. The work was interrupted by the war but resumed with return of personnel from military service. 24

A grant was made to the University of California Medical School in 1939 for a plague laboratory and for personnel with which to continue studies already in progress on sylvatic plague. It was known that animals had been responsible for several cases of the disease occurring in recreational areas of the state. With the coming of the war the plague laboratory was used for government work. Publications have appeared in a number of medical journals as a result of these studies. Exp

A small grant to Stanford University contributed toward support of research on tropical disease which had begun earlier with support from other funds.

② *Medical Care*

First grants in medical care were generally for salaries for a limited period of time in order to demonstrate and gain acceptance of a new type of service in medical care. In one instance a demonstration made possible a change in the civil service classification so that when the work was assumed by tax funds it could attract well qualified personnel. Completion of work under several grants was stopped by the war.

Current { Later grants have shown a recognition of the increased emphasis being given throughout the country to child guidance and development. A large grant to an incorporated community committee for the development of a rehabilitation center is watched with anticipation. It is hoped that the center will foster exploration and demonstration of positive treatment programs and will serve as a training center for students.

③ *Health Education*

All of the grants in health education have a common objective, to develop an increased awareness and knowledge of better health among certain elements of the population through an educational program. A striking difference is in the approach and the auspices used, which range from educational institutions through independent citizen committees and local health departments. All programs have worked with community groups.

{ The grants have shown that regardless of the type of auspices, health education programs increase community awareness of the need for better planning and coordination; and if this interest is to be made most effective it must be firmly rooted in active and effective and continuous lay leadership.

Health education deals with efforts to change human attitudes, and, therefore, again provides only limited basis for evaluation. From the failure of a few of these programs to continue permanently the Foundation has learned some of the characteristics of the leadership which it must find before supporting any type of community education programs, as well as some of the

real influences which can be expected even of a program of short duration.

b. Inter-Group Understanding

California, where only one person in three is California-born, has long been faced with the necessity of integrating its foreign-born and different nationalities into the state and community life. The 1930's added migration to the state of agricultural laborers from the Southwest, and of Jewish refugees fleeing ahead of Nazism. During the war years, while the civilian population of the Nation was decreasing, that of California increased 22.4 per cent, in several counties as much as 50 per cent. During those years persons of Japanese ancestry were evacuated from their homes. In the large cities their dwellings were soon occupied by Negro-Americans—in some sections nearly three times as many as the former residents. Program

Against such a background, the need for understanding within and between different groups soon attracted the sympathetic and continued interest of the Rosenberg Foundation.

The first grants were for projects giving service to emigrees, for recreational group work among nationality groups, and for teaching citizenship to the foreign-born. As the years went by projects placed increasing emphasis upon interpretation of one group to another and breaking down of discrimination through direct action and educational methods. Project

Projects designed to promote better inter-group relations quite properly turn to a foundation as almost the only available source of funds. At the same time, such programs are often the most difficult to measure in terms of actual results. Activities intended to help people grow or change have intangible influences which are not readily evaluated. They must be judged from an extremely long-range point of view. They must be firmly rooted in well qualified and respected community leadership if they are to be worth while. Such programs can rarely expect to become self-supporting.

Until there is complete understanding there will continue to

Controversial

be controversial issues involved in inter-group relations. Foundations, because of their position apart from business and government, are able to support unpopular or controversial activities. In 1945 it is unlikely that any state or chest agency could have faced the public opinion it thought would arise through sponsorship of a Japanese American association. Yet, numerous Caucasian leaders indicated to the Foundation that the Japanese Americans needed encouragement to rebuild their own organization in order to reintegrate their people into California life.

Indirect

Many activities not planned with inter-group objectives have indirectly brought about greater appreciation and understanding among groups. A recreation program where children of migrants were included, nursery schools where different races mingled, a school program among adults of all backgrounds, had tremendous rewards in better understanding. The indirect influences from this type of activity, not always anticipated when the project was planned, have been so significant that such an approach has a great deal to commend its further use by foundations.

||||

Projects in this field have seemed important because of the nature of the activities, because they are completely dependent upon respected leadership and yet are generally not allied to an established organization with an accepted general program, and because of the continuous need for interpretation. Through its support, the Foundation acknowledges the right of a particular program to function and indicates its faith in the leadership, without necessarily agreeing with all of the actions taken.

c. Community Planning

Community Planning

The pattern of community living in California in the 1930's reflected the effects of the national depression, the expanded Federal aid programs, and the large influx of people into the state. The new problems created gave occasion for individuals to take stock of their communities and to consider their responsibilities for the inhabitants. A renewed interest in planning to-

gether emerged, and types of community groups indigenous to the local situation developed as people learned to work together to make their community a better place in which to live. Their efforts have been rewarded by changes in local government, more adequate services, and development of leadership. In this movement the Foundation's grants have given encouragement to the leaders and material help to the planning. But it was the vision and energy of the citizens of the communities themselves that made possible the developments which seem so significant. Looking back over ten years, the opportunity to help individuals and groups to learn to plan together for their children and their communities has been most challenging to the Foundation.

Planning Groups

A unique development has been the coordinating or community planning council, representing either officially or unofficially the agencies or groups in the community, looking at the problem as a whole rather than the segment viewed by each organization. Several groups of this type have received support. In each case it has been impossible to continue an active program at the termination of a grant unless the work was assumed by a tax-supported department of local government. Memberships or contributions usually have not been sufficient to meet the demands. One planning group has continued with a successful program on a volunteer basis, without the assistance of a professional staff. In others the impetus of the first project has been influential in spreading growth of community councils.

What
were
there?

A recent grant has been made to a representative citizen committee for a specific study, with the anticipation that the committee would not continue beyond termination of the grant. This type of committee may prove that it can perform many functions that a single agency cannot undertake.

School-Community Leadership

School-community leadership in planning is a new approach to working together to make the community a better place in

which to live. The Foundation has recognized the strategic position of the school which permits it to take leadership in bringing parent and community together in the interest of the child. The techniques in the several grants have varied, but in each case the school has employed, in a non-teaching capacity, a mature person with an understanding of people, to do an experimental community job.

These activities, still quite new, are watched with a great deal of interest. Further exploration may be necessary before the full possibilities and handicaps of this approach are demonstrated.

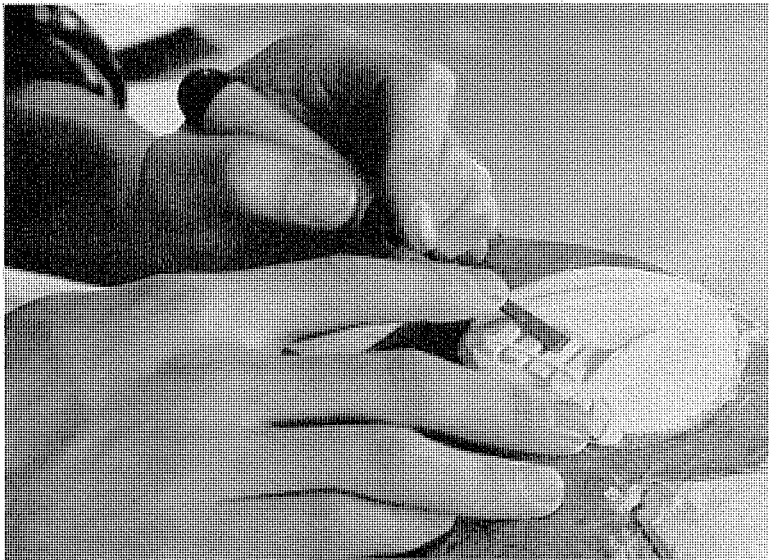
Community Centers

Prior to the war a number of small grants were made for purchase of construction materials for community facilities—recreation buildings, lighted ball parks, swimming pools. The projects developed as the result of real community cooperation—a mother's group frequently held a bazaar to raise funds, the WPA provided labor, perhaps a service club the furnishings. The completed center had a far greater dollar value than the Foundation grant and brought other benefits to the groups which worked and planned together.

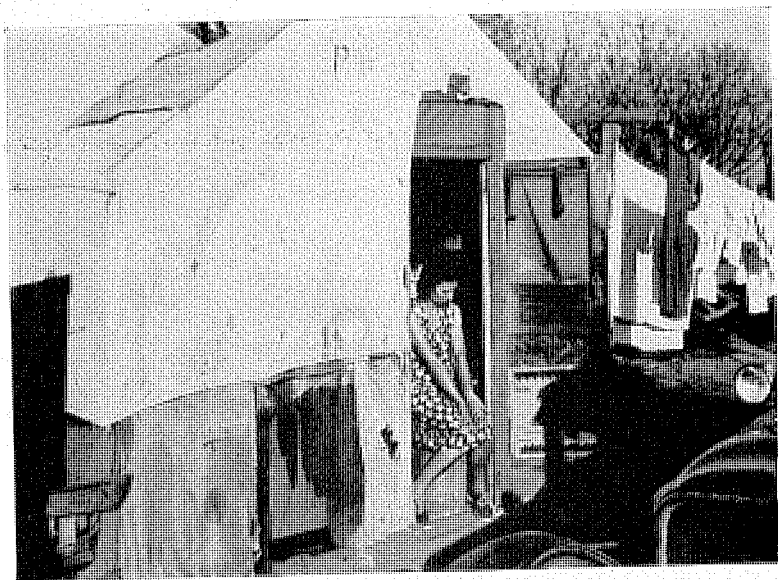
Recently the Board determined not to make further grants for building programs for the time being. This was based on a number of factors: (1) the belief that in many communities the most acute needs in recreation are for more adequate personnel and better use of existing facilities, (2) the belief that it is easier to raise funds locally for buildings than for new services or experimental programs within those buildings, (3) the large number of demands from every community for hospitals and community centers, for legitimate needs, with equal claim to Foundation support if contributions were made to any one, (4) size of grant necessary today if an adequate building is to be provided, (5) the belief that if the Foundation supported widespread building programs it should accept responsibility for standards of health, size, location, etc., of buildings, (6) the uncertainties in the postwar



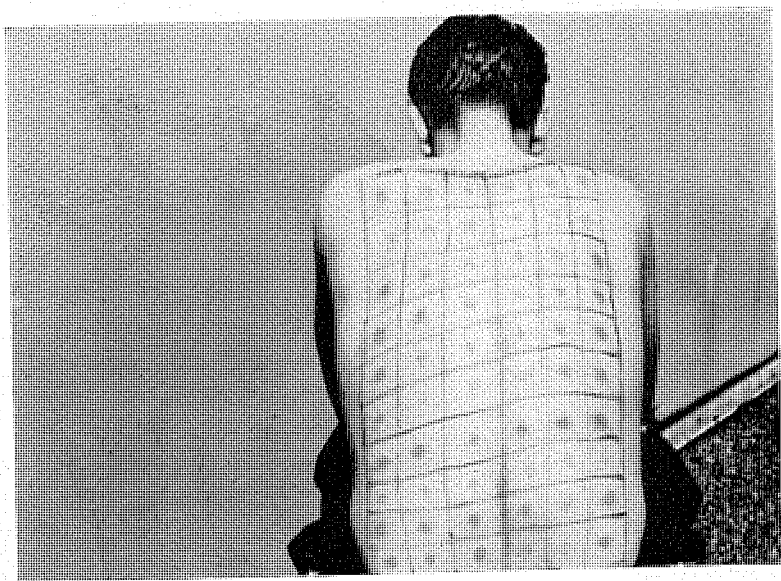
ART TRAINING. This student of the California School of Fine Arts is preparing a scale model of a design for an industrial plant.



TALENT is given every opportunity to develop in the workshop of the school. The aim is to encourage practical application of the fine arts to useful production.



MEDICAL RESEARCH. The Stanford University Medical School conducted an intensive study of "San Joaquin Valley Fever." Here is a victim of the disease in an agricultural workers' camp.



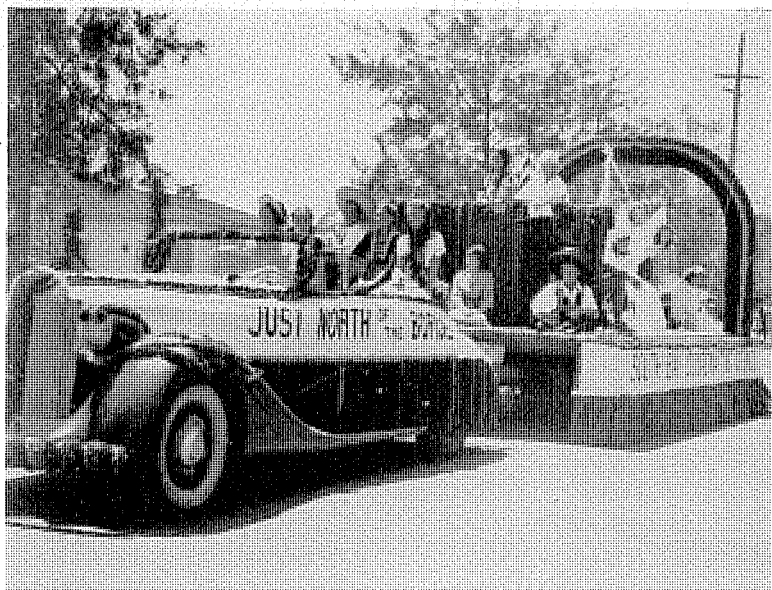
EXPERIMENTATION. As a result of the research a coccidioidin was developed that proved successful in combating the disease. One of the human "guinea pigs" employed in the study.



PARENT EDUCATION. At Long Beach a community worker explains to a group of parents the education classes available to them in the city school system.



YOUTH CENTER. At Modesto young citizens displayed imagination and initiative in promoting their own recreational center. The whole community co-operated.



COMMUNITY COOPERATION. In San Diego County a South Bay Coordinating Council float won a prize in a parade as the result of cooperation engendered by a community worker.



CO-ORDINATING COUNCIL. During the three years a state office was maintained in Los Angeles hundreds of inquiries concerning the coordinating council movement were received. A corner of the busy office.

construction situation which make aid to other immediate problems seem more important.

Community Recreation

With the increased interest in teen-agers which developed during the war many community groups asked for support in programs to provide leisure-time activities for children. A few small grants for this purpose were made. It was found that outside recognition of local efforts frequently helped a program to attain local acceptance of the idea. As community recreation becomes of increasing importance communities and foundations must give further thought to the problems of permanent financing and recruitment and training of qualified professional staff and volunteer leaders for the new programs.

d. Formal Education

A good educational system was recognized by the Foundation as a cornerstone of democracy. At the same time, interpreting the function of the Foundation, the Directors felt it should not relieve schools of their responsibility for providing services and instruction already authorized under school law and tradition. Proposals for assistance to new types of instruction which might later become an accepted school responsibility, or for experiments designed to improve existing curricula were given serious consideration. The need for special types of fellowships or grants-in-aid has also been noted from time to time.

where
relate
directly to
classroom

Policy

While all of the projects supported by the Foundation have implications for education and use different educational techniques, some relate directly to the classroom. These have been grouped under the heading of "Formal Education."

Curricula and Teacher-Training Material

Limited support has been given to the development of curriculum material when possibilities for broad implementation of the findings have been apparent.

Funds were granted for a curriculum study developed jointly by the School of Education of a university and by city and county school departments. This cooperation led to publication of unit and study guides, to strengthening of the work at the university, and to leadership training for the participants, several of whom have since advanced to more responsible positions in education.

Special Courses

The development of new courses or types of instruction has been encouraged through grants when it seemed necessary to demonstrate their value before other funds could become available.

Support was provided for two demonstrations in adult education. Techniques for group discussion which had been tried successfully in an urban community were introduced into a rural situation. Today these techniques have been adapted to different circumstances, such as a Navy yard and a large city library system. A program of evening courses in industrial relations, intended particularly for labor-union members, was developed.

Support of a ranch school for wards of the Juvenile Court was given in order to enable local leaders to prove the need for vocational and agricultural experiences. Changes in school law authorizing tax support for this type of educational situation outside of a school district have resulted.

A special grant for a lectureship made it possible for the State University to bring outstanding authorities in social service—health, housing—to California for a few months to work both on the campus and among lay groups throughout the state. The wise use of this type of grant enables state institutions to assume greater leadership in the community.

Beyond the development of special courses, which may individually be of value, the best justification for Foundation support of new courses has come from the stimulus they have provided to public education. New programs—frequently developed in private schools—have seemed to bring to educators and budget groups greater awareness of latent possibilities in education. The

eager participation of adults in new programs cannot help but widen the concept of education under public auspices.

Child Care and Nursery Schools

California agriculture, with its great dependence upon family labor at the harvest season, dramatized the problem of providing care for the children when the mother must work. Foundation support was early given to initiation of several programs to care for children during the harvest season. Canneries or other employers frequently contributed funds or equipment. Grants for child care continued, particularly with the coming of the war and the increasing employment of women in war industries. Later as Lanham Act funds became available and the number of centers grew, it seemed desirable to finance a special project to train directors and workers to staff the newly organized child care centers. In supporting this type of activity, the Foundation recognized that many mothers must work to support their children and that it is important, therefore, to supplement the home for them in the best way possible.

The success of these projects is difficult to measure as most of the centers have not found a permanent solution to the problem of financing—Lanham Act funds were terminated, and community chests have many other demands upon their funds, the shortage of adequately trained personnel to staff the centers is still everywhere apparent. There is overwhelming evidence that many mothers will continue to find it necessary to accept employment.

Fellowships and Recruitment

Grants for fellowships have not been extensive. They have been made when it has seemed necessary to attract qualified people into training for a specialized field. In all cases the selection of the persons to receive the fellowships has been made by the sponsoring institution or group.

The war brought a sudden realization of the acute shortage of professionally trained workers in occupational and physical

therapy, in social work, and in dental hygiene. Funds were, therefore provided for fellowships in California institutions for study in these fields. Two of the professional groups developed recruitment programs to interest young women in the profession. Instruction in schools of the state was expanded as a result of the increased demand for training. A joint committee of occupational and physical therapists demonstrated to the professions the benefits of working together, and significant effects from this cooperation may be anticipated in the postwar development of industrial rehabilitation work.

Fellowships have proved useful in enabling older persons to secure training for needed professions for which their experience and maturity so well qualify them.

e. Voluntary Welfare Service

At no time have the Directors felt it within the province of the Foundation to make contributions to the regular administrative budget or fund drives of welfare agencies for customary activities or services. From time to time, however, grants have been made to welfare agencies for the development of a new type of service or for administrative expenses of a new organization formed to demonstrate the value of a service to the community so that it could gain support.

Family Counseling

Several grants were made in order to provide demonstrations of new approaches to individual case work. One family and children's agency developed a new type of homemaker's service and facility for unmarried mothers. Another family agency introduced educational and counseling services.

With the general acceptance of the need for adequate family services financed by chest funds, the Directors recently determined to allocate no additional funds for this purpose.

The Foundation supported for one year only the program of family counseling carried on by a private group interested in

paroled prisoners. Reorganization of the state prison system made this service of a voluntary agency no longer necessary.

Service to the Handicapped

The first applications for service to the handicapped were submitted through a knowledge of Max Rosenberg's own loss of hearing. Later programs were the result of developments aimed to make the handicapped able to assume their rightful place in the community.

f. Miscellaneous

Occasionally there have been special needs which seemed to justify support which did not fall into any of the areas generally assisted by the Foundation, although closely related. Such grants have usually been small single contributions to a well recognized activity.

With the recent definition of policy and limitation of scope, it is anticipated that such miscellaneous grants will be infrequent in the future.

g. Special War Services

During the war years all of the activities of the Foundation were influenced by the national emergency. Wartime shifts in population, breaking up of families, growth of war industries, were the underlying motives for most of the grants considered. Programs were adapted to new problems.

There were also special personal needs of servicemen and their families for which voluntary groups in the community accepted responsibility, their members often contributing many hours of service. Under normal circumstances grants to the activities of those groups would not be a Foundation function, but the obligation to assist in the war effort seemed very clear.

AREAS OF DISTRIBUTION

HEALTH

<i>Sponsor</i>	<i>Total grant</i>	<i>Year first approved</i>
<i>Medical Research</i>		
Mount Zion Hospital, San Francisco	\$37,500	1939
Partial support of a heart research clinic.		
Pacific Coast Medical Schools	5,000	1942
Fellowships for promising students of medical research.		
Stanford University Medical School	2,000	1942
Research project on tropical disease.		
Stanford University Medical School	37,500	1937
Research on "San Joaquin Valley Fever."		
University of California Medical School	15,000	1937
Research on sylvatic plague.		
Construction of special laboratory	9,000	1938
Total for research	\$106,000	
<i>Medical Care</i>		
Children's Hospital of East Bay	\$5,400	1946
To expand services of child development center.		
San Francisco City and County Hospital	6,000	1939
To support initiation of a blood bank.		
San Francisco County Medical Society	3,000	1942
To purchase a desivac pump for Irwin Memorial blood bank.		
San Francisco Housing Authority	320	1942
Emergency grant to health center.		
San Francisco Public Welfare Department	\$3,133	1939
Support of a nutrition project.		
San Francisco Rehabilitation Center, Inc	50,000	1946
Support of initiation of a rehabilitation service in occupational and physical therapy. (Maximum amount.)		
✓ Stanford University, Hoover Research Library	4,500	1942
Study of medical economics in California.		
✓ Tulare County Health Department and Planned Parenthood Federation	500	1940
Toward inauguration of a birth control clinic.		
University of California Medical School	1,800	1939
✓ Development of use of insulin shock therapy in state hospitals.		
Total for Medical Care	\$74,763	
<i>Health Education</i>		
California Social Hygiene Association	\$1,000	1946
Emergency funds for health education work.		
California Department of Public Health	339	1943
Support of a series of health education institutes for teachers.		

<i>Sponsor</i>	<i>Total grant</i>	<i>Year first approved</i>	
California Department of Public Health and Health Departments of Santa Barbara County and City of Richmond	5,720	1945	
Support of a demonstration in expanded health education services in a county and a city health department.			
Northern California Union Health Committee	6,500	1944	
Partial support of a program of health and safety education among union members and their families.			
Planned Parenthood Federation of America, Inc.	1,800	1939	✓
Partial support of educational work of a nurse among migrant people in California.			
Salinas Union High School District	4,175	1942	
Support of a program in health education.			
San Francisco Parent-Teacher Association	500	1944	
Support of a series of lectures on human relationships.			
Stanislaus County Board of Education	2,500	1944	
Support of a program of health education in county schools.			
Stanislaus County TB Association	3,000	1945	
Partial support of TB examination program.			
University of California Medical School	2,000	1939	✓
Support of a refresher course for rural physicians.			
Total for health education	<u>\$27,534</u>		
TOTAL IN FIELD OF HEALTH	<u>\$208,283</u>		

INTERGROUP EDUCATION AND PROGRAMS

American Council on Race Relations	\$5,000	1946	
Partial support of total program of western regional office.			
American Russian Institute	6,000	1944	✓
Special project to prepare teaching materials on the Soviet Union for use in elementary schools.			
Bay Area Council Against Discrimination	1,500	1942	
Partial support of total program of organization.			
Committee on American Principles and Fair Play	2,000	1945	
Partial support of total program of organization.			
Fresno International Institute	7,500	1939	
Support of special group-work project among nationality groups.			
International Center, San Francisco			
Partial support of total program of center	3,000	1942	
Support of special project to study, evaluate, and develop teaching materials on international relations	3,500	1944	
Contribution to emergency budget deficit caused by demands in connection with World Security Conference	1,500	1945	
Institute of International Relations, Mills College	1,200	1945	✓
Support of special project to include high school students in adult program of the Institute.			
Japanese American Citizens League	6,000	1945	✓
Support of total program of regional office of League.			
Japanese American Student Fund	1,450	1945	✓
Grants-in-aid to meet emergency needs of Japanese American college students returning to California.			

INTERGROUP EDUCATION AND PROGRAM—Continued

Sponsor

	<i>Total grant</i>	<i>Year first approved</i>
National Council of Jewish Women, San Francisco Section Assistance in purchase of local headquarters for work among emigrees.	2,000	1939
Pacific House Partial support of San Francisco headquarters for program to extend hospitality to guests from the twenty-one Ameri- can republics.	6,000	1942
Pan American Association Contribution toward project for young laborers imported from Mexico to work on the railroads.	500	1944
San Francisco Conference of Christians and Jews Support of total program of San Francisco office.	21,000	1940
San Francisco Council for Civic Unity Partial support of total program of organization.	22,240	1944
San Francisco Fellowship Church of All People Special project to develop inter-racial summer vacation project and cultural program throughout the year.	1,400	1944
San Francisco International Institute Special project to develop material to use in teaching citi- zenship to foreign born.	5,400	1941
San Francisco State College Special project to demonstrate community cooperation in teaching citizenship to foreign born.	2,300	1942
Total for Intergroup Education	\$99,490	

COMMUNITY PLANNING

Planning Groups

Coordinating Councils, Inc. Support of a state organization to develop coordinating council movement.	\$19,550	1938
San Francisco Coordinating Council Support of new council to coordinate public departments and social agencies.	4,375	1938
San Francisco Planning and Housing Association Partial support of new citizen group to coordinate com- munity planning and to serve as clearing house for infor- mation.	4,000	1940
San Jose Citizens Planning Council Support of a new citizen group to study community.	9,000	1943
California Advisory Committee on Detention Home Problems Support of a study by a representative citizen committee of detention facilities in California with recommendations for standards.	12,750	1945
Total for Planning Groups	\$49,675	

School-Community Leadership

Long Beach City schools Special project of school leadership in planning with parents and community for needs of children.	8,600	1944
--	-------	------

COMMUNITY PLANNING—Continued

<i>Sponsor</i>	<i>Total grant</i>	<i>Year first approved</i>
North Sacramento —Grant Union High School District . Special project to strengthen community resources through a youth service center in the school.	15,000	1943
San Diego Sweetwater Union High School District . . . Special project of school leadership in planning to improve community and home life.	7,200	1944
Total for School-Community	<hr/> \$30,800	

Community Centers

Fresno County—Del Rey, Prairie School District . . . Part of material cost of lighted ball park.	\$1,000	1941
Fresno County—Mendota School District Part of construction cost of community school building.	3,000	1941
Fresno County—Monroe School District Cost of equipment for night ball field.	500	1940
Fresno County—Reedley School District Part of construction cost of community recreation center.	3,500	1941
Fresno County—Selma Recreation Commission . . . Cost of materials for construction of community center.	2,000	1940
Fresno Playground Department Part of construction cost of community recreation center.	10,000	1939
Kern County—Camp Condor Cost of materials for construction of swimming pool.	4,000	1939
Kings County—Kettleman City School District . . . Part of construction cost of swimming pool.	1,500	1940
Modesto Board of Education Cost of materials for construction of nursery school and community recreation center.	2,000	1938
Modesto Recreation Commission Part of construction cost for youth recreation center.	5,000	1945
San Marcus Board of Education Cost of materials for construction of community center.	3,250	1939
Sonora Youth Center Cost of materials for construction of youth center.	3,000	1940
Total for Community Centers	<hr/> \$38,750	

Community Recreation

Campbell Youth Council Partial support of summer recreation program.	\$700	1944
Dunsmuir Recreation Commission Partial support of summer recreation program.	450	1944
Fowler Recreation Commission Staff of a community recreation center.	3,900	1943
Marin County—Camp Taylor Partial support of summer camp program.	1,500	1942
Marysville, Ella Elementary School District Partial support of summer recreation and child care program.	2,000	1944
Patterson Union High School Partial support of teen-age center.	500	1944
Petaluma City and PTA Partial support of summer recreation program.	500	1944

COMMUNITY PLANNING—Continued

Sponsor

	Total grant	Year first approved
Ross Recreation Association	500	1944
Partial support of summer recreation program.		
San Francisco Girl Scout Council	4,000	1942
Purchase of additional acreage for camp site.		
San Francisco Visitacion Valley Community Center	3,000	1942
Staff of new community center.		
Watsonville High School Teen-Age Center	500	1944
Partial support of teen-age center.		
Watsonville Recreation Commission	600	1944
Partial support of summer recreation program.		
Total for Community Recreation	\$18,150	
TOTAL FOR COMMUNITY PLANNING	\$137,375	

FORMAL EDUCATION

Development of Curricula and Teacher-Training Material

California Committee for Study of Education		
Sub-Committee to Study English Curricula	\$1,000	1942
Expenses of study of English curricula in California.		
Sub-Committee on Foreign Languages	750	1943
Expenses of study of foreign language teaching in California.		
Sub-Committee on Mathematics	300	1944
Expenses of study of mathematics teaching in California.		
California Conference on Teacher Education	500	1945
Expenses of a workshop on teacher training needs, held at Stanford University.		
Stanford University, School of Education	7,500	1937
Special project to study curricula in Santa Barbara City and County schools.		
Total for Curricula	\$10,050	

Development of Special Courses

California Labor School	\$16,000	1945
To develop a program in industrial relations.		
Occidental College	8,300	1944
To develop summer workshops in counseling and guidance.		
San Francisco Art Association, Calif. School of Fine Arts	5,000	1945
To develop a workshop in applied arts.		
San Francisco Probation Committee	22,000	1939
To develop a ranch school for boys committed by Juvenile Court to the Chief Probation Officer.		
Solvang School Board	1,500	1939
Support of a program in physical education.		
Sonoma County School of Social Studies	20,000	1938
Support of an adult school of social studies to sponsor classes, forums, community programs.		
Sonoma County Adult Education Association	2,700	1940
Support of a full-time coordinator of adult education, and preparation of report on School of Social Studies.		

FORMAL EDUCATION—*Continued*

<i>Sponsor</i>	<i>Total grant</i>	<i>Year first approved</i>	
Stanislaus County Board of Education	3,800	1945	✓
To expand county program by use of child psychologist.			
University of California, School of Social Welfare	24,000	1938	✓✓
Support of a lectureship in social services, on and off the campus.			
Total special courses	\$103,300		
<i>Child Care and Nursery Schools</i>			
California Department of Education	\$1,500	1940	
Building expenses in connection with demonstration nursery school during Golden Gate Exposition.			
Golden Gate Kindergarten Association, San Francisco	3,500	1939	}
Partial support of nursery school in Chinatown for children of working mothers.			
Golden Gate Kindergarten Association	15,000	1942	
Partial support of nursery school at Sunnydale Housing Project for children of working mothers.			
Golden Gate Kindergarten Association	6,500	1944	
Partial support of nursery school at Booker T. Washington Center for children of working mothers.			
Golden Gate Kindergarten Association and Community Chest	8,276	1944	
Partial support of nursery schools at Booker T. Washington Center and Sunnydale Housing Project.			
Home Missions Council of North America	5,688	1939	✓
Support of a recreation program and nurseries in migrant camps.			
Lodi Coordinating Council	1,240	1942	
Support of a child care center for children of working mothers.			
Monterey Peninsula Community Center	5,000	1944	
Assistance in a building program for a child care center.			
Mills College, Department of Child Development	9,000	1942	
Special project to train directors and community workers for child care centers.			
Napa County Council of Civilian Defense	8,000	1942	
Support of a child care center for children of working mothers.			
Porterville Parent-Teacher Association	1,225	1942	
Partial support of a day care center for children of working mothers.			
San Francisco Board of Education	250	1943	
Equipment for a child care center for children of working mothers.			
University of California	300	1943	
Expendable supplies for a war service course to train workers for child care centers.			
University of California at Los Angeles	2,750	1943	✓
Supplies and equipment to expand facilities of nursery school in order to meet demand for trained teachers.			
Total for child-care	\$68,229		

<i>Sponsor</i>	FORMAL EDUCATION—Continued		<i>Total grant</i>	<i>Year first approved</i>
<i>Fellowships and Recruitment</i>				
American-Chinese Committee of Chinese Mass Education Movement			\$11,180	1946
Fellowships in California for four advanced agricultural students from China.				
Joint Occupational and Physical Therapy Committee			25,000	1943
Support of a program of recruitment and grants-in-aid for qualified students in this field.				
Northern California State Dental Hygienists Association			2,500	1945
Support of a program of recruitment and grants-in-aid for qualified dental hygiene students.				
Northern California Vocational Guidance Association			582	1944
Expenses of six vocational conferences in junior colleges of the state.				
San Francisco State College			500	1945
Two grants-in-aid for senior social service students.				
University of California, School of Social Welfare			9,000	1943
Grants-in-aid in School of Social Welfare to meet wartime need for trained workers.				
Western Personnel Service			2,250	1944
Grants-in-aid for internship training in occupational counseling.				
Total for fellowships			\$51,012	
TOTAL FOR FORMAL EDUCATION			\$232,591	

VOLUNTARY WELFARE SERVICE

Family Counseling

Prison Association of California	\$2,500	1941
Partial support of general program of the association.		
San Diego Association for Family Living	15,000	1943
Support of a new counseling and educational service in family relations.		
San Diego Community Chest	3,000	1946
Special educational program of Family Service Agency.		
San Francisco Family Service Agency	25,000	1937
Support of a new family welfare agency.		
Total for family counseling	\$45,500	

Service to Handicapped

American Society for Hard of Hearing	\$4,000	1937
Partial support of regular program of organization.		
Special project of field service in Pacific states	1,000	1938
California Bureau of Vocational Rehabilitation	3,000	1943
Establishment of a revolving fund for loan to clients as needed.		
San Francisco Center for the Blind	6,300	1943
Partial initial support of a social and recreational center for the blind.		

<i>Sponsor</i>	<i>Total grant</i>	<i>Year first approved</i>
San Francisco League for Hard of Hearing Special project of field service on Coast.	1,000	1937
Total for the handicapped	\$15,300	
TOTAL FOR WELFARE SERVICE	\$60,800	

SPECIAL WAR SERVICES

American Red Cross, San Francisco Chapter	\$450	1943
To purchase expendable materials for arts and skills project.		
Harbor Club for Servicemen	3,700	1943
Contribution toward expenses of the club.		
National League for Women's Service, San Francisco	2,000	1943
Contribution toward expenses of a canteen for servicemen.		
Pacific School of Religion	2,150	1944
Scholarships for trainees for postwar work abroad.		
San Francisco Boys' Club	1,373	1942
To equip a workshop where boys could make materials needed by Red Cross, USO, etc.		
Ship's Libraries	500	1944
Contribution toward purchase of books for ships for officers of armed guard of Navy.		
Soroptimist Club of San Francisco	8,513	1942
Partial support of a Clubhouse for Enlisted Men's Wives.		
Total for Special War Services	\$18,686	

MISCELLANEOUS

California Conservation Council	\$2,000	1940	
Publication expense of a "Conservation Manual for Source Material for Secondary Schools."			
Marin County <u>Conservation League</u>	5,000	1940	✓
Special program to extend the work of the League.			
Pacific Camping Association	91	1943	
Printing costs of a report on camping.			
San Francisco Community Chest	835	1940	✓
Support of a survey of the Chest and its activities.			
San Francisco Public Welfare Department	1,030	1941	✓
Emergency support to complete a demonstration of a working relationship between welfare and employment.			✓
Save the Redwoods League	1,000	1942	
Matching funds for purchase of "Avenue of Giants" state park.			
Total miscellaneous	\$9,956		

RECORD OF DISBURSEMENTS

1937-1946

Type of grant*		Total†	
1. Health		\$208,283	2
Medical Research	\$106,000		
Medical Care	74,763		
Health Education	27,534		
2. INTERGROUP UNDERSTANDING		99,490	4
3. COMMUNITY PLANNING		137,375	2
Planning groups	\$49,675		
School-community leadership	30,800		
Community centers	38,750		
Community recreation	18,150		
4. FORMAL EDUCATION		232,591	1
Curricula and training	\$10,050		
Special courses	103,300		
Child Care	68,229		
Fellowships and recruitment	51,012		
5. VOLUNTARY WELFARE SERVICE		60,800	5
Family counseling	\$45,500		
Handicapped	15,300		
6. MISCELLANEOUS		9,956	
7. SPECIAL WAR SERVICES		18,686	
TOTAL		\$767,181	

*For breakdown by individual grants see lists accompanying each section of report.

†If total amount used for completion of project is less than amount approved, the smaller sum is used.