

BOARDS

XXXVII

Mark has served on a good many boards. He served on the Associated Press Board from 1950 to 1960 (under two presidents ~~A~~ Robert McLean, publisher of the Philadelphia Bulletin, and Ben McKelway, editor of the Washington Star.) It is considered an honor to be a director.

About a dozen newspapermen run for ^{the honor} ~~membership~~ every April; but it takes considerable pull and many friends ~~working for you~~ to get elected.

The first time Mark was nominated, he was beaten. He understood later that his old adversary, Colonel Robert McCormick, had used his influence to defeat him, but he was out of the country at the time and didn't know about it. Then in April 1950, he was nominated again and again was beaten. However, the directors, who had a practice of selecting one of the losing candidates on whom they looked with favor to be vice-president, chose him for that position.

One of the winning candidates that year was Paul Miller, who recently retired as president of the AP board and chairman of the board of the Gannett papers. Paul told Mark ~~an amusing~~ ^a story about the extent of Colonel McCormick's antagonism toward him. The Colonel liked Paul as much as he disliked Mark, and before the election threw his weight in Paul's direction. He wrote a note to the publisher of the New York Daily News saying, "Vote for Miller," which threw the publisher into some confusion, since he had never heard of Miller and didn't know for what office he was running. Anyway, after Paul got elected, he wrote Colonel McCormick a letter, thanking him for his help, to which the Colonel replied:

"Dear Paul,

"If I had known you were going to elect Mark Ethridge vice-president I would have voted against all of you."

The next year, 1951, Mark was nominated once again to be a director and this time he made it. The term was for three years, ^{and} ~~Then~~ he was re-elected in 1954 and again in 1957. After three terms a director is not eligible to run again.

Shortly after he was elected the first time, the ^{retiring} directors gave their yearly farewell party for the ^{board} ~~retiring~~ directors and ~~Mark~~ ~~went~~. Kent Cooper, who was a ~~wonderful musician~~ ~~as well as~~ general manager of the AP, played the piano for those gathered around to sing. Mark joined the group and in a little while ~~he~~ felt a heavy arm around his shoulders. He looked up and there was Colonel McCormick, ^{ing} ~~he~~ towered ^{him} over Mark.

"You don't know ^a whom you've got your arm around, do you?"

Mark asked him.

McCormick leaned down and growled, ^{Sing} "Yes, you bastard, sing!" ^{New Deal}

Mark ^{crew} ~~got~~ to like the Colonel, ^{and} ^{Colonel} Years later, McCormick gave him a leather-bound collection of his favorite poems, essays, and sayings. His wife, Marion McCormick, told Mark it was one of his most prized possessions.

The meetings were ~~very~~ long and dull. Mark often wondered why ^{had} he ~~ever~~ wanted to be on the board, ^{which} ~~it~~ met for three days, twice a year. About all it did was pass on applications of newspapers for ~~franchises~~ ^{memberships}.

Mark ~~claims~~ ^{was} the best thing about being on the board were the friendships made. The meetings were an excuse for a lot of parties. The cocktail parties ^v began as soon as the business meetings broke

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up and continued into dinners.

2) ^{of Mark's} ~~His~~ closest friend ⁱⁿ those years was Don Maxwell, editor of the Chicago Tribune, ^{whose} ~~his~~ boss was Colonel McCormick. It was a peculiar friendship, for they were on the opposite side of practically every political issue; but that didn't affect their attachment ^{to} ~~for~~ each other. Don sat on Mark's right side at the meetings and "Young" Harry Byrd sat on his left. Mark felt he couldn't have had better companions.

3) ^{Mark} "Don and ~~I~~ frequently slipped out of the meetings to keep from going to sleep. ^{we} ~~Mark~~ recalls ^{ad} his ~~whole~~ face ^{beaming} brightening. "One noon we slipped out and concocted a brilliant scheme ^H it was truly inspired. We had seen in the morning papers that Anastas I. Mikoyan, Foreign Trade Commissar of the Soviet Union, was visiting in Washington. ^{So} Don and I rushed back to the AP board meeting and announced that we had dropped by the Tass office and had been told that Mikoyan was in New York and was coming to the AP meeting that afternoon to pay his respects and to look into the operations of the Associated Press, which interested him greatly.

4) "Well, if we had dropped a bomb we couldn't have caused a bigger commotion. The thought of this notorious Communist invading the sacred precincts of the AP was positively earth-shaking. What position should they take on the matter? They couldn't receive him ... or could they? Would it be better to stop him at an outer office or should they let him come in and then tell him he was not welcome? How would it look to the public if the directors of the great, non-partisan, completely objective news-gathering and dispersing

AP?
AP?
AP =
Associated Press?

organization hobnobbed with such a man? The arguments went on and on, In fact, they went on so long, Don and I were sorry we had ever thought up the idea.

"Finally the board members decided they would receive him, but coolly, and simultaneously Don and I realized we had to disappear. Hurrying a little as if he were going to the men's room, Don went out. A few minutes later I followed ~~him~~. We headed for the nearest bar. How long the board waited for Comrade Mikoyan we never asked. And they never told us."

Mark not only found the board meetings of the AP boring; so were the meetings of the American Newspaper Publishers Association. The AP board had its spring meeting just before the Publishers met, and then for some sessions, the two merged. In those years both groups always met ~~in New York~~ ^{at the Waldorf}. The Waldorf ~~was~~ ^{at the Waldorf} the headquarters for the ANPA. One year Mark complained to somebody that he had never learned anything at the ANPA sessions except the location of the men's room and the bar. Unfortunately, the remark appeared the next day in The New York Times, ^{and that} ~~the morning it appeared~~ ^{Mark ran into} Frank Daniels, Sr. ^{the} publisher of the Raleigh News & Observer, who said, "Mark, I've just come from a meeting of the ANPA board and they elected you the 'chief son-of-a-bitch of the ANPA.'"

Mark ^{sincerely} thanked him for ^{his} vote. ~~Frank~~ ^{Frank} said, "You needn't thank me. It was by acclamation."

In 1954 Mark was invited to be a trustee of the Ford Foundation and he continued ~~to be a trustee~~ ^{in that role} until 1967 when he had to retire because he had reached seventy, the retirement age for trustees. The thirteen years of his tenure were troubling, challenging, and

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Year
March
1954
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"they"?
See
"his"
note
below

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Let Daniels

Another often repeated statement attributed to Mark about the Publishers' convention is that he ^{said} ~~claimed~~ he never stayed at the Waldorf for fear he " might stumble by accident into a meeting."

In 1954 Mark was invited to be a trustee of the Ford Foundation, and he continued to be a trustee/ until 1967 when he ^{was 70 and} ~~had to retire~~ because he had reached ^{the mandatory retirement age} ~~seventy, the retirement age for trustees~~. The ^{thirteen} years of his tenure ~~were~~ troubling, challenging, and

very worthwhile.

"When I first became a trustee along with Larry [Lawrence] Gould, president at that time of Carlton College," Mark reminisces:

"the board was groping for a philosophy, which I suppose was natural, as the Foundation had been in existence for only four years. The trustees hadn't quite made up their minds what they were going to do; whether the Foundation was going to sustain institutions that were already in being, or whether it was going to be a catalyst. So we did a good bit of groping and discussing and philosophizing. In business meetings and in social gatherings with one another, we wrestled and agonized."

The first big decision that the board made shortly after ^{Mark} became a trustee was to give away \$500,000,000: \$210,000,000 for colleges, \$90,000,000 for medical schools, and another \$200,000,000 for hospitals. Mark admits ^{d d} he was "awed and scared."

The board ~~made this dramatic~~ move partly because of pressures. The Foundation had ~~all these~~ millions accumulated and the government badly wanted it to unlose some of them. The trustees agreed; they weren't beginning to spend the money as fast as it came in.

As long as Mark was on the board, ^(the Foundation) it continued to give huge sums to colleges and universities, ^{after} ~~A great deal of this was done through~~ matching grants. "We gave Harvard a hell of a lot of money," Mark says, "and we did pretty well by Yale. My idea, however, was to scatter it around. I had a good many arguments about this, particularly with Charlie Wyzanski Jr., judge of the United States District Court in Boston. He argued that our money ought to go to institutions of excellence, and Harvard had excellence. My argument

was, 'How the hell are you going to have excellence if you're starving to death? We ought to pour our money into potential excellence rather than just where excellence exists. Why not look out for smaller places?'"

Though Henry Ford never tried to exert undue influence over the board, he did see eye to eye with Mark on this issue. Mark heard him gripe once about how much Harvard was getting. Henry had gone to Yale, but ^{had been} was kicked out. He said, "Yeah, if you're going to put it all into Harvard, Yale, Columbia, and MIT, you can use up all the Foundation's money just by concentrating on excellence for a few people."

The board did give money to some small colleges. ~~They~~ made a matching grant of \$2,000,000 to Berea in Kentucky and, so Mark remembers, "scared the hell out of them. They didn't think they could match it. But they did. I've never known a grant that wasn't matched. The colleges say, 'We can't do it,' but they extract money from sources that never have contributed before. I felt that was one of the big advantages of the matching grants and there have been plenty of them."

The board also gave money to little Millsaps College in Mississippi, ~~Millsaps is~~ ^{that} a Methodist-affiliated college and it defied the Methodist Church by offering Negroes admission. When Negroes accepted, the ~~Methodists~~ ^{Method} cut off some ^{of their support to} of the college's ~~support~~. So the Foundation stepped in.

The board ^{eventually} spent a tremendous amount of money on educational television, ^{although} in the beginning ~~they~~ ^{it} wasted a lot of ~~money~~ because they didn't know what to do about television. Mark, naturally,

was very interested in it, but they ^{board} either had ~~a lot of~~ bad administration or ^{was} ~~were~~ floundering for a plan. At one time they ^{the Foundation} ~~were~~ ^{was} actually financing a lobby in Washington for educational television. Mark wanted to throw the money into programs and get top-notch people to run them. When Fred Friendly came in as advisor to the board's president on radio and television, Mark ~~felt~~ ^{thought} much better about what they were doing. He ~~felt~~ they were finally on the right track.

Mark had two pet interests ~~he was always promoting with the trustees~~. First, he wanted to spend more money on more grants for journalism. John Cowles, president of the Minneapolis Star and Tribune Company; Roy Larsen, vice-chairman of the executive committee of Time Inc., and Mark pleaded for some years for these grants, ^{saying,} ~~They said, "We're always appropriating money for lawyers and most of it is sterile sort of stuff, for instance, the Law Institute of Chicago."~~ Mark made the point, sustained by John and Roy, that the board had given huge sums of money to lawyers ^{though} and most of them ~~lawyers~~ were not concerned with essential justice, which lies in the criminal courts. ^A "They're what in Mississippi we used to call 'fence-line lawyers,'" Mark said, "where a man has sued another man because his fence is three feet over the line. Or corporate law/⁴ what's that to do with the Ford Foundation? Where the average citizen meets his government and the test of judgment is in the criminal courts."

Mark also resented doctors being allotted so much compared to what went to journalists. "We give so much money to doctors and most of them don't have any civic sense at all," he argued. "They think

because they practice a little charity medicine they're fulfilling their civic duty. And here are newspapers that have a daily voice with the people, an editorial voice, and whatever the influence of an individual paper might be, the collective influence is quite something...Newspapers are indispensable to the full enlightenment of the American people and we do nothing to elevate them.

"It isn't as if they weren't susceptible to improvement. There has been in my time a great lift in the intellectual level of newspapers There is less ^{cheekiness} ~~cleverness~~, less tawdriness, less pandering to the baser emotions. ^{There} ~~There~~ is more sober and generally more independent discussion of issues; there is less blatant partisanship. There is better reporting; more background information; more reporting in depth; more interpretation of the news and more graphic aids for the reader. There is better packaging

"But there is too much superficiality, too much overwriting, too much glamorizing of bums; ~~the~~ male and female ~~the~~ too little digging for background. As dreadful as a great many British newspapers are, there are still a good many things one can learn from them, such as tight writing and the sort of profiles and light essays that make the annual edition of The British Guardian a pure delight and exemplar of good ^{writing} ~~writing~~. There is an open field in American ~~Newspapers~~ for those who would become Max Freedmans and Alistair Cookes."

Mark advocated ^{that} the Ford Foundation make a study of the schools of journalism. He wanted to see all of them recast so that the techniques of journalism ^{would} become incidental and the emphasis ^{would be} put upon learning more of what ^{on} to write than ^{ing} how to write the five "Ws" (~~Who, When, What, Where, Why~~). The ideal school of journalism would be heavy in English and English literature, maybe even require Latin; in history of every kind, modern and ancient, including archeology; in natural science and a great deal of political science and economics. He said he might be willing to consider

psychology and sociology, but only if he could find somebody who had
foresworn gobbledygook and talked in plain professional English ^{about} ~~about~~
human relations.

Comparative
He urged that the Ford Foundation make an evaluation of schools of
journalism ~~just like~~ ^{comparable to} the Flexner Report on medical schools, ^{which} ~~The Flexner~~
~~Report~~ ^{ones} weeded out the quack ~~medical schools~~ and reduced the number from a
hundred and some odd to eighty. ^{Mark} He really wanted the abolition of most
schools of journalism and the selection of about fifteen remaining for
postgraduate work, which the Foundation would put money behind. Journalism, ^{he thought,}
should be a graduate proposition anyway, rather than starting ~~it~~ out in
high school. ^{John, Roy, and Mark} finally persuaded the trustees to
appropriate ten million dollars and a Center was established at Stanford,
the Southern Newspaper Publishers Association matching the grant. They
have a continuous business seminar ~~there~~ that Mark ^{felt was} ~~is~~ most helpful.
At least it exposes editors to a little more than just what's in their
community. But Mark ^{felt} the trustees were ~~very~~ niggardly in their
appropriation for journalism, ~~and they still are.~~

Mark's other great enthusiasm was in forwarding race relations and
integration with a minimum of friction. ~~He didn't sponsor it, but~~ He was
a strong supporter of a publication put out in Nashville, the Race Relations
Reporter, ^{although he didn't sponsor it} ~~It was very useful because~~ it went to all the editors and to
a great many lawyers; the editors could see what was being done in other
states and set up an advocacy for their own states. He was also ~~very~~
~~much~~ interested in the Southern Regional Council in Atlanta, which he
felt did good work.

^{of good too}
And the board did worlds in the field of integration by refusing
grants to colleges that ^{claimed} ~~claimed~~ they were open to Negro enrollment but
made no effort to get Negro students. There were a good many of those in
the South. Mark remembers particularly, Centre College, which had a very

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everywhere

decent president and had as chairman of the board of trustees ^{Mark's} ~~his~~ close, close associate, Lisle Baker. Centre pleaded ^(that) it had opened the doors, but it didn't do a thing about getting anybody black through those doors. Mark ^{was} ~~is~~ sure that, by refusing grants to colleges that didn't make a bona-fide effort to integrate, the Board brought about a great deal of integration in the South, particularly in higher institutions.

Mark's
the college
president
1925-1928
Lisle Baker

The ^{Foundation was} ~~trustees were~~ fairly liberal. Indeed, ^{it was} ~~they were~~ more liberal than the staff, ^{which} Mark thought ~~the staff~~ ^{was} somewhat bureaucratic and ~~was~~ scared to get too far out. Larry Gould and Charlie Wyzanski and Mark were classified as the real liberals. And, surprisingly, Henry Ford was quite liberal until the very end. When he retired from the board, he gave a most reactionary and disappointing speech, ^{saying} ~~he said~~ the trustees had forgotten where the money came from. Mark didn't understand ^{that} ~~it~~.

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During ^{his} ~~Mark's~~ long tenure ~~on the board~~, he had found ^{Henry} ~~Ford~~ sympathetic to new and liberal ideas and a most likable person. ^{He had come to} Louisville to dedicate a new Ford factory and ^{had} stayed with Mark and me.

Charlie Moore, the vice president of the Ford Motor Company, came with him. Henry made a speech at the dedication dinner, which was a stag affair, and then he and Mark came to the home of the Elbert Sutcliffes where I was at a dinner party. As soon as they ^{arrived} ~~got there~~, Henry wanted to know what the Sutcliffes had had for dinner, ^{and} when Edith Sutcliffe told him Cornish hens ^{Henry said} ~~he said~~ so earnestly that Cornish hens were his very favorite food, ^{He said it so earnestly that} Edith went to the kitchen and had one wrapped for him to have for breakfast.

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rather
odd
behavior
for a
guest?

There was a lot of activity before breakfast, though. When Henry, Charlie, Mark, and I got home and went up stairs with the idea of going straight to bed, somebody, ^{certainly not I,} suggested the three ~~men~~ shoot some crap. So the three of them went into Henry's room and shot crap

not
Charlie?
see below

see?
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✓?

until daylight. First, so Mark explained when he finally came to bed, ^{he} / was ahead and didn't think that he, as the host, should pull out, ~~and~~ ^{then} he fell behind and stayed in, trying to get his money back. He never did. Henry won ^{four hundred dollars, Mark's} \$400 of ~~his~~ money. ~~And how he needed it!~~

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The Foundation had many projects abroad, especially in India and the Middle East, and it had a policy of asking members of the board of trustees to go into fields with which they were familiar and interested to see whether the work ^{being carried} ~~it was carrying~~ on there was good, bad, or indifferent, and make a report. Since Mark was more knowledgeable about the Middle East than any of the other trustees, they asked him in 1961 to visit the countries in that area.

When in 1961? See below

From 1952 until that time, approximately eight years, the Foundation had spent in that part of the world between twenty-five and thirty million dollars, not counting appropriations to organizations such as the Near East Foundation and the Population Council of the World. ^{the money had been} ~~it~~ spent ~~it~~ largely in ~~the fields of~~ both short-range and long-range research, and ~~it~~ spent ~~it~~ in accordance with the needs of the countries, ^{as determined} ~~arrived at~~ in conferences with the countries plus the American government agencies and other foundations working in ^{to given} that area. In Syria, for instance, which was still a primitive and poverty-ridden country agriculturally, vocationally, and industrially, the money was ^{used} spent mostly in those fields. In Israel, on the other hand, which was ^{1/4} and is ^{1/4} an extremely advanced country, the money was spent through the Israel Foundation of which Dr. Ernst Bergman was chairman. He was, coincidentally, also chairman of the Atomic Energy Commission ^{1/4} and it was purely ⁿ coincidental because the Foundation wasn't helping in the development of the atomic reactor, if Israel had one.

1952-1961?

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That device again? etc?

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Handwritten scribbles

The Foundation had a man in Cairo who was responsible for Egypt and Syria; one in Beirut, responsible for Lebanon, Jordan, and Iraq; one in Teheran, responsible for Iran; and one in Ankara, responsible for Turkey.

Ref here to 1961 trip? see p. 395

~~He~~ accompanied Mark ^{and I} We visited all those countries and also Cyprus, where the Foundation was considering starting a project.

Generally in all these countries the Foundation's endeavors were aimed at raising the standard of living; ^{the level} of education in all phases ^H higher, secondary, elementary ^H and in training teachers; equipping and providing libraries; furnishing laboratories and providing manpower for governments that had existed only since 1945. In fact, some governments had come into independence much later than that and had no civil service of their own and no administrative machinery for operating ~~the government~~.

In Egypt, particularly, what the Foundation did was very largely to train civil servants. Mark was amazed to learn ^{that} Egypt had more PhDs than any country its size in the world. The Foundation was also helping ^{to} with

canalizing the Nile ^H It was a project of Nasser's to push the water of ^{that river} the Nile into the desert in order to bring more land into cultivation.

~~The Foundation was~~ ^{by} building ^a canal from Cairo out to General Montgomery's old desert road.

As for Iran, not once during our visit, did Mark ^{Iran got} special attention from Mark. ^{Today,} considering what happened ^{that evening} in ^{Iran,} the Shah banished and accused of ghastly atrocities, and the ^{students} holding fifty Americans as hostages and demanding the return of ^{the Shah} so he can be tried and ^{hanged} ^H Mark is considerably shocked by ^{the} ^{recollection of} ^H favorable impression of the Shah he formed during our visit. Not once did he get even a hint of the Shah's crimes from Howard Bertsch, who for seven years, except for one brief interlude, had headed the work of the Foundation in Iran, or from the other Americans and many Iranians to whom he talked.

Though he was aghast at the destitute conditions of the Iranian

? Officially 50 ... member reported ...

tribesmen compared to the wealth of the royal family ~~for~~ for instance, the Guliston Palace, with its fabulous Peacock throne studded with egg-sized emeralds ~~and~~ rubies, and other priceless gems, and the floor-to-ceiling cases of the most gorgeous, breathtaking jewels ~~for~~ on the whole, he was impressed with the Shah's open~~h~~handedness in returning to the peasants thousands of acres of rich land around the Caspian Sea that his father had stolen from them.

It was ^{mainly} among these recipients of land that the Foundation was ~~mainly~~ working. These peasants had never owned anything before and had never had any dealings with the Iranian government or even any local government agency. The Rural Development Bongah of the Ministry of Interior had set up a program designed to provide channels of communication between peasant and government and this was being supported by funds from the Iranian government and the Foundation.

The Foundation was also providing funds to take the ^{village} boys of the ~~villages~~ in this area, give them vocational and agricultural training, and send them back into their villages to instruct the peasants. Mark thought it was one of the ^{Foundation's} most fruitful programs ~~the Foundation had~~.

In a far different section of Iran, in the desert area around the exciting city of Sheraz, Mark and I saw the tail end of the migration of the Ghashghai Tribe, the biggest, but not the most influential tribe in Iran, as ^{it} it came out of the hills to ~~their~~ winter grazing grounds. The Ghashghai are nomadic, not Bedouins; they have land in the hills to the north, where they graze their animals in summer, and in the south, where they go ^{for} for the winter. With the cooperation of the Iranian government, the Foundation was furnishing a couple of experts who were trying to resettle these people, believing

~~The Iranian government and the Foundation felt~~ ^{that} their standard of

living could be greatly raised if they had permanent homes and land they could cultivate. This moving about, looking for grass, kept them poverty-stricken.

Mark didn't ^{think} believe the Iranian government was doing nearly enough about trying to settle these tribes into civilization. When we were there, Iran was getting about ~~two hundred and eighty million dollars~~ ^{\$280,000,000} from oil revenues ~~1/4~~ a fraction of what it was getting during the last years of the Shah ~~1/4~~ and was putting about ~~55%~~ ^{percent} of that into the development ~~of~~ the country.

is that
clear?

After visiting and studying the Foundation's undertakings in all ~~the~~ ^{the mid-East countries} countries to which they were giving aid, Mark came to the conclusion the money they were giving to Israel was the ~~best~~ ^{best} used of all. With ~~the~~ ^{that} money the Jews were researching everything conceivable. All the genius of the people had been applied to finding ~~the~~ answers to the question: "What can we get out of the land?" and it was not ~~1/4~~ and still is not ~~1/4~~ ^{Israel} beneath the highest scientist in the university to do land research. ~~They~~ had gone assiduously after water and the Foundation was helping in a desalination program. The workers at the plant told us that, whereas the Texas desalination project had ~~been able to produce~~ ^{one dollar} fresh water at ~~\$1~~ a thousand gallons, they had ~~been able to produce~~ it at 31 cents a thousand, ^{though} ~~but~~ not in quantity.

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Sec p. 275

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Indeed, the Jews were engaged in many, many fields. Because of the scarcity of fish in the Mediterranean, the Israelis had created lakes in swampland and stocked them with fish, ^{especially} ~~They have~~ big carp. And around the arid areas near Beer Sheba they were experimenting with great fields of sisal in hopes of ^{developing} ~~developing~~ a rope industry.

This trip made Mark appreciate even more than before ~~of~~ the far-flung work of the Foundation. He went to trustees' meetings with renewed

and until his death
enthusiasm, and ~~eventually in his death~~ [✓] ~~eighty-third year~~, reads every word of
the long reports of their ~~sessions~~ ^{XXXXXXXX} meetings.

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85th
year
of
activity
84?
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