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Organization

October 6, 1927

Dear Mr. Rockefeller:

I confess I am not very happy about the situation in the Foundations. As far as our reorganization plans are concerned, things are at a stand-still, pending the selection of a successor for Rose. It is more or less of a vicious circle. We cannot very well go ahead with our plans until we know who is going to succeed Rose, and we cannot easily pick a successor to Rose without knowing something about what the new organization is to be. Meanwhile, no new blood is coming into the Foundations and we are slowly losing valuable men. It is this particular point that frankly disturbs me. I think there is danger of our "dying from the neck up" -- as Nelson used to say this summer. This is a situation that confronts all foundations, the large ones and the small ones alike; that is, the danger is lack of ideas, lack of new blood. The Russell Sage people have just published a directory showing that there are a hundred and fifty-eight foundations in the United States, exclusive of the so-called community foundations. They are all of them struggling for worthy things to do, and there is, of course, quite a bit of overlapping and competition. With all these foundations in the field, the idea of systematic philanthropy is no longer a novelty, and men are not as easily attracted to this service as they were, perhaps, a dozen years ago. Consequently, the Carnegie Foundation has to appoint a Fred Keppel as president, and other foundations are wobbling

along under even more mediocre leadership.

What we need is brains. We need first-class men, and it is increasingly difficult to attract them. Gay, of Harvard, turned us down last year when the Memorial tried to get him. We got Day, of Michigan, only by paying \$18,000 a year. Howland turned us down for more attractive work. Dean Ford, a most valuable man, left the Memorial after a year's service to return to university work. Dr. Trowbridge, of the International Education Board, leaves us next year. Dr. Hutchinson, of the same Board, will probably leave this year and is now hunting for a post. Mr. Hungate, Arnett's assistant in the General Education Board, has joined the staff at Teachers College. We paid him \$4,500; Teachers College is paying him \$5,000.

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Recently, we have lost Dr. Houghton and Dr. Smillie of the Foundation. Houghton, who got \$10,000 from us, goes to the University of Iowa as Dean of the Medical School at \$12,000. Smillie, to whom we paid \$7,500, goes to the Harvard Medical School as Edsall's assistant at \$8,500. The loss of these two men is little short of a tragedy, particularly Smillie. Our Bachmans and Thorkelsons, our Ferrells and others of our second-and third-class people never resign. More and more, we are getting into competition with universities, and less and less are we able to hold our own. In some cases the universities outbid us in salary; in other cases they outbid us in living conditions. For example, Smillie, going to Cambridge at \$8,500 where he was getting only \$7,500 in New York, is really bettering himself far more than the thousand dollar increase would indicate. The same is true of Houghton going to live in Iowa City. Moreover, living in a house in Cambridge or in Iowa City is much more comfortable and rational than living in an apartment in New York. Again, the universities provide a community atmosphere and intellectual

companionship of a kind that we cannot easily create here in New York. They afford opportunities for study and research (sabbatical leaves, etc.), which appeal to men like Smillie and Ford.

I feel this raises pretty serious considerations that involve the quality of our work in the future. We can always get second- and third-class brains. The question is, are we going to be able to get first-class brains? How are we going to keep these Boards young enough and elastic enough so that we shall be open-minded to new opportunities and new ideas?

One thing in this connection, I think, deserves attention, and that is the age of our Trustees. I am sending you herewith a statement which sets forth the facts. I believe that, just as we have fixed sixty-five years for the retirement of our officers, we should fix sixty-five years for the retirement of our Trustees. In no other way can we escape the deadening influence which comes from having our Boards in tired hands.

*Xrefed mem. book mts*

I suggest that at your convenience we talk this over. Vincent is keenly alive to this situation, and I think he might well be included in the conversation.

Very truly yours,

RB7

Mr. John D. Rockefeller, Jr.  
26 Broadway  
New York City

ROCKEFELLER FOUNDATION

<u>Name</u>	<u>Date of Birth</u>	<u>Age as of Nov. 1, 1927</u>
John G. Agar	June 3, 1856	71 years 5 months
Martin A. Ryerson	Oct. 26, 1856	71 " -
Charles E. Hughes	Apr. 11, 1862	65 " 7 "
Julius Rosenwald	Aug. 12, 1862	65 " 3 "
Wickliffe Rose	Nov. 19, 1862	65 " -
Simon Flexner	May 25, 1863	64 " 5 "
George E. Vincent	Mar. 21, 1864	63 " 7 "
Vernon Kellogg	Dec. 1, 1867	59 " 11 "
William Allen White	Feb. 10, 1868	59 " 9 "
David L. Edsall	July 6, 1869	58 " 4 "
Frederick Strauss	Aug. 11, 1869	58 " 3 "
Herbert S. Hadley	Feb. 20, 1872	55 " 8 "
John W. Davis	Apr. 13, 1873	54 " 7 "
John D. Rockefeller, Jr.	Jan. 29, 1874	53 " 9 "
Ray L. Wilbur	Apr. 13, 1875	52 " 7 "
George H. Whipple	Aug. 28, 1878	49 " 2 "
Raymond B. Fosdick	June 9, 1883	44 " 5 "

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Average age 59 years 6 months

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GENERAL EDUCATION BOARD

<u>Name</u>	<u>Date of Birth</u>	<u>Age as of November 1, 1927</u>
Frederick T. Gates	July 2, 1853	74 years 4 months
James H. Dillard	Oct. 24, 1856	71 " -
Albert Shaw	July 23, 1857	70 " 3 "
Edwin A. Alderman	May 15, 1861	66 " 5½ "
Wickliffe Rose	Nov. 19, 1862	64 " 11½ "
George Vincent	Mar. 21, 1864	63 " 7 "
Abraham Flexner	Nov. 13, 1866	60 " 11½ "
James R. Angell	May 8, 1869	58 " 6 "
Charles P. Howland	Sept. 15 1869	58 " 1½ "
Trevor Arnett	Nov. 8, 1870	57 " -
John D. Rockefeller, Jr.	Jan. 29, 1874	53 " 9 "
Anson Phelps Stokes	Apr. 13, 1874	53 " 7 "
Jerome D. Greene	Oct. 12, 1874	53 " 1 "
Owen D. Young	Oct. 27, 1874	53 " -
Raymond B. Fosdick	June 9, 1883	44 " 5 "

Average age 60 years 2 months

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# INTERNATIONAL EDUCATION BOARD

<u>Name</u>	<u>Date of Birth</u>	<u>Age as of Nov. 1, 1927</u>	
Wickliffe Rose	November 19, 1862	64 years	11 $\frac{1}{2}$ months
George E. Vincent	March 21, 1864	63 "	7 "
James R. Angell	May 8, 1869	58 "	6 "
*Charles P. Howland	September 15, 1869	58 "	11 $\frac{1}{2}$ "
Arthur Woods	January 29, 1870	57 "	9 "
*Trevor Arnett	November 8, 1870	57 "	-
John Stewart Bryan	October 23, 1871	56 "	-
Anson Phelps Stokes	April 13, 1874	53 "	7 "
Owen D. Young	October 27, 1874	53 "	-
Raymond B. Fosdick	June 9, 1883	44 "	5 "

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Average Age - 56 years. 8 months

\*To be elected in November, 1927

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LAURA SPELMAN ROCKEFELLER MEMORIAL

<u>Name</u>	<u>Date of Birth</u>	<u>Age as of Nov. 1, 1927</u>
George Welwood Murray	Mar. 8, 1856	71 years 8 months
W. S. Richardson	July 30, 1867	60 " 3 "
Arthur Woods	Jan. 29, 1870	57 " 9 "
John D. Rockefeller, Jr.	Jan. 29, 1874	53 " 9 "
Ernest M. Hopkins	Nov. 6, 1877	50 " -
Raymond B. Fosdick	June 9, 1883	44 " 5 "
Cleveland E. Dodge	Feb. 5, 1888	39 " 9 "

Average age 53 years 10 months

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