

*Call up Mr. Officer*

THE ROCKEFELLER FOUNDATION  
26 BROADWAY, NEW YORK

August 28, 1914

Dear Mr. Rockefeller:

I have received a letter from Mr. King stating that he has made all his plans with a view to becoming free for the work of the Foundation about September 15 and he suggests a preliminary conference in New York on or about that date. This request, though having no connection with my suggestion of a conference between Mr. King and the Committee on the Institute for Economic Research, falls in well with that suggestion. Would it be possible for you to fix a date now at which this conference might take place, as well as the meeting of the Executive Committee of the Rockefeller Foundation and of the Rockefeller Sanitary Commission to deal with Mr. Rose's problems?

I have had a visit from Mr. Rose today, and he has sketched out a plan which will hurry the winding-up process so that the hookworm work may be dropped with a minimum of injury by about July 1915. He says that the discouraging effect on his staff of the sudden intimation of the cessation of the Sanitary Commission's work by December 31 of this year, has been such that it will probably be more satisfactory to hurry the work to an end with such a programme as he is now devising than to carry the work through to completion on his original plan, which would have involved <sup>only</sup> about twelve months additional. The original plan <sup>now has to</sup> would be conducted with a staff that would be gradually petering out as the better men, owing to the insecurity of their tenure, would be seeking good places elsewhere.

My conversation with Mr. Rose has strongly confirmed my original opinion of the inconsiderateness of the action taken at Mr. Gates's instance in Mr. Rose's absence. I know that Mr. Rose is deeply grieved and disappointed. For my part, when the matter comes to a vote in September, I shall urge the Board to carry out Mr. Rose's original plan unless he is positive that his force is too much demoralized to make that possible. If we are to take Mr. Rose at his word, it would have been just about as logical to stop the hookworm work a year ago as to stop it now. In neither case was the original programme completed, though in each case the work done to date was thoroughly worth while. The hookworm work, even where the percentage of infection is low, is an admirable means of stimulating local interest and local self-help in matters of health. Mr. Gates's apparent opinion that Mr. Rose's desire to complete the programme of surveys and dispensary work is an attempt to do for the South what it ought to do for itself, would have practically as much basis as applied to the counties visited last year, as to the counties remaining to be visited next year. Wherever the hookworm work has gone, there the local communities have been stimulated to take an interest in health matters, and to tax themselves for that purpose. There is almost as much reason for carrying this stimulation to the <sup>counties</sup> hitherto unvisited as for carrying it to the counties where the surveys and dispensary work have been completed.

Mr. Rose's disposition is to yield uncomplainingly to Mr. Gates's objections, but I think he ought not to do so. I think he ought to say frankly and fearlessly what he thinks is the wise <sup>of</sup> and best thing for the



Mr. Rockefeller,

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Sanitary Commission to do. Mr. Gates can then state his objections,  
and the Commission can decide.

Very truly yours,

*Frederic W. Greene*

Mr. John D. Rockefeller, Jr.