

December 28, 1921

My dear Mr. Rockefeller:

I am inclined to agree with Mr. Fosdick in what he says  
*special card*  
about interlocking directorates between the various foundations.  
While there is justification, I think, for a few such liaisons be-  
tween the four Rockefeller Boards, it seems to me it would be  
dubious policy to establish official connections between the foun-  
dations which have been created under different auspices. New  
foundations are being formed now rather rapidly, and public atten-  
tion is sure, sooner or later, to be focused again upon these in-  
stitutions. I think the idea that they in any sense formed a "com-  
bine" would arouse public criticism. Furthermore, there seems to  
be a distinct advantage in enlisting the services of a larger num-  
ber of public-spirited and well-known citizens as directors in these  
foundations. A careful search ought certainly to discover a good  
many people who are available for trusteeships. There is a little  
danger that attention will be centered too much upon the same group  
of people and that they will be asked to assume more positions than  
they have the time and energy to fill efficiently.

Yours sincerely,

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