

An Apprenticeship in Philanthropy: Edwin Rogers Embree and the Rockefeller Foundation, 1917-1927

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As the history of American philanthropy continues to unfold, and as various aspects of the movement attract scholars, some attention might well be directed to the first two generations of foundation executives. These men and women were essentially pioneers, moving into uncharted territory, exploring the possibilities of this new enterprise, establishing outposts of interest along the trails they blazed. In the process they established patterns of operation, similarity of procedures, and in time a set of common outlooks that proved all but determinative for the future of organized giving.

In light of the significance of foundations in American life, it is surprising that relatively little is known about these early leaders. Why did they leave conventional careers to enter a new field? What were their expectations in undertaking this kind of work? What were their priorities, their ambitions, their disappointments? What common elements, if any, were there in their personal backgrounds? How did they see the world, and how did they hope to change it?

How did their philanthropic experience affect their own lives? Answers to such questions could reveal much about the operation of these early trusts. Moreover, because these were highly informed and reflective people, constantly interacting with the nation's elites, knowing their perceptions and concerns could open a valuable window for viewing the issues of their time.

In the days when chartered philanthropies could be numbered in the dozens, many of the most notable executives were associated with one or more of the Rockefeller philanthropies. One thinks immediately of Frederick Gates and Wallace Buttrick, Wycliffe Rose and the Flexner brothers. Their younger, less remarkable contemporaries included, among others, Raymond B. Fosdick, Beardsley Ruml, and Roger S. Greene. A member of the younger cohort was Edwin Rogers Embree (1883-1950) of the Rockefeller Foundation.

Only the second person in the Foundation's history to take on program responsibilities, Embree came to Rockefeller in January, 1917, shortly before the U.S. entered the World War. His initial appointment was as Secretary of the Foundation, which made him second in the organization's hierarchy. In 1924 he relinquished the secretary's post to become head of a new unit, the Division of Studies. After three years the Division was eliminated as part of a sweeping reorganization of Rockefeller philanthropies, and Embree spent his last year at the Foundation as one of three vice presidents. At the end of 1927 he accepted the presidency of the Chicago-based Julius Rosenwald Fund.

Embree's journey to Rockefeller headquarters at 61 Broadway began far from Manhattan. Seventh child of a Union Pacific Railroad station agent and his wife, Embree had been born in Osceola, Nebraska, a remote hamlet reached by rail tracks only a few years before. As the Union Pacific extended its lines, station agents were frequently transferred to new locations, and Embree's family was to move to Wyoming before he was one month old, and to four other frontier outposts before his sixth birthday. In the course of these relocations the Embree

youngsters came to know rough cowboys, Chinese section hands, and itinerant bands of Indians. Embree's first playmates, apart from his siblings, were children of the Blackfeet tribe, and these early encounters with people unlike himself and his family were to be often repeated throughout his life.

A Union soldier during the Civil War, Embree's father had contracted tuberculosis during long months in a Confederate prison. He never fully recovered, and when his health began to fail, he was forced to leave the railroad and return to his native Pennsylvania, where he died in 1891. With her husband's death Embree's mother, left without income and with five minor children to rear, was forced to return to her parental home in Berea, Kentucky. There Embree grew up under the powerful influence of his maternal grandfather, the Reverend John G. Fee, an ardent abolitionist before the Civil War and, after Emancipation, a fearless opponent of racism in all its forms.

The village of Berea was racially integrated, with housing patterns based on an ordinance that allowed white and black families to purchase only those houses and town lots adjacent to neighbors of the other race. Similarly integrated was the educational institution Reverend Fee and others had founded in 1855. During the late 19th century Berea College often enrolled more black students than white, and though Edwin Embree did not attend the College, all of his classes in the College's elementary and preparatory schools were racially mixed. In that highly unusual setting, constantly exposed to the teachings and example of his grandfather, Embree developed his own abiding appreciation for cultural diversity.

From Berea Embree moved to New Haven and Yale University, where one of his brothers was already enrolled. Virtually without family support, especially after his mother's death at the end of his freshman year, he displayed remarkable ingenuity in finding jobs to meet his college and living expenses. More than any other experience, Yale determined his trajectory

in life. There he was profoundly affected by sociologist William Graham Sumner, to whose influence can be traced Embree's lifelong commitment to study of social patterns and his unquenchable thirst for international travel. Also critical to his development was Professor William Phelps, under whose tutelage Embree discovered a talent, indeed a passion, for writing. When graduated in 1906 with a concentration in mental, historical, and social sciences, he planned on a career in journalism.

Embree's career in commercial journalism was short-lived. After a year as a cub reporter for the *New York Sun*, he returned to New Haven as associate editor of the privately-owned *Yale Alumni Weekly*. After four years in that role, he moved into the university's administration, working in alumni affairs, student employment, and financial aid. Embree's supervisor at Yale was University Secretary Anson Phelps Stokes, a member of the Rockefeller-endowed General Education Board (GEB) and a future Foundation trustee. Under Stokes's guidance the young man took on ever-expanding responsibilities - maintaining class records, handling official publications, planning public events and publicity, preparing seniors for job searches, substituting for the Secretary when he was away Embree was in his Yale office late in 1916 when he received an unexpected telephone call. John D. Rockefeller, Jr., was on the other end of the line, asking if he would like to come down to New York to discuss a position with the Foundation.

What led the younger Rockefeller to offer the Secretary's post to Embree is not altogether clear. It is known that the job was first offered to Embree's older brother William who, not wishing to leave the practice of law, had declined while suggesting Edwin might be just the man Rockefeller was looking for. George E. Vincent, who was leaving the presidency of the University of Minnesota to head the Foundation, also knew Embree through university work, and he certainly approved, if he did not independently recommend, the appointment. Personal

factors were also undoubtedly involved. Embree's abolitionist ancestry, like Rockefeller's own forebears, may have been an important consideration. In addition, Embree's upbringing in modest circumstances was similar to that of other successful Rockefeller executives - Gates, Buttrick, Simon and Alexander Flexner - and that too may have worked in his favor. The cachet of the Yale degree, the imagination and initiative implicit in working one's way through college, the experience of dealing effectively with alumni of impressive pedigree and influence - these may have entered Rockefeller's thinking as well. And absent any clearly defined pathway into foundation work, university experience seemed valuable preparation, as various foundation appointments were beginning to prove. Whatever underlay the offer, Embree accepted it without hesitation.

At the time he assumed his new duties Embree was at least 15 years younger than the key executives of other Rockefeller boards. Consequently a considerable measure of deference was required on his part. However, because George Vincent was not immediately able to leave his Minnesota presidency, the new arrival for some months was forced to act as the Foundation's chief executive. Young and inexperienced, understandably ill at ease in a new and heady atmosphere, Embree had some initial difficulty finding the proper stance and tone in dealing with his colleagues. Vincent's arrival in August relieved this situation, allowing the younger man to take on the junior role and responsibilities appropriate to his position and stature.

As Foundation secretary, Embree had a number of specified, routine duties. He notified corporation members of election, committee assignments, and meetings. He prepared the dockets for Board and committee consideration, attended their meetings, and wrote the official minutes. He was responsible for the corporate seal and the maintenance of all official records. He signed contracts and co-signed checks. He handled virtually all the office's correspondence. Yet as the months passed his responsibilities were gradually broadened.

Charged by Foundation by-laws to “perform general administrative functions” under the direction of the President, he soon began to devote much of his time to handling inquiries and conducting interviews of prospective applicants for grants, explaining the areas of Foundation interest and funding policies, occasionally directing inquirers to other Rockefeller boards. Though he often found himself discouraging applications, when a promising appeal for funding was received, he commonly conducted initial investigation of the proposed project and the applicant’s suitability for support. Embree was also involved in the activities of two of the Foundation’s subordinate agencies. He attended meetings of the International Health Board (IHB) and prepared its official minutes, and for several years he served as Secretary of the China Medical Board (CMB). As a consequence of such involvement, a year and a half into his philanthropic apprenticeship, he began to travel extensively on Rockefeller business.

In mid-1918, with German U-boats still prowling the North Atlantic, Embree crossed the ocean to France. Some months earlier the government of Georges Clemenceau had asked the IHB to assist in efforts to combat the tuberculosis that had spread widely during the war years. That Board had sent a commission to France which, in the unoccupied sections of the country, had set up dispensaries, established facilities for training nurses to diagnose the disease, and worked to increase the number of available hospital beds. Embree’s assignment was to familiarize himself with this undertaking, evaluate progress, review the budget, determine what more needed to be done, and develop recommendations for further funding. Embree spent almost three months abroad, returning to the U.S. late in September, a few weeks before the end of hostilities.

This was only Embree’s second venture outside the country, coming several years after visits as a tourist to London and Paris. But the trip whetted his appetite for international travel, and in spite of numerous journeys, that appetite remained voracious throughout his life.

Moreover, it served as precedent for much of his activity during his years at Rockefeller. It was followed by three other extended trips to Europe -- in 1920, 1923, and 1926-27. These involved not only repeated visits to Britain and France, but wide-ranging travel in ten central and eastern countries, from Germany and Poland to Yugoslavia and Turkey. 1921, 1922, and 1926 found him in China and Japan, as well as passing overland through Korea. 1925 involved several months in Hawaii, New Zealand, and Australia. In 1927 he devoted five weeks to visiting all of the countries of Central America. And between these overseas trips he traveled to Canada, usually several times a year. Of the nine years that began with his 1918 experience in France and ended with his departure from Rockefeller, there were only two when he spent less than three months outside the United States on Foundation business.¹

On all these journeys, Embree prepared not only official reports and recommendations for the home office, but lengthy, colorful accounts of his activities, encounters, and impressions. These "Family Journals," often running well over thirty pages, helped both to satisfy his need to express himself informally and to keep in touch with relatives and friends while abroad. Fascinating to read today, as they undoubtedly were in a less-traveled time, they offer information and insights through the eyes of a perceptive observer whose extensive travels -- to an astonishing 45 countries in his lifetime -- set him apart from virtually all his contemporaries.

Even when working out of the New York office, as his Officer's Diaries make clear, Embree was frequently on the road. During a five-week period in the spring of 1925, for example, prior to an eight-month stint overseas that began in August, he was successively in Nashville, Chicago, Minneapolis, Yellowstone Park, Palo Alto, San Francisco, Vancouver, Edmonton, Winnipeg, Washington, Toronto, and Iowa City. And when one considers that all of this travel was by surface transportation, primarily by train, and that every stop entailed multiple interviews and facilities inspections, the great demands on personal alertness, analytical skill,

and stamina become evident. Many staff members of the Rockefeller Boards, convinced of the necessity of “field work,” traveled extensively. Yet Embree seems to have traveled far more than most. A less energetic man would have had a hard time keeping up his punishing pace.

Perhaps Embree’s most challenging overseas assignment came in China in 1921. After success in beginning reform of medical education in the United States, Rockefeller money had been committed to strengthening such education in the world’s most populous country. The plan was to replace several small, under-funded and inadequate medical schools operating under missionary auspices with a newly-constructed, modern facility in the nation’s capital. The Peking Union Medical College (PUMC), as it came to be called, was intended not only to revolutionize the training of Chinese doctors but, by the introduction of Western patterns, to transform the practice and teaching of science throughout the country. But in spite of substantial budgetary allocations, grandiose architectural plans and unexpected building expenses soon led to enormous cost overruns. No less critical, the annual operating expenses of the new school, projected by officials in Peking, far exceeded what New York executives and trustees were willing to approve. As long-range discussions about reducing expenditures reached an impasse, the decision was made to send someone from New York to resolve the issues. The problems were so large that resolution probably should have been undertaken directly by a senior executive, President Vincent, or perhaps the highly respected Simon Flexner, himself a medical doctor, head of the Rockefeller Institute for Medical Research, and a Foundation trustee. Neither man was willing to take on the mission. Embree was sent instead.

Bringing PUMC expenditures into line with available resources proved a daunting task. With construction already well-advanced, and staffing plans almost complete, sizable reductions were necessary in both the construction and annual operating budgets. Embree understood basic budgetary procedures, but before leaving for China, he strengthened his preparation through

consultation with officials of the Yale Medical School. Even so, he arrived in Peking without impressive credentials for the work at hand. In initial encounters he probably struck his hosts as an uninformed interloper from distant New York, and PUMC officials continued to resist efforts to tamper with their institutional dream. Embree's responsibilities weighed heavily on him, and he lay awake nights worrying about the slow pace of negotiations. Eventually he managed to establish an effective relationship with the school's acting director Henry Houghton and medical director Franklin McLean (both of whom became Embree's close friends), and the three men managed to work out necessary adjustments. Thus after four weeks he described as "the most difficult and trying of my young life," Embree was able to present the Rockefeller board with acceptable budgets when they arrived a few days later for the school's dedication.²

While on the scene Embree also helped plan the elaborate dedicatory activities, a mixture of medical clinics and demonstrations, examinations of facilities, formal receptions and ceremonies that extended for more than a week. Attending the events were scientists from three continents and the islands of the Pacific, foreign ambassadors from several countries, the President of the American Medical Association and the Governor-General of the Philippines, the President of China and four members of his cabinet, and a dozen Foundation representatives led by the younger Rockefeller. For the dedication of a medical school, according to one scholar, there has never been a comparable "assemblage of intellectual might, of prestige, of diplomatic rank, and of global representation."³

Embree was to face other challenges in the years ahead, but none proved so vexing as the new position he assumed in 1924. After months of lobbying Vincent and others, he was gratified to be relieved of the Secretary's duties and named Director of a Division of Studies. This new division, at least as Embree conceived it, was to be equal in standing to other Rockefeller units dealing with medical education, international health, and medicine in China. More important, it

was intended to be the vehicle to carry the organization into new territory, beyond medical education and public health. The new division head, like other Foundation officials a few years later, was convinced that the world's most pressing problems centered on population - its rapid expansion, likely decline in quality of life, deterioration of the world's gene pool, increased mental problems due to industrial stress, greater interracial tension, all requiring new techniques of social control. Hence he focused his efforts on creating an imaginative cross-disciplinary program to address such problems. Under the rubric "human biology," he sought to bring together research in physiology, anthropology, psychology, and psychiatry at the points where they might most productively intersect. The directions such investigations should take, and how diverse research findings might in time be usefully combined, were however, far from clear.

For three years Embree crisscrossed the continent, conferring with leading authorities at Johns Hopkins, Chicago, Toronto, Stanford, Yale, Princeton, absorbing their insights and seeking their counsel. Information and advice about how best to proceed were sought as well during lengthy trips abroad -- to England and Germany, New Zealand and Australia, Hawaii and Japan. He learned about current research, inspected sites for laboratory funding, identified young investigators to receive fellowships, examined museum holdings. Some promising projects were started, yet in the end the plans he developed failed to win trustee approval. Not only was human biology set aside as a Foundation initiative, but the Division of Studies itself was dissolved.

After examining this episode in Rockefeller history, historian of science Robert E. Kohler concluded that its failure can be traced in large part to Embree himself. His attempt to link scientific research to social service and reform was essentially outdated, according to Kohler, more appropriate for the years before 1917 than for the postwar era. Moreover, Embree "was a man of rather poor judgment and administrative capacity," and possessed of certain personality

traits that irritated others.⁴ In fact Embree himself acknowledged, in a candid statement to a close friend (not to “his superiors,” as Kohler writes), that though he had “sweat blood” in developing his plans, he had failed due to his immaturity and slowness to learn. Yet Embree was probably too hard on himself, and Kohler seems to have overlooked some pertinent facts.

Seeking to establish the Division of Studies on a firm footing, Embree continually encountered the entrenched interests of other Rockefeller agencies. The Division had been established with a rather vague mandate, essentially to become a catch-all for such diverse activities as nurse training and dispensaries and, if pursuing new ventures, to avoid encroachment on the areas of other divisions and boards. But the lack of clear boundaries around those areas complicated matters, and when Embree tried to define his domain, he set off disagreements over territorial limits. With Beardsley Ruml, head of the Laura Spelman Rockefeller Memorial (LSRM), he shared an interest in social science research, and the two men had little trouble reaching an understanding about a division of labor. That was conspicuously not the case, however, with Wycliffe Rose, President of the General Education Board and, at the same time, one of the most influential trustees of the Rockefeller Foundation. In addition to these posts, Rose was President of the International Education Board (IEB), a new Rockefeller-funded entity just getting underway as the Division of Studies was being formed. Embree’s Officer’s Diaries for these years are replete with accounts of meetings with Rose, sometimes involving Vincent as mediator, to determine the arenas in which their units would operate.⁵ Beyond protecting his own organizational turf, Rose was primarily committed to promoting the physical sciences, and had little interest in the social sciences. About Embree’s emphasis on applying research findings directly to societal reform he had serious misgivings, and his position on the Foundation board allowed expression of those doubts where they mattered most. Similarly other trustees, proud of the advances in medicine and public health made possible by Rockefeller

largesse, were reluctant to approve new initiatives that might divert funds from those traditional interests. Vincent's management style also was problematical. When a program proposal aroused doubts within the Board, the Foundation president was inclined to withdraw it, perhaps to refine and re-present it later, rather than attempt to force it through. This he did on several occasions as Embree attempted to develop his program, until eventually the younger man complained he needed more support from his superior.⁶

Even timing of Embree's proposals was a factor. There were two key occasions when Embree needed all the support he could get. One came in early 1924 when, at a Board conference, he presented the case for the new division and a brief outline of its possible activities. The other occurred at a formal Board session when, after months spent in study, consultation, and planning, Embree put forward a detailed program for approval. At the first meeting, when the vigorous advocacy of the Foundation president was crucial, George Vincent was absent due to illness. The Board agreed to create the division, but with a limited budget that implied limited commitment. On the second occasion, trustee Ray Lyman Wilbur, President of Stanford University, was unable to be present. Wilbur considered human biology the most interesting Foundation endeavor at that time, and Embree had been careful to keep this eager champion informed of his thinking. As head of a leading university, Wilbur had the standing to be an effective spokesman for Embree's plans. But above all as a medical doctor and a recent President of the American Medical Association, he was in a position to influence his Board colleagues, one-fourth of whom were physicians, of the value of the proposed undertaking. His absence at this critical time deprived Embree of support on which he had counted heavily. Wilbur wrote a highly enthusiastic letter to Vincent, which may have been read to the Board, but it inevitably lacked the force of in-person defense. The Board voted funds to allow Embree to continue his explorations, but they declined to endorse a full-fledged program. Later, when

Wilbur was again able to play a substantive role, the most propitious time had passed.

Though human biology can be seen as a reasonable step beyond the firm ground of medicine and public health, Embree was unable to create a permanent place for it in Rockefeller's commitments. Nevertheless, he deserves credit for foresight, a vision reinforced by extensive discussions with prominent figures like Princeton's Edward Conkling, perhaps the preeminent biologist of his generation, anthropologist Clark Wissler of the American Museum of Natural History, and President James Angell of Yale. And though he never got the picture clear enough in his own mind to convince skeptics, he recognized the importance of the interface between natural sciences and the developing social sciences, and the fruitful potential of investigations across disciplinary boundaries. Over half a century later, much of what he was feeling his way toward would be widely accepted as the subfield of "social biology."⁷

But even after appropriate credit is given, and the formidable obstacles of institutional structure, bureaucratic inertia, and territorial defensiveness taken into account, Embree's accomplishments in the Division seem fairly meager. Funding for a chair in anthropology at the University of Sydney, plans for research on Australian aborigines, grants to further investigation of mammalian life-spans and primate behavior, awards to biological stations at Pacific Grove and Woods Hole, a handful of fellowships in psychology -- these were not insignificant, but they fell far short of Embree's ambitions. Indeed, the "blood" Embree sweat notwithstanding, it is hard to avoid the conclusion he was not the right man to develop the program he attempted, certainly not at that time. The concept of human biology was novel and ill-defined, and when trustees like Simon Flexner and Raymond Fosdick had difficulty grasping it, he had trouble spelling out its purpose and its promise. His most enthusiastic support seems to have come from biologists, while most social scientists, intent on developing their own distinctive fields, were perhaps too self-conscious to risk merger into some cross-disciplinary enterprise. Embree

himself lacked medical, or even a natural scientific, background, qualifications undoubtedly important to the trustees of a Foundation which had “to all intents and purposes been captured by the doctors.”⁸ Nor is it trivial that, unlike Vincent and Ruml and Rose, he lacked even a Ph.D, a disadvantage that he acknowledged privately, if not defensively, to the Foundation president. At the time Embree took over the Division of Studies, he had a highly creditable record at the Foundation. But in promoting human biology, he was in the position of a layman attempting to lead highly accomplished professionals in new, uncertain directions, when he lacked the background and the credentials, hence the credibility, to do so.

With the demise of the Division of Studies, Embree returned to Rockefeller’s central administration, with the title of vice-president. Yet his heart was no longer fully engaged in the Foundation’s work. He recognized its importance, and its success, but he increasingly viewed the organization as growing stale, doing essentially the same thing year after year, no longer breaking new ground as in the heroic days of Gates, Buttrick, and Rockefeller, Sr. Eager to try something different, and conscious of his declining influence in spite of an imposing title, he began to cast around for a new career. Banking appealed to him; museum work he considered, then rejected; a return to journalism was a possibility. That was his situation when, toward the end of 1927, Julius Rosenwald, retired head of Sears, Roebuck, offered him the opportunity to convert what had been a family foundation into a professional philanthropy. The two men were well acquainted, for Rosenwald had become a Rockefeller trustee only weeks after Embree had moved to the Foundation, and they had often dined together in Paris when both were abroad in 1918. They had seen each other at numerous Board meetings since then, and Embree had visited Rosenwald in his office and in his home. They came quickly to an understanding, and in January, 1928, Embree became the first President of the Julius Rosenwald Fund, soon to become the largest philanthropy west of the Hudson, and the tenth largest in the U.S.

Embree brought to the Rosenwald Fund all that he had learned at Rockefeller. He knew how to organize a philanthropic office and select staff. He had mastered the art of evaluating grant applications. He understood the necessity of field work. He could put together concise, persuasive documents for trustee consideration. He now realized fully the importance of shaping a supportive board and how best to keep it informed and engaged. He had come to know the value of concentrating initiative and authority in the hands of the chief executive. He had gained familiarity with the problems of the American South, particularly those of its black citizens. Above all, he had learned how to use money to effect change.

During his two decades at Rosenwald, Embree moved well beyond his Rockefeller experience. Freed of Foundation discouragement of publication by its executives, he wrote nine books, co-authored four others, and published several dozen articles, all of which established his reputation as one of the nation's leading authorities on race relations. In the process he established a precedent, widely imitated decades later, of the foundation not as neutral societal benefactor, but as outspoken, insistent advocate of change in structures and behaviors. Under his leadership the Rosenwald Fund became, according to some assessments, the most active national foundation working in the South to alleviate the problems of racism, surpassing even the much better-funded GEB. In Chicago he served as founding chairman of the Mayor's Commission on Human Relations, the first body of its kind, and one that served as a model for hundreds of similar municipal and state organizations. In the early 1940s Embree and his colleagues mounted a direct assault on legally-enforced racial separation, an effort that entailed public addresses, extensive lobbying, and organizational efforts. He was instrumental in founding, and funding, two national organizations - one to improve race relations across the country, the other a blue-ribbon committee to end segregation in Washington, D.C. On race matters he served as President Franklin Roosevelt's chief adviser, and he came to know well two future presidential

nominees of the Democratic Party. In education his was a respected voice calling for thoughtful reform. And in philanthropic circles he was frequently heard, calling loudly for the “timid billions” of foundations to be spent more boldly, more imaginatively, for social improvement. Edwin Embree at the Rosenwald Fund had a significant, conspicuously successful career. That success can be traced, in large measure, to his apprenticeship at the Rockefeller Foundation.

ENDNOTES

¹ Embree's activities at Foundation headquarters, like his travels, are chronicles in his Officer's Diary, 2 reels, Record Group 12.2, Rockefeller Foundation Archives (RFA), Rockefeller Archive Center, Sleepy Hollow, New York (hereafter cited as RAC).

² Embree to George E. Vincent, 8/20/21, f. 1023, box 44, series 2, RG 4-1, RFA, RAC.

³ John Z. Bowers, "The Founding of the Peking Union Medical College: Policies and Personalities," *Bulletin of the History of Medicine* 45.5 (Sept-Oct 1991): 424.

⁴ Robert A. Kohler, "A Policy for the Advancement of Science: The Rockefeller Foundation, 1924-28," *Minerva* 16.4 (Dec 1978): 500.

⁵ See, for example, entries for 6/13/24, 4/21/26, and 5/17/26, Edwin Rogers Embree, Officer's Diary, reel 2, RG 12.2, RFA, RAC.

⁶ George E. Vincent, Officer's Diary, 10/21/26 and 11/4/26, reel 3, RG 12.1, RFA, RAC.

⁷ Were he alive, Embree would be pleased by two current illustrations of his prescience. At Harvard the life sciences concentration, recently updated, provides an introductory course sequence that combines three branches of biology with anthropology and psychology. And a 2007 symposium at that institution, convened to examine the cognitive components involved in complex decision-making, brought together scholars from business, economics, medicine, public health, and psychology.

⁸ Raymond B. Fosdick. *The Story of the Rockefeller Foundation*. New York: Harper, 1952: 193.