

The Markle Foundation 1985

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John & Mary R. Markle Foundation

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History of the Foundation

The John and Mary R. Markle Foundation was established in 1927 “to promote the advancement and diffusion of knowledge... and the general good of mankind.” It was given a broad charter which permits a great deal of freedom in the choice of program. Less than a decade after its establishment, however, the Directors determined that the available funds could be used to best advantage if a major portion was concentrated in one area. This has continued to be the Foundation’s policy.

Between 1927 and 1969 the Markle Foundation had three major programs. The first was in the field of social welfare. The second program began in 1936 and concentrated on research projects in the medical sciences. These projects were supported through small grants-in-aid, a device relatively new to philanthropy when the program began.

In 1947 a survey of medical school faculties revealed a shortage of teachers, administrators, and investigators. The goal of the Foundation’s third program, one of grants to Scholars in Academic Medicine, was to improve this situation by providing recognition, financial support, and a measure of security for promising young men and women planning careers in academic medicine.

In 1969 the Directors decided to supplant the Scholars program and inaugurated the current program focused on mass communications.

Current Program

The purpose of the Foundation's program is the improvement of all media, including services growing out of new technologies for the processing and transfer of information. The media are increasingly important in modern society. They provide education and information, shaping attitudes and influencing our views of ourselves and the world.

A bewildering variety of new communications and information services are being developed and introduced. Television, film, radio, print and the telephone are becoming linked with computers and inseparably connected by data transmission technology.

Since the inception of its program in mass communications, the Foundation has been interested in understanding the media's influence in society and realizing their potential for public benefit. It has supported a wide range of efforts to improve all aspects of the media.

The current program of the Markle Foundation is focused on the following areas: the potential of communications and information technologies to enhance political participation; the benefits of communications and information technologies for an aging population; developments in electronic publishing; the educational and entertainment use and value of computer software in the home; and analysis of issues of public policy and public interest in the communications field.

Appropriations

Within the program, the Foundation's aim is to support promising ideas and innovative projects, working with grant recipients to achieve their objectives. Awards total approximately \$3 million each year, and grants are made for research and demonstration projects. Funds are rarely awarded for production of films, radio or television programs.

The Foundation does not provide support for endowments, building or individual scholarships. All current grants are listed in the Annual Report, which is available on request.

Proposals

The Foundation does not have an application form for submitting a proposal. An informal letter outlining a project will permit an early judgment about the possibility of support. The following information should be included in this initial inquiry: the project's objective, resources needed, personnel involved and the methods to be used. Grants are made at the meetings of the Board of Directors in November, March and June.

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In 1969, the Markle Foundation entered a new phase in its history when it chose to concentrate its activities within the field of mass communications. The Foundation's directors and staff had become convinced that the media exerted a vast influence on society that was largely unexamined, despite the increasing impact of mass communications on almost every aspect of our lives.

The print and electronic media — newspapers, magazines, books, radio, television and film — are our daily companions from birth to death, entertaining and informing, while at the same time imparting important cultural values. Our children learn about the outside world largely through the images that television presents to them. As adults, we obtain much of our knowledge of many subjects — public affairs, economics, scientific advances and cultural activities — from the media. Yet, despite the pervasiveness of mass communications, too little thought has been given to how they might be better used. The key question that the Foundation asked in 1969 was: In this time of rapid social and technological change, how can we better understand the influence of mass communications and further realize their potential for public benefit?

In the past sixteen years, the communications landscape has altered dramatically. Not only have the structures of the communications industries changed, but the very nature of the media is different than it was in 1969. The distinction between “mass media” and other means of communication has blurred as more information is transmitted electronically and via computers. The telephone lines and over-the-air broadcasting, the traditional means of telecommunications transmission, have been joined by micro-

wave, satellite, cable and fiber optics. The booming sales of video recorders and cassettes have dramatically affected the entertainment industry.

In the early 1970s, cable television was lavishly praised as the new medium that would promote both cultural diversity and public access. Its proponents argued that it would offer a wealth of new services, from home security to home banking. Yet within five years, many cable companies were floundering. Now, while most of the industry seems to be back on solid ground, its early promise has not been realized.

In 1969, three television giants dominated the broadcasting industry. ABC, CBS and NBC seemed so large and powerful that they appeared destined to shape the future of American television and culture. Yet today, ABC has been acquired by another broadcasting company; CBS has been severely shaken by a take-over attempt and the networks' share of the viewing audience has steadily declined. There is a mood of self-doubt within the networks that would have been impossible to imagine sixteen years ago.

In 1969, AT&T was the world's largest company, providing telephone service to nearly all Americans. Today, government decree has fragmented the colossus into several smaller companies. The breakup's short-term impact for customers has been confusion and frustration; its long-term effects are still impossible to predict. Meanwhile, new companies are challenging AT&T's dominance in almost every field of its activity. A short time ago, most telephone customers had only one choice of long distance service; now they have several. Where individuals could only lease a limited variety of equipment from one giant company, now they can choose to buy or lease a bewildering assortment of products from a multitude of

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firms.

The Foundation’s program has evolved in response to the changes in the communications landscape. Fifteen years ago, it could define its focus as “mass communications.” In 1985, this focus has been broadened to include both mass communications and information technologies, reflecting the technical advances and widening availability of new technologies. Yet, while products and technology have changed significantly, the fundamental issue of benefit to society remains the same. The question posed in 1969 is still the Foundation’s central concern: How can we better understand the influence of mass communications and information technologies and further realize their potential for public benefit?

How The Foundation Works

The Foundation’s primary task is to select key problems or issues and consider effective ways to work on them. Investment banking may provide an appropriate analogy for the way it operates. Like a good investment banker, the Foundation seeks to join people, ideas and money together creatively — with profitable results for all concerned. But instead of financial gain, the Foundation seeks the public’s benefit as its goal. Awarding grants is an important part of the Foundation’s effort to further that aim, but it is not its sole or even primary activity. An award of financial support may only be a by-product of the Foundation’s decision to explore a particular area or issue.

There are an almost infinite number of issues within the fields of mass communications and information technologies that might justifiably draw the Foundation’s attention. Choosing among them involves constant discussion among the staff and board members, as well as consultation with experts in these

fields. Essentially three criteria are used to judge whether or not a project or subject area merits the Foundation's support. The first is significance. Some issues or problems appear more important than others. With many demands on its energy and funds, the Foundation must concentrate its resources on significant issues. Significance alone, however, is not sufficient. Opportunity is a second criterion. Regardless of the significance of a problem, can the Foundation realistically have an impact on it? The third criterion is capability. Are the means—skills, financial resources, personnel—available for the Foundation to achieve that impact?

The Foundation continually uses these three criteria to assess general areas of concern and specific projects within the realms of mass communications and information technologies. The Foundation's program constantly evolves and changes as the staff explores new issues, ideas and advances in technology. At any one time the program encompasses three to seven areas. Some of these will be actively studied with little specific funding; others will command most of the Foundation's energy and financial resources. And there will usually be two or three areas in which the Foundation is reducing its level of activity.

The Markle Foundation Program: 1985

1985 has been a year of transition for the Markle Foundation. Some previous areas of strong concern, such as children's television, radio, and research into television content began to receive much less emphasis. Several major projects entered new phases. *Channels* magazine was transferred to a new organization and is now being published independently. Television Audience Assessment, Inc. became a profit-seeking organization at-

tempting to make its own place within the television industry. At the same time, new areas were earmarked for exploration. These are areas that are expected to become increasingly important to the public in coming years, but, at present, are receiving relatively little attention from public interest organizations.

At least four of these specific areas will be explored actively by the Markle Foundation during the next few years. These are: the potential of communications and information technologies to enhance political participation; the benefits of communications and information technologies for an aging population; electronic publishing; and the educational and entertainment use and value of computer software in the home. At the time of this report, only one area—political participation—has thus far received much active attention or funding.

Political Participation

In 1800, when the United States had a population of a mere 5,300,000, there were 186 members of the House of Representatives and 32 members of the Senate—each congressman represented 28,500 people, and the average senator had 165,500 people in his constituency. By 1900, the population had soared to 76,000,000, and each congressman represented 194,000 citizens, each senator 845,000. The trend continued inexorably. By 1970, the population had reached 205,000,000, and a member of the House of Representatives had almost a half-million constituents; a senator—more than two million.

With these changes in population and representation, it was inevitable that modern means of communication would come to play an ever more crucial role in politics. In the nation's early days, small meetings were probably the most popular form of political

communication. In the nineteenth century, political clubs and newspapers grew in importance as population expanded. The twentieth century ushered in the electronic era. Less than twenty years after its invention, radio had become a vital means of political communication. President Roosevelt's "fire-side chats" were among the most successful examples of radio's political use. Equally important, radio joined newspapers as America's primary source of information about political events. When television sets became common after World War II, politicians and journalists alike quickly embraced this new medium as well. The McCarthy hearings in the 1950s, broadcast on nationwide TV, were the most dramatic example of television's early political impact. Many observers now believe that television has become the dominant political medium, not only providing information about politics, but dramatically affecting the ways we choose and view elected leaders.

Now television is being joined by other technologies. Cable television offers public access channels, C-SPAN, and, with "narrowcasting" (programming targeted to a segment of the audience), a means of direct communication to specific groups. Video recording, teletext, video conferencing and computer conferencing are not yet used extensively for political purposes, but, as these technologies become more familiar and available, it is likely that they too will be harnessed as means for politicians to communicate with their constituents — and potentially, too, for citizens to begin dialogues with their representatives.

The computer has already changed at least one common political activity; it has provided ways to individualize mass mailings, enabling candidates to conduct direct mail appeals. Demographic information stored in computer data banks gives politicians and fund-raisers precise information

about the types of appeals that are likely to be most effective. And, while the computer is now changing the daily operations of politics, it could have an even more profound impact on the ways that citizens and politicians interact.

Our country's vast population increase has distanced many citizens from their government. Low voter turnout—only about half of the electorate votes in Presidential elections—is the most visible symptom of widespread indifference. Yet, modern communications technology has the capacity to involve citizens in the political process once again. Today, many voters, unlike their parents or grandparents, may never meet their elected representatives. But, thanks to the media of radio, television and newspapers, they now have the opportunity to learn more about their representatives and about political issues and events than earlier generations ever could.

Of course, communications technologies—the newspaper, television, or the computer—do not simply process information; they filter it. Each technology creates its own needs. One is the idea of a “story;” newspaper and television reporters constantly talk about “stories,” but in many other ways, the imperatives of their work are quite different. If broadcast television is covering an event, it must concentrate on visual effects. And, since the visual medium of television is dominant, political events are staged to present interesting images. The consideration of ideas often becomes a distant secondary consideration after visual effects. Because of television's current dominance, newspaper reporters have increasingly found that they are really covering television events.

The imperatives of communications technology do not necessarily support traditional civic values. Discussion of issues, the careful examination of politicians' records and accomplishments, and an attempt to

understand political ideologies are vital for the survival of an effective political process. But genuine debate about the issues does not easily fit television formats or even newspaper formats. Therefore, issues often receive little attention.

The growth of our population, increasing political alienation, the dominance of television and the shortcomings of this medium raise questions about the future use of communications technologies. How can these technologies be used effectively to encourage an informed electorate, reduce voter apathy, and allow individuals to participate more fully in politics? Politicians and others have already raised strategic questions. How should campaigns be run? What about advertising time? How long should campaigns be? Should public funding be provided for television time? Do third and fourth party candidates have equal rights to time on television with major party candidates?

But other questions have received much less attention. How can television, newspapers and other communications technologies best educate the public about crucial political issues? How might such two-way means of communications as interactive cable television, or the use of broadcast television and telephones, allow voters to communicate more frequently and directly with their representatives? Can the political debates that have become regular television events be expanded? Might they be presented in a different format, to emphasize insight into candidates' views? The questions that need to be considered range from such practical problems as how, for example, cable television can better report the work of state governments, to fundamental issues about how our political values are to be interpreted in an era of modern communications. Old questions are still unresolved, and new ones will arise. This is an area that demands study, experimentation and action.

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Technology and an Aging Population

The United States is “graying,” demographers tell us. At the turn of the century, average female life expectancy was 51 years; by its close, the average woman may expect to live to age 81. Those 65 and older will make up an unprecedented 15 percent of the population; several million Americans will be older than 85. At the same time that our population is aging, the boundaries of age are changing. Increased health and vigor now make it possible for many more people to aspire to satisfying and productive lives for years beyond what was once thought possible.

These older Americans will face many of the same life cycle changes that their grandparents did including: retirement — often involuntary; physical disease; the death of a spouse; loneliness and other psychological challenges. Although their lives are richer than those of past generations in myriad ways, senior citizens today also confront a number of more pronounced problems. For instance, due to increased longevity, many are afflicted with long-term chronic ailments that impair mobility and functioning. Many older Americans who survive their spouses are not likely to live with children or other family members; today one in three of all senior citizens lives alone.

For these older individuals living on their own, such once routine tasks as taking medicine on schedule, remembering appointments, monitoring medical conditions, learning about programs of interest or staying in regular contact with friends or doctors can be increasingly difficult. Loss of mobility, alienation from a youth-oriented culture and fears may all contribute to loneliness and social isolation. For many older Americans, it is a daily challenge to remain self-sufficient in their own homes. While autonomy itself will be the most important goal for many,

millions of older Americans aspire to much more. Not only do they want to care for themselves, but they also want to participate in their communities, contribute to other peoples' lives and remain productive.

Communications technology is already an enormous boon to older Americans. The telephone, both as a means of daily communication and a way to seek emergency aid, is a necessity for most. Older Americans watch more television than any other age group except children. Yet, despite the importance of communications technology to older Americans, none of it was developed with this aging population in mind. Consumer products are usually designed and marketed for people in their "buying years" between the ages of 18 and 44. Many advanced technological products, including the personal computer as we now know it, are adapted versions of devices originally intended for business, rather than personal, use.

In Arthur Clark's fascinating vision of the future, *2001: A Space Odyssey*, a highly sophisticated talking computer named Hal can perform most of the operations of the spaceship—and possesses a clearly defined "personality" as well. While Hal may seem a sheer science fiction fantasy, it is now quite possible to imagine an electronic "personal companion." It might "remember" information ranging from appointments to medical history, "teach" users new skills and "tell" them interesting news, "monitor" their health condition or home security and "call" a hospital in an emergency. If widely available, such a device could answer many of older peoples' needs and desires.

Much of the computer and telecommunications technology for these and other functions has been developed and is becoming more widely available. The computer software market now offers games, financial management courses and even self-help programs on diet and psychology, to name just a

few. Specialized databases and teletext provide information on a number of subjects. Videotex services permit users to conduct banking and shopping from home. Thanks to electronic bulletin boards and computer networks, users who share interests can communicate without ever meeting in person.

Recent technological developments are particularly promising for the development of an electronic companion. For example, an artificial intelligence-based expert system designed by doctors enables a computer to make a preliminary medical diagnosis based on a patient's answers to its questions. Blue Cross is testing a credit card with an optical memory that can store the equivalent of 800 pages of a patient's medical history. With such a card, people might no longer worry about remembering or even keeping their printed files. A patented alarm system now in use enables an individual to push a button and automatically alert a caregiver during a medical emergency.

The trend is clear. Computers, television sets and telephones will be increasingly integrated. What is not certain, however, is exactly how the emerging new technologies and the services they provide will be adapted to the needs of the growing numbers of older people. The examples cited above—some in actual use, others only speculative—demonstrate that communications and information technologies have great potential to help older Americans. What has been accomplished so far gives promise that further research, development, and demonstration can help pave the way for older Americans to share fully in the benefits of the new computerized information age.

Electronic Publishing

When historians describe the development of computer-based technology in the last half of

the twentieth century, the 1980s may be recalled as a pivotal period. During this decade, it became cheaper to produce a printed page by computer word processing than by typing it on a standard typewriter, when the costs of equipment and personnel are taken into account. The implications of this economic milestone are likely to be far-reaching. One certain prediction is that word processing equipment will increasingly replace typewriters in business. The entire typewriter industry is likely to become obsolete.

Symbolically too, this decade may well be remembered as the time when "electronic publishing" became the normal means of distributing written information throughout the technologically advanced world. The term itself, currently in vogue, can be used in a variety of ways. It is often employed as a synonym for videotex and teletext, meaning the display of print on a television or computer screen. It can also suggest a wide variety of applications of electronic technology to the publishing industry, ranging from the publication of computer software to computerization of the publishing process itself.

Electronic technology has already transformed the newspaper industry. Although the morning newspaper may look much the same as it always has, computerized technologies have largely replaced many traditional means of composition, production and distribution. Reporters use word processing systems to write their stories, and editors use the same systems to edit these stories and then transfer copy directly to a computer which can automatically set the pages. Once newspaper organizations adapt to the new systems, they save substantial time, increase accuracy, and reduce costs.

Book publishers lag behind newspapers in converting to the electronic era. Although most authors now use word processors to produce their manuscripts, these drafts are

still edited by hand. Once type is set, either electronically or by more traditional means, books are manufactured, distributed and sold in essentially the same way as they have been for at least twenty-five years. But it is already possible to envisage a transformation of the book publishing industry in the electronic age. Manuscripts will be delivered on computer disks, edited on a word processor, set in type electronically and published only on demand, in whatever number of copies desired. Initially, scholarly and erudite works should benefit the most from the new era in book publishing. Scholarly books and journals traditionally have been costly to produce, limited in distribution and often difficult to obtain. On-demand publishing would make it much easier for publishers to maintain the availability of manuscripts and keep costs down, potentially allowing wider distribution.

Even wider-reaching changes are likely to occur. As word processing has become less expensive than typing, and the costs of other computer-based technologies also decline, it is likely that the word processing now standard in the office will become common in the home. It will not be long before a small computer and its companion printer will be found in millions of homes. With that technology widely available, it will be possible to distribute all sorts of printed information directly to the consumer, entirely bypassing traditional methods of storing, distributing and selling a book or periodical. It could then be feasible for individuals to design their own daily newspapers. For example, one person may want a brief summary of world news, financial reports on agriculture and sports news from the hometown newspaper. With a personal computer and printer, an individual could obtain and print all of this information within the home.

Although this individualized newspaper is not yet affordable or practical, the technol-

ogy for it already exists. At the moment, no one can predict the exact shape of the electronic future for the publishing and newspaper industries, but the changes are certain to be profound. Readers of all kinds are likely to have a much wider choice in the information they receive. On-demand publishing and individualized newspapers will not be for everyone, but there are likely to be large markets for these and similar services. Obviously, much experimentation will be needed to find the best ways to use the new technology. Methods of publishing, distribution and sales will all undergo change. Libraries will find new ways to collect and distribute printed information to readers and other institutions. There are many opportunities and much to be learned. Foundations can play an important role in helping to explore new avenues and stimulate changes that will ultimately yield many benefits for the public.

Computer Software for Personal Use

Malaise has replaced the early enthusiasm of the personal computer industry, as the market for home use has grown much more slowly than expected. Businesses have adopted personal computers, using them for management, word processing, and accounting. But individuals have not taken computers into their homes nearly as readily. The cost of hardware, the limited availability of useful or well designed software and the seeming lack of a compelling need to have a home computer have all combined to dampen the initial excitement about personal computers in the home.

Despite these problems, however, there is still great promise for the personal use of computers. Information technology continues to advance at a very rapid pace, bringing increasingly powerful computers to the

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market at significantly lower costs. Within the next few years, today's advanced personal computers will be replaced by another generation of even faster, more accessible machines, with vastly enlarged memory capabilities, improved facilities for communication with other computers and new means of user interaction.

As this new generation of machines becomes available, the vision of a computer as a wise educator and talented entertainer is likely to come closer to realization. Such a vision combines the concept of a model teacher with that of an untiring and responsive source of entertainment.

More than a hundred years ago, when President James Garfield defined the model teacher, he said, “Give me a log hut, with only a simple bench, Mark Hopkins on one end and I on the other, and you may have the buildings, apparatus and libraries without him.” Thus, learning with a wise and responsive teacher came to symbolize the best kind of education. In a story first told thousands of years ago, Scheherazade, legendary queen of *The Arabian Nights*, embodies the ideal entertainer. She was able to devise new and fascinating stories each evening, and by doing so, entrance the Sultan and delay her sentence of execution for a thousand nights, until she finally obtained a pardon. In the minds of many, the computer, which has nearly unlimited memory and tireless patience, has the potential to be a modern Mark Hopkins and Scheherazade combined.

Unfortunately, such a vision is not yet a reality. One reason is that, although computer hardware is advancing in efficiency and speed, software remains inadequate and poorly designed. There are already more than ten thousand educational programs available, but much of this software is of a drill and practice type, or simply replicates printed text. Many independent evaluators believe that only a small proportion of these

programs possess any true educational value. Estimates have been made that as many as half of the programs have no meaningful value at all. Some excellent games have been designed for personal computers, but, thus far, they have been limited in type mostly to puzzles, tests of dexterity and fantasy games. Improved software design is needed, as well as more imaginative combinations of education and entertainment. A limited market, however, has made such advances and the design and production of high quality software for personal computers too costly to attempt. Another practical obstacle has been the lack of compatibility between different brands of computers. Today, software must be redesigned extensively for each brand of computer, thereby raising production costs.

Educational software is technologically feasible and greatly needed, although it is still unclear where its primary use will be. Because of the potential size of the educational market, it is likely that adequate funding may be found for developing software for schools. On the other hand, it is possible that the computer, like the television set or telephone, will ultimately find its principal use in the home, rather than in an institution. A wise personal teacher and talented entertainer would be welcome in the home or school, but many scientific, technological and design advances will need to take place before this vision of the computer's potential is realized.

A Healthy Policy Process and Public Debate

The Markle Foundation has long encouraged a healthy process of policy formation and debate in the communications field. In contrast to the Foundation's newly emerging areas of interest outlined above, communications policy has long been a programmatic

priority.

Among the world's industrial societies, the United States is alone in its lack of attention to communications policy issues and planning. By contrast, in Britain, France and Japan, there is widespread public discussion and governmental debate about communications policy and the future development of information industries. In these countries, policy makers regularly consider such issues as: the government's role in that development; how information industries can best benefit society, perform more effectively and competitively and increase national income; and how the quality and diversity of broadcasting can be guaranteed. In the United States, the separation of powers between the executive, legislative and judicial branches of government, the free enterprise tradition, a distrust of central planning and the belated realization of the vital importance of communications industries have all combined to make policy formulation much more problematic than it is elsewhere.

Many in the U.S. would agree on the broad outlines of a common set of goals for our national system of communications. The first and overriding goal must be freedom of speech, which preserves the protection of editorial discretion, encourages diversity of sources of information and supports a variety of public forums for debate. Other widely recognized goals are competition, fairness and equality, access to service and the protection of individual privacy in an era in which modes of communication have become more pervasive—and powerful—than ever. In the course of designing policy in the communications arena, problems may emerge because these goals and values can conflict with each other or with other important social goals. For example, in the press coverage of criminal trials, conflicts may emerge between freedom of the press and the right to a fair trial—both guaranteed by the Constitution.

Freedom of speech and freedom of the press may clash with an individual's right to privacy, resulting in libel suits and controversy about the application of libel laws to the press.

New technologies also force reinterpretation of traditional policies and values. For example, should government regulators treat cable systems as broadcasting networks, and require them to meet specific standards of fairness and equality? Or do cable systems more closely resemble the telephone system, to which such standards do not apply? This issue is the subject of intense debate.

As new technologies and services are developed, the conditions under which they are used are modified. Populations grow, and the needs of a society and its values change. The communications industries themselves also develop. It is necessary to consider how traditional values and goals can be maintained in new times. It may also be necessary to devise new policies and consider other goals beyond those that we have traditionally sought. For example, after the development of the telephone, we believed that all Americans should have access to telephone service. The telephone came to be seen as one of the important links that held society together. Now that novel means of communication have proliferated, new questions emerge. What technologies and applications should be universally available to encourage an informed, educated and productive citizenry? What role do communications technologies play in education, politics or national productivity?

Consideration of such questions and policy re-evaluation will not take place easily. They will not occur at all unless there is serious attention to the formation of communications policy. The Markle Foundation hopes to continue nurturing the vitally important process of policy making and debate in the communications field.

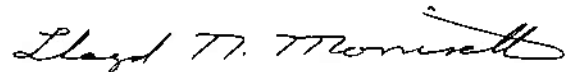
Research

Anyone examining the Markle Foundation's history in the communications field will observe that it has consistently supported communications research. The Foundation expects to continue this assistance. Communications research, however, is not a separate program category of the Foundation. The majority of the research projects that have been awarded grants relate to defined program areas. On occasion, the Foundation will support communications research that is not directly linked to specific program areas—for example, when particularly fruitful opportunities for research arise or when a new approach promises to significantly advance knowledge of a little understood problem. Potential grant seekers should realize, however, that most research funded by the Foundation will relate directly to the program areas outlined above. Only in exceptional cases and circumstances will the Foundation support communications research that does not fulfill these criteria.

The Markle Foundation: Beyond 1985

Annual reports typically report the past and are rarely fully reliable guides to the future. During the past year, the Foundation has spent much time re-examining the program and defining future directions. In the coming months, the board and staff of the Foundation will be working to improve their understanding in the areas discussed above. At the moment, we cannot foresee what opportunities will develop in these areas or how long it will take for each area to mature. In another year, one or more of these areas may not merit as much of the Foundation's attention as it does now. On the other hand, the Foundation may still be active in several of these areas five or even ten years from now, much

as it has maintained a commitment to the field of communications policy throughout its history. The Foundation's program will continue to change and evolve. A well defined program in 1985 should not blind us to new opportunities. The world of communications looks very different now than it did in 1969, and there is no evidence that the pace of change is slowing. In the future, the Foundation will continue to respond to technological advances, new ideas and opportunities and to remain committed to public benefit in the communications world.



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