

THE HISTORY
of the
JOSIAH MACY JR.
FOUNDATION



Written by Christopher Tudico, PhD
Edited by George E. Thibault, MD

2012



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JOSIAH MACY JR.

PREFACE

In 1930, Kate Macy Ladd created the Josiah Macy Jr. Foundation and devoted it to “the fundamental aspects of health, sickness, and of methods for the relief of suffering,” with particular preferences “to integrating functions in the medical sciences and medical education.” If she were here more than 80 years later I think she would be very pleased with what has happened as a result of her gift and her vision. As we approached the 80th anniversary of the Macy Foundation in 2010, we worked with Christopher Tudico to organize the archives in our possession. In this process we concluded that there was an interesting and compelling story to be told about the history of the Foundation that had not been previously compiled in one publication. This history is the result of that effort. We have made no attempt to be encyclopedic and have not catalogued all grants given or programs launched. Rather, we have attempted to tell of how the Macy Foundation evolved through the tenures of its eight presidents and the oversight of its board of directors.

In launching the Macy Foundation, Kate Macy Ladd was part of an important and uniquely American phenomenon of wealthy families “giving back” by establishing philanthropic efforts with a social mission in perpetuity. Andrew Carnegie laid out the philosophical basis for this in his “Gospel of Wealth”¹ essay in 1889, in which he called on the wealthy to become stewards and to invest in future generations. In the first four decades of the twentieth century, family wealth created many notable foundations that are still in existence. Among the families that established foundations were Carnegie (Carnegie Foundation for the Advancement of Teaching, 1905, and Carnegie Corporation, 1912); Rockefeller (Rockefeller Foundation, 1913); Harkness (Commonwealth Fund, 1918); Kellogg (W.K. Kellogg Child Welfare Foundation, 1930); Sloan (Alfred Sloan Foundation, 1934); and Ford (Ford Foundation, 1936).

1 Andrew Carnegie, *The Gospel of Wealth* (London, F.C. Hagen and Co., 1889).

Kate Macy Ladd's vision for the mission of her foundation had much in common with that of her contemporaries who started similar, and often even more ambitious, efforts. As Joel L. Fleishman has documented in his insightful study,² they shared a "mission of challenging, reforming, and renewing society." Mrs. Ladd was more directive than most in restricting her charge specifically to health, and in emphasizing "integration" and "the architecture of ideas." But as the subsequent chapters illustrate, there was enough leeway in this charge to allow a wise board and a series of creative presidents to adapt these goals to the times and to identify the ways in which the foundation could best help to fill unmet needs.

The wisdom of the foundation movement and its continued relevance today rests entirely on that ability to identify the gaps to be filled in meeting societal needs and using its resources and influence to bring about changes. Foundations do this by giving grants, forming partnerships, convening thought leaders, developing the careers of change agents, and influencing policy through the written and spoken word. No foundation can accomplish all of its stated goals with its own resources alone, though some can come closer to this than others. There is always the need to leverage those resources and to identify multipliers.

The story of the Josiah Macy Jr. Foundation fits this pattern. The Macy Foundation's evolution to its current unique focus on improving the health of the public through improving health professional education represents an example of identifying a gap that needed to be filled. The Macy Foundation has maintained and sharpened this focus over many years to develop a track record that has allowed it to have influence greater than its resources alone would have permitted.

As I write this preface from the vantage point of early 2012, the importance of improving health professional education as a means of improving the health of the public has never been greater. The link between a reformed health care delivery system and an appropriately trained and distributed (by specialty and

² Joel L. Fleishman, *The Foundation: A Great American Secret: How Private Wealth Is Changing the World* (New York: Public Affairs, 2007).

locale) health care workforce is ever clearer. The fact that the Macy Foundation has devoted itself to work in this area for several decades puts it in a strong position to use its catalytic, partnering, and policy-influencing potential to this end. We are all grateful to Kate Macy Ladd for having the prescience to set us on this course, and we owe much to those who have gone before us in leadership roles at the Macy Foundation for putting us in this position.

George E. Thibault, MD
President

June 2012



CHAPTER 1

Kate Macy Ladd and the Founding of the Josiah Macy Jr. Foundation

Kate Macy Ladd established the Josiah Macy Jr. Foundation in 1930 with the conviction that the Macy Foundation would devote itself to the promotion of health and the ministry of healing. Over the course of 82 years, seven presidents have guided the Macy Foundation with the aid of a talented and diverse board of directors. Until 1945, the Macy Foundation largely focused its grant-making efforts on medical research in such fields as traumatic shock and war-related psychiatric disorders, geriatrics and aging, arteriosclerosis, genetics and human development, and psychosomatic medicine. The Macy Foundation started its extensive conference and publication program during this period. From the end of World War II through the mid-1960s, the Macy Foundation shifted its focus to support the efforts of medical schools to expand and strengthen their basic science faculties. During that time, the Macy Foundation also began supporting the emerging fields of basic reproductive biology, human reproduction, and family planning and fostered their incorporation into the biological, behavioral, and social science bases of academic obstetrics and gynecology. Since the mid-1970s, the overwhelming majority of the Macy Foundation's grants have supported projects that broaden and improve medical and health professional education. Today, the Josiah Macy Jr. Foundation is the only national foundation solely dedicated to improving the education of health care professionals.

Kate Macy Ladd and the Macy Family

Kate Macy Ladd's father, Josiah Macy Jr., was an eighth-generation descendant of Thomas Macy, who emigrated from England in 1635. In 1659, Thomas Macy and nine other Baptist and Quaker families purchased Nantucket Island (then a part of New York) to seek religious freedom. Six generations and nearly 200

years later, Josiah Jr.'s grandfather, Captain Josiah Macy, left Nantucket and established a successful shipping firm in New York City. The family firm, known as Josiah Macy and Sons, prospered under the leadership of Captain Macy's sons and grandsons. The firm opened one of the first oil refineries in the state of New York, a move that linked the family to the Rockefellers. Ultimately, the much larger Standard Oil Corporation bought the Macy family company. Josiah Macy Jr., known as a prominent philanthropist, died of typhoid fever in 1876 at the age of 38. Kate, born Catherine Everit Macy, was only 13 at the time of her father's death.

Kate Macy married Walter Graeme Ladd seven years after her father's death, in 1883. Walter Graeme Ladd, born in 1856, was the son of William Whitehead Ladd and Sarah Hannah Phillips Ladd. He grew up in an upper middle class home in Brooklyn, New York. According to independent scholar W. Barry Thomson, Walter Graeme Ladd was neither an attorney nor involved in railroads (contrary to published reports). Rather, in the couple's marriage license, Walter Graeme Ladd reported his occupation as that of a "merchant."¹

Some time after his marriage to Kate Macy, Walter Graeme Ladd gave up his outside business pursuits and focused his energies on caring for his often bed-ridden wife, managing their investments and estates in New Jersey and Maine, and yachting. In her memoirs, Kate Macy Ladd wrote that she suffered from recurring illnesses and was an invalid for much of her married life.² Although her physicians and nurses later disputed the physical basis for Kate Macy Ladd's illnesses, she spent many years confined to a wheelchair or in bed. As a result of muscle atrophy, she eventually became unable to walk.³ Friends and confidants of Kate Macy Ladd explained that she chose to stay in bed, thereby causing the atrophy that afflicted the heiress. Phyllis Woodruff, a longtime friend of Kate Macy Ladd, characterized her decision to become bed-ridden in the following manner:

.....
1 W. Barry Thomson, "Natirar: The Ladds and Their Estate," accessed October 20, 2008, <http://www.enterpriseintegrators.com/flint/HistoryOfShips/TeVega/1930-Specifications/HistoryOfLaddsEstate.htm>.

2 Ibid.

3 Ibid.

She escaped certain things that she did not like. Mrs. Ladd did not like society as society, I think...She had done everything she had wanted to do; she had been around the world and she made her own little world. She wanted to be queen and she had to be, and she could afford to be.⁴

However, Kate Macy Ladd would not be defined by her eccentricities nor her health, but by her generosity for others.

Strongly influenced by the Quaker ideal of humanitarianism and her own family's history of philanthropic activities, Kate Macy Ladd became a generous benefactor in her own right. Phyllis Woodruff stated that Kate Macy Ladd's chief interest was "people and humanity and being generous and helping people. She loved it. Sometimes friends, and sometimes people she didn't know."⁵ From all accounts, throughout her life Kate Macy Ladd "revealed virtues of a generous and loving disposition and unusual concern for the welfare of others."⁶ Perhaps motivated in part by her own condition, and by her father's early death from typhoid fever, Kate Macy Ladd became particularly interested in medicine.

Kate Macy Ladd made substantial contributions, many of them anonymously or in memory of her friends and family, to numerous charitable and educational organizations, including but not limited to the Henry Street Settlement in New York City; the Maine Seacoast Missionary Society; the YWCA.; the Berry Schools in Rome, Georgia; the Hospital Council of New York City; the United Hospital Fund; the Teachers College of Columbia University; and the Infirmary of the New Jersey College for Women (later, Douglass College of Rutgers University).⁷ According to her personal secretary, Phoebe Edgar, Kate Macy Ladd also gave

.....
4 Hearing held in the Matter of the Estate of Kate Macy Ladd, 16 Nov. 1949, 57, Josiah Macy Jr. Foundation Archives (New York, N.Y.)

5 Ibid, 57-58.

6 W. Barry Thomson, "Natirar: The Ladds and Their Estate," accessed October 20, 2008, <http://www.enterpriseintegrators.com/flint/HistoryOfShips/TeVega/1930-Specifications/HistoryOfLaddsEstate.htm>.

7 Ibid; The Last Will and Testament of Kate Macy Ladd, Josiah Macy Jr. Foundation Archives (New York, N.Y.)

hundreds (maybe thousands) of smaller gifts to family and friends.⁸

The Origins of the Josiah Macy Jr. Foundation

For many years Kate Macy Ladd and her husband Walter Graeme Ladd planned to create a charitable foundation of some kind—under the proposed name Macy–Ladd Foundation.⁹ Kate Macy Ladd and her husband thought about the creation of a foundation at least 15 years before she set up the Josiah Macy Jr. Foundation. In fact, this endeavor led Kate Macy Ladd and Walter Graeme Ladd to draft a certificate of incorporation of the Macy–Ladd Foundation in 1922.¹⁰ Ludwig Kast, Kate Macy Ladd’s personal physician and the first president of the Josiah Macy Jr. Foundation, and Frederick J. Faulks, an inaugural member of the Josiah Macy Jr. Foundation board of directors, joined the Ladds as incorporators of the nascent foundation.¹¹

While proposed bylaws were also drafted, the Ladds never incorporated and established the Macy–Ladd Foundation.¹² Rather, the philanthropic interests of Kate Macy Ladd and Walter Graeme Ladd diverged. Walter Graeme Ladd became more interested in convalescent care, whereas Kate Macy Ladd gradually became more interested in the broader scientific aspects of medicine. Josiah Macy Jr. Foundation board member Lawrence Morris, years later, called it one of those “natural divergences of points of view.”¹³

As W. Barry Thomson attests, the most important philanthropic endeavor of Walter Graeme Ladd was the establishment, under the terms of his will, of the Kate Macy Ladd Fund to ensure the continuation of what Kate Macy Ladd long considered to be her most important work.¹⁴ Kate Macy Ladd had

8
Hearing held in the Matter of the Estate of Kate Macy Ladd, 16 Nov 1949, 36, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

9 Ibid, 24.

10 Ibid, 29.

11 Ibid, 30.

12 Ibid.

13 Ibid, 24, 30.

14 W. Barry Thomson, “Natirar: The Ladds and Their Estate,” accessed October 20, 2008, <http://www.enterpriseintegrators.com/flint/HistoryOfShips/TeVega/1930-Specifications/HistoryOfLaddsEstate.htm>; The Last Will and Testament of Walter Graeme Ladd, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

provided for a convalescent facility at Maple Cottage, on the grounds of the Ladds' "Natirar" estate, since 1908.¹⁵ This would be a place where "deserving gentlewomen who are compelled to depend upon their own exertions for support shall be entertained, without charge, for periods of time while convalescing from illness, recuperating from impaired health, or otherwise in need of rest."¹⁶

Kate Macy Ladd, on the other hand, developed more and more of an interest in scientific work, particularly through her talks with her physician, Ludwig Kast. Kate Macy Ladd was also influenced by seeing the work of her friend John D. Rockefeller Jr. (and the Rockefeller Foundation)—whom she admired. And, not surprisingly, the close bonds she developed with her physicians and other caregivers throughout her many illnesses had a profound influence on the direction of her philanthropic endeavors.

At Kate Macy Ladd's request, Kast conducted a survey in 1928 of organized philanthropy, showing where foundations concentrated support and revealing promising opportunities for foundation efforts in the larger field of medicine and health, where there appeared to be an urgent need for integration of knowledge and practice.¹⁷ In his study, Kast found that universities and colleges funded the majority of research in the field of medicine and public health. More specifically, he concluded that the majority of research conducted emphasized biochemistry and physiology with less attention to psychobiology and sociology.¹⁸ With the survey as a basis, and the guidance of Kast, Kate Macy Ladd made concrete plans for the establishment of a foundation to promote human welfare through assistance to scientific medicine and improved health care.

15 W. Barry Thomson, "Natirar: The Ladds and Their Estate," accessed October 20, 2008, <http://www.enterpriseintegrators.com/flint/HistoryOfShips/TeVega/1930-Specifications/HistoryOfLaddsEstate.htm>.

16 Maple Cottage, primary source material, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

17 *Josiah Macy Jr. Foundation: A Review by the President of Activities for the Six Years Ended December 31, 1936* (New York: Josiah Macy Jr. Foundation, 1936), 14.

18 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 15.

The Establishment of the Josiah Macy Jr. Foundation

In the spring of 1930, Kate Macy Ladd pushed ahead to create a foundation that would be devoted to health and medicine. Events proceeded rapidly. Kate Macy Ladd personally solicited prospective board members, including well-known Episcopal Bishop William Lawrence of Boston. In a letter to Bishop Lawrence, Kate Macy Ladd described the proposed foundation in the following manner:

The purpose of the Foundation will be to initiate and support agencies and undertakings for the advancing welfare of mankind. The Foundation is intended to give its interest and support first of all to fundamental problems concerning health, sickness, relief of suffering and to correlated studies in the field of medicine, biology, social science and philosophy so that a deeper understanding of human life may also lead to a better control of forces which shape its destiny and give spiritual elevation to its aims.¹⁹

Kate Macy Ladd's determination in setting up a foundation took even greater meaning with the sudden passing of her brother, V. Everit Macy, in March 1930. V. Everit's death was unexpected. In spite of the tragic turn of events, however, Kate Macy Ladd persevered.

While advisers and confidants to Kate Macy Ladd drafted the bylaws and the articles of incorporation, a name for the new foundation was yet to be determined as of April 9, 1930, although the founding of the organization would be done in honor and memory of Kate Macy Ladd's father, Josiah Jr., and her recently deceased brother, V. Everit Macy. Various iterations of the name of the nascent foundation were the Macy Foundation, the Josiah Macy Foundation, the Josiah and Everit Macy Foundation, and the Josiah-Everit Macy Foundation. Ultimately, Kate Macy Ladd named the foundation in honor of her father, Josiah Macy Jr.

¹⁹ Kate Macy Ladd to Bishop William Lawrence, 9 April, 1930, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

On April 24, 1930, Kate Macy Ladd spelled out her wishes for the Josiah Macy Jr. Foundation in the letter of gift. She wrote:

It is my desire that the Foundation in the use of this gift should concentrate on a few problems rather than support many undertakings, and that it should primarily devote its interest to fundamental aspects of health, of sickness, and of methods for the relief of suffering. To these ends the Foundation might give preference in the use of this fund to integrating functions in medical sciences and medical education for which there seems to be particular need in our age of specialization and technical complexities. The Foundation will take more interest in the architecture of ideas than in the architecture of buildings and laboratories.²⁰

Twenty-five years after the establishment of the Josiah Macy Jr. Foundation, the chairman of the board at that time, Clarence G. Michalis, reflected upon the instructions of Kate Macy Ladd in the following manner:

With the wisdom of a true philanthropist, she outlined her wishes clearly...but gave her trustees enough freedom to enable them to adapt the Foundation's program to the changing needs of medicine and health.²¹

Indeed, the letter of gift is remarkable for the clarity of its mandate and the freedom it provides the president of the Foundation and the board of directors for adapting the Macy Foundation's programs to meet the changing needs of health care, medicine, and society.

The Leadership of the Macy Foundation

Kate Macy Ladd established the Josiah Macy Jr. Foundation with an initial gift of \$5 million. Ludwig Kast became the first president of the Macy Foundation.

20 Kate Macy Ladd, Letter of Gift, 24 April 1930, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

21 *The Josiah Macy Jr. Foundation, 1930–1955: A Review of Activities*, 1955, 3.

Dave Hennen Morris, a prominent lawyer and the future ambassador to Belgium, assumed the role of chairman of the board. Colonel Marlborough Churchill, a military intelligence officer and a distant cousin of Winston Churchill, served as executive secretary.²² While Kast led the Macy Foundation on a day-to-day basis, with the guidance of the board of directors, Kate Macy Ladd remained very involved with the Macy Foundation. As the upcoming two chapters document, Kate Macy Ladd played an important role in the direction of the Macy Foundation up until her death in 1945.

Response to Establishment of the Josiah Macy Jr. Foundation

The overall response to the establishment of the Josiah Macy Jr. Foundation was overwhelmingly positive. A number of newspapers from the greater New York City area singled out the generosity of Kate Macy Ladd in providing the initial gift for its establishment. An article in the widely read *New York Evening World* described Kate Macy Ladd in the following manner:

A white-haired woman who has been an invalid so long that she has almost forgotten what it was like to be in sound and joyous health, dreamed a dream...she dreamed of health for other people, for workers, for men and women in shop and factories, and for boys and girls in homes and in schools.

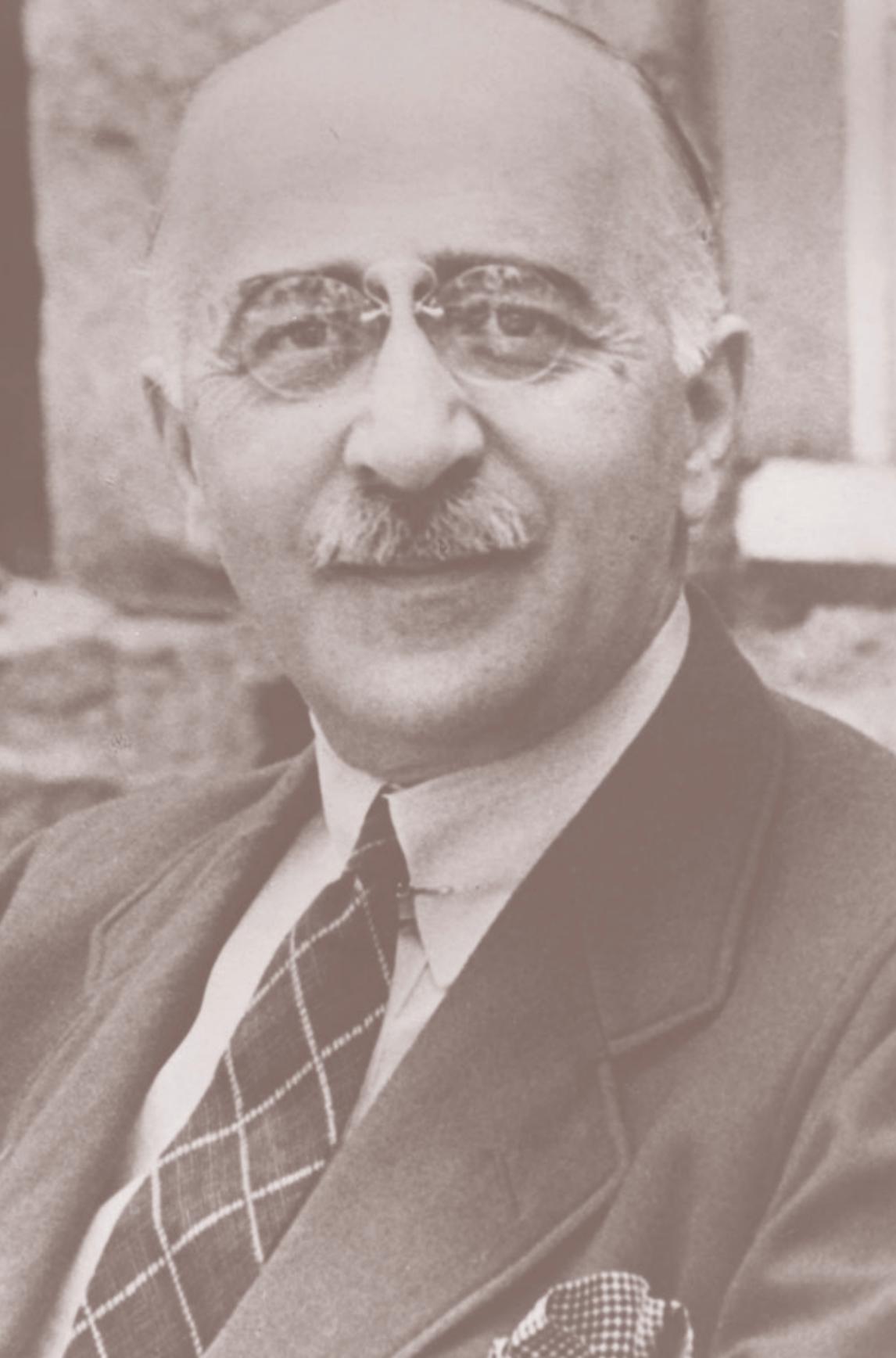
The author described Kate Macy Ladd as being “long interested in philanthropy” and related that she set up the Josiah Macy Jr. Foundation in an effort to prevent and cure diseases and relieve human suffering.²³ In general, the media portrayed Kate Macy Ladd as a philanthropist who was herself in delicate health, yet also as an exceedingly generous figure. Despite the limitations of her health, Kate Macy Ladd brought “health and strength to others” in creating the foundation.²⁴

.....
22 Josiah Macy Jr. Foundation Board of Directors Meeting Minutes, 24 April 1930, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

23 *New York Evening World*, 28 April 1930.

24 Ibid.

As noted above, Kate Macy Ladd’s interest in medical research and the welfare of others led to the creation of an enduring foundation. What follows in the succeeding eight chapters is a history of the Josiah Macy Jr. Foundation—from its inception in 1930 until today. Particular attention is paid to how the mission of the Macy Foundation evolved over the years and decades from an organization geared toward funding medical research to one focused solely on improving the education of health professionals. This history not only highlights the most significant Macy-sponsored research projects and programs but also tells the stories of the individuals most associated with guiding and leading the Macy Foundation—including Kate Macy Ladd, the foundation’s seven presidents since its inception, longtime chairman of the board, Clarence G. Michalis, and other notable members of the board of directors. Long after Kate Macy Ladd established the Macy Foundation as a means to promote health and the ministry of healing, the Macy Foundation today fulfills the wishes of its benefactor by supporting programs that improve the education of health care professionals.



CHAPTER 2

The Macy Foundation during the Presidency of Ludwig Kast (1930–1941)

Building upon Kate Macy Ladd’s letter of gift that incorporated the Josiah Macy Jr. Foundation, Ludwig Kast and the board of directors embarked upon bringing the ideas initially put forth by Kate Macy Ladd to fruition, namely by addressing the issues of health, sickness, and alleviating suffering through the support of a variety of research endeavors. As Clarence G. Michalis reflected, Kast “devoted his great resources of professional knowledge, his sound judgment, philosophic outlook, and understanding of organization procedure to the guidance” of the nascent foundation.²⁵ As a result, by the time of Kast’s death in 1941, the Josiah Macy Jr. Foundation had established itself as one of the leading entities in support of medical research and medical education in the United States.

Ludwig Kast

As noted in the preceding chapter, the Viennese-born and -trained doctor served as Kate Macy Ladd’s personal physician from 1916 to 1930, the year the Josiah Macy Jr. Foundation was established. Professionally, for many years Kast held the position of Professor of Medicine at the New York Post-Graduate Medical School and Hospital. Kast was also an active member of the New York Academy of Physicians. In 1927, Kast proposed to the Committee on Medical Education of the Academy the establishment of an annual “Graduate Fortnight” dedicated to the discussion of a specific medical subject for the benefit of medical practitioners.²⁶ The plan for a two-week seminar on various subjects in the postgraduate fields of medicine and surgery was greeted

25 Clarence G. Michalis, Foreword, *The Josiah Macy Jr. Foundation, 1930–1955: A Review of Activities* (New York: Josiah Macy Jr. Foundation, 1955), 3.

26 *Bulletin of the New York Academy of Medicine*, 17, no. 12 (1941), 954.

with enthusiasm.²⁷ It is interesting to note that the structure and topics of the Graduate Fortnight resembled what would eventually become the Macy Conference Program.

Early Macy-Sponsored Programs

Kast himself defined the types of programs the Macy Foundation would support as a philanthropic entity. Under the leadership of Kast, the Macy Foundation emphasized the following:

Consideration of the problem of health-care, focused upon the patient as individual, directed attention to the influence of current cultural changes, of developments in the field of science, and of social and economic conditions upon medical practice and education.²⁸

In *Josiah Macy Jr. Foundation: A Review by the President of Activities for the Six Years Ended December 31, 1936*, Kast clarified:

The interpretation of the Letter of Gift in the definition of program has emphasized therefore the need for integration in order to “help to develop more and more in medicine, in its research, education and ministry of healing, the spirit which sees the center of all its efforts in the patient as an individuality.”²⁹

Kast’s characterization of Macy-supported programs resulted in the Macy Foundation initially sponsoring research on such topics as psychosomatic medicine and health care and the community, leading to the programming featured below.

Around the time Kate Macy Ladd established the Josiah Macy Jr. Foundation, the important role emotions play in the production of disease attracted the

.....
27 Ibid.

28 Ludwig Kast, *Josiah Macy Jr. Foundation: A Review by the President of Activities for the Six Years Ended December 31, 1936* (New York: Josiah Macy Jr. Foundation, 1936), 16.

29 Ibid, 27.

serious attention of researchers and scientific investigators. In this context, the Macy Foundation supported a series of studies that examined the relationship between the mind and body in the functioning of the total human being. In 1931, the Macy Foundation initiated a study of the literature on the relation of emotion to disease, resulting in the publication in 1935 of H. Flanders Dunbar's *Emotion and Bodily Changes*.³⁰ As a result of this effort and other projects, the Macy Foundation made a significant contribution to the broader acceptance of the psychosomatic approach to medicine.³¹

The Macy Foundation focused on the relationship between health care and the community throughout the tenure of Kast, with recognition that health and sickness are inextricably linked to the social, economic, and cultural circumstances in which people live.³² In order to strengthen research in this field, the Macy Foundation supported studies on the cost of health care, the disparity between health care needs and available services, care of the chronically ill, convalescent care, and medical services received by moderate-income families.³³ Specifically, the Macy Foundation funded Cornell University Medical College, the New York Hospital, and the Community Service Society of New York in a comprehensive project on the family as a health care unit—seen through the perspectives of the hospital, physician, social worker, and anthropologist. Researchers found that tensions within families affected individual members, in some cases leading to psychosomatic disturbances, delinquency, and crime. An example of this approach is Henry B. Richardson's *Patients Have Families*, published in 1945, based on the research conducted in the aforementioned collaborative study.

The severe economic depression of the period caused many important research projects in biomedical and other sciences to be imperiled due to the sudden withdrawals of financial support.³⁴ The Macy Foundation provided emergency

.....
30 Herbert N. Shenton, Administrative Report to the Board of Directors, 31 May 1935, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

31 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 15–17.

32 Ibid, 18.

33 Ibid.

34 Ibid, 19–20.

aid to several projects, including at least one outside its field of interest, medical research. For example, in 1930 and 1931, the Macy Foundation provided support for investigations into the fundamental laws of physics at the University of Berlin, completed by none other than famed physicist and thinker Albert Einstein, a personal friend of Kast.³⁵

The Macy Foundation and Medical Education

While the Macy Foundation distributed the majority of its monetary support to medical research in the Kast era, it also played a significant role in fostering the ongoing conversation on medical education. An excerpt from the Macy Foundation's first presidential *Review of Activities* (1930–1936) highlights the importance of medical education and solidifies the field as one of the bedrocks of Macy-sponsored initiatives. Acknowledging advancements in medical education (no doubt spurred on by the Flexner Report, published in 1910), the Macy Foundation reiterated its pledge to call attention to the still “many unsolved difficulties” and “new problems” that faced medical schools.³⁶ The author of the *Review*, Kast, stated the following: “The problem of graduate medical education will probably receive earliest attention because through it many of the other problems facing medical education can be brought nearer a solution.”³⁷

More specifically, the Macy Foundation, shortly after its founding, awarded a grant to the Commission on Medical Education (of the Association of American Medical Colleges) to complete a comprehensive survey of educational methods in the United States and abroad. Under the leadership of future Macy Foundation President Willard C. Rappleye, the Commission published the *Final Report of the Commission of Medical Education* in 1932.³⁸ The Commission reported that medical colleges in the early 1930s faced several

35 Ludwig Kast, *Josiah Macy Jr. Foundation: A Review by the President of Activities for the Six Years Ended December 31, 1936* (New York : Josiah Macy Jr. Foundation, 1936), 51; *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 21.

36 Ludwig Kast, *Josiah Macy Jr. Foundation: A Review by the President of Activities for the Six Years Ended December 31, 1936* (New York: Josiah Macy Jr. Foundation, 1936), 25.

37 Ibid, 26.

38 Ibid, 46.

enduring challenges, some of which remain pertinent today—like the high costs of maintaining teaching and research facilities that are adequate for a university department and the problems of relating teaching to research and undergraduate to graduate education.³⁹ The Macy Foundation funded numerous other studies related to medical education until the eve of World War II, including H.G. Weiskotten’s study of medical students following graduation (a survey showing the geographical distribution, extent of specialization, and types of practices pursued by graduates of Syracuse University’s College of Medicine) and Harvard Medical School’s attempt to integrate teaching between the departments of physiology and internal medicine. The Macy Foundation also provided support for the graduate medical program of Columbia University’s College of Physicians and Surgeons.⁴⁰ Overall, the Macy Foundation took a leading role in advocating for and funding medical education, a harbinger of the activities the Macy Foundation is most associated with today.

The Role of Kate Macy Ladd

After she established the Macy Foundation, Kate Macy Ladd maintained an active role in the organization named in her father’s honor. In a book commemorating the 25th anniversary of the Macy Foundation, Chairman of the Board Clarence G. Michalis wrote that Kate Macy Ladd “followed the activities of the Foundation with unflagging interest” until her death in 1945.⁴¹ Indeed, Kate Macy Ladd continued an ongoing conversation with Kast and the Macy Foundation’s board of directors throughout the Foundation’s early years. For example, Kate Macy Ladd wrote a lengthy letter to the board of directors in May 1931 in which she marked the one-year anniversary of the Macy Foundation. She began the letter in the following manner:

As you know, Dr. Kast, as President of the Josiah Macy Jr. Foundation, has kept me fully informed of the work in which its Directors are engaged and as to the progress made in the various research and

39
The Josiah Macy Jr. Foundation, 1930-1955: A Review of Activities (New York: Josiah Macy Jr. Foundation, 1955), 45–46.

40 Ibid, 46–47.

41 Clarence G. Michalis, Foreword, *The Josiah Macy Jr. Foundation, 1930–1955: A Review of Activities* (New York: Josiah Macy Jr. Foundation, 1955), 3.

other activities the Foundation has sponsored during its first year of existence. Please permit me to express my deep satisfaction with the excellent start the Foundation has made under your direction and the resulting promise of great good through the lines of investigation and other work in which it is engaged.⁴²

She also suggested additional areas of research the Macy Foundation should actively support, and by doing so she helped to define its early mission, reflected in this excerpt from the aforementioned letter:

While keenly interested in all of the Foundation's present activities, I am particularly so with reference to two projects it is now furthering— (1) the study of migraine and (2) the investigation of schools for professional social work in the United States and Canada. I am anxious to have the Foundation's work on these two projects extended, developed and followed up as rapidly as you deem practicable from time to time. Then, too, I hope that the Foundation may see its way clear to take up research work that may tend to disclose the causes of arteriosclerosis, in the hope that one or more methods of lessening the occurrence of this dreaded disease may be discovered and applied.⁴³

Likewise, Kate Macy Ladd informed the board of directors that she would pass along additional funds to the Macy Foundation. She distributed additional funds to the Macy Foundation as a demonstration of her appreciation of the work being done, and often, as a means to pursue the causes closest to her heart. Kate Macy Ladd gave this additional \$200,000 gift to the Macy Foundation with the following understanding:

I in nowise intend that the use of either the principal thereof or income there from must be confined to the three projects I have just specially mentioned. On the contrary, I intend that your use thereof within the

42 Kate Macy Ladd to the Josiah Macy Jr. Board of Directors, 12 May 1931, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

43 Ibid.

limits of the general powers of the corporation shall be according to your uncontrolled discretion, although hoping that you will keep in mind the particular matters which have thus led me to make this additional gift.

While Kate Macy Ladd avoided instructing the board of directors on what they should and should not fund, her suggestions for further research certainly carried weight. In fact, the Macy Foundation subsequently funded research projects related to the topic of aging, and in particular, arteriosclerosis.⁴⁴

In a letter she wrote to Kast in spring of 1932, marking the second anniversary of the Macy Foundation, Kate Macy Ladd again demonstrated her keen interest in the affairs of the organization:

I am much interested in the report of progress in the affairs of the Foundation. I feel happy and gratified over the accomplishments already obtained and the plans under consideration by the Board of Trustees. Will you please convey to each member of the Board my great appreciation of his interest and to the members as a whole my deep sense of gratitude for their wise stewardship of the Foundation created in memory of my father.⁴⁵

With this additional gift, she offered a suggestion to Kast and the board of directors for another area of research:

In adding this contribution to my previous gifts to the Foundation, I hope in particular that the Board of Trustees will be enabled soon to put some of your plans into operation for the support of projects concerning the social aspects of medicine.⁴⁶

Overall, while Kate Macy Ladd allowed Kast and the board of directors of to

44
Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980 (New York: Josiah Macy Jr. Foundation, 1980), 17–18.

45 Kate Macy Ladd to Ludwig Kast, 6 April 1932, Josiah Macy Jr. Foundation Archives (New York, N. Y.).

46 Ibid.

conduct the day-to-day business of the Macy Foundation, she remained very interested in the affairs of the organization.

The Origins of the Macy Conference Program

In the summer of 1931 the Macy Foundation sponsored a 3-day conference to examine the educational needs of professional social workers. Three years later, in 1934, the Macy Foundation convened a 4-day conference on the relation of emotions to the educational process.⁴⁷ Both conferences were conducted in the usual manner of scientific meetings: namely, researchers read papers, and designated participants and discussants issued prepared comments.⁴⁸

In 1936, Frank Fremont-Smith, a faculty member and researcher in the department of neuropathology at Harvard Medical School and the Boston City Hospital, was named as the Macy Foundation's medical director and executive secretary. Under Fremont-Smith's direction and leadership, the conference program format departed from the conventional pattern. Informal discussions replaced the presentation of formal papers, and organizers gave higher priority to the "elucidation of problems" than the answers to the problems themselves.⁴⁹ This type of multidisciplinary conference, in which conference participants discussed informally a topic of common concern in medicine and the biological sciences, proved to be a promising method of focusing the resources of several professions on a single problem. Thus, the format of the future successful Macy Foundation conferences was established.

Conclusion

By the time Kast died in spring 1941, the Macy Foundation had allocated approximately \$1.5 million to research projects, mostly to fund studies on topics related to psychosomatic medicine and the problem of aging.⁵⁰ In an

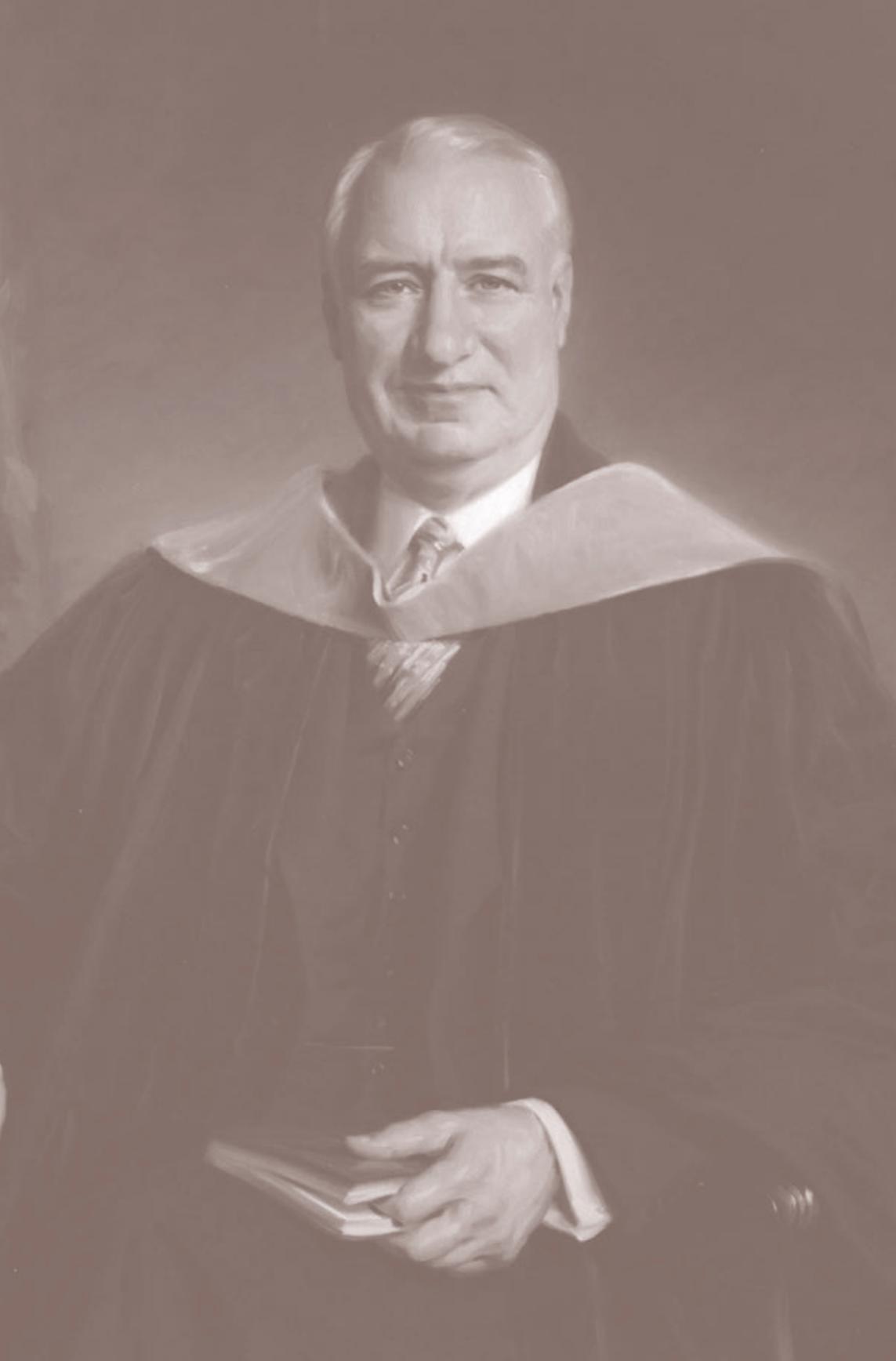
47 *The Josiah Macy Jr. Foundation, 1930–1955: A Review of Activities* (New York: Josiah Macy Jr. Foundation, 1955), 13.

48 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 23–24.

49 *Ibid.*, 25.

50 *Ibid.*, 15.

age of unparalleled upheaval, with the Great Depression and onset of World War II, the Macy Foundation managed to advance medical research and sponsor programming on medical education. Throughout Kast's presidency, Kate Macy Ladd steadfastly supported the Foundation named in her father's honor. Willard C. Rappleye, the dean of Columbia's College of Physicians and Surgeons and a member of the Macy Foundation board of directors, would become the next president of the Macy Foundation—guiding the organization for roughly a quarter of a century.



CHAPTER 3

The Macy Foundation during the Presidency of Willard C. Rappleye (1941–1965)

The presidency of Willard C. Rappleye ushered in an era of over two decades of unprecedented growth for the Josiah Macy Jr. Foundation. With Rappleye at the helm, the Macy Foundation anticipated the entry of the United States into World War II, resulting in the Macy Foundation’s support of medical research related to national defense. This change in direction manifested itself not only in grants to fund research on traumatic shock and war neuroses but also in the growth of the Macy Conference Program, led by Frank Fremont-Smith. The Rappleye era also marked the passing of founder Kate Macy Ladd. Overall, this chapter documents one of the most pivotal time periods in the history of the Macy Foundation—one in which it shifted from a primary focus on funding medical research to a focus on the improvement of medical education.

Willard C. Rappleye

An eminent doctor and scholar, Willard C. Rappleye was a graduate of Harvard Medical School and the dean of Columbia University’s Faculty of Medicine from 1931 to 1958. During his tenure as dean at Columbia, Rappleye oversaw significant growth in the faculty, a six-fold increase in the teaching budget, and a 25-fold rise in research funding.⁵¹ Because Rappleye had been a member of the Macy Foundation’s board of directors since 1933, his appointment as president ensured continuity among the leadership. He also served as the head of the Commission on Medical Education (of the Association of American Medical Colleges), which, under the leadership of Rappleye, and with funding by the Macy Foundation, had published *Final Report of the Commission of*

51 “ABMS Bios (Q-Z),” *American Board of Medical Specialties*, accessed April 11, 2011, http://www.abms.org/About_ABMS/ABMS_History/ABMS_Bios_Q_Z.aspx.

Medical Education in 1932. Similarly, Rappleye became one of the founding members of the Advisory Board for Medical Specialties, securing crucial funding to support board activities in the early 1930s. Under Rappleye's leadership, the board published a document entitled "Essentials for Approval of Examining Boards in Medical Specialties," in 1934. An outspoken advocate for excellence in the training of medical students, Rappleye foresaw that the future practice of medicine would be directly affected by contemporary social and economic changes. Rappleye said these changes would require a physician "to remain a student throughout his entire life if he is to meet the needs of his patients and the community."⁵²

The Macy Foundation and World War II

In 1940, Rappleye and the board of directors (foreseeing the eventual involvement of the United States in World War II) began to support projects associated with national defense. During the course of the next 5 years, the Macy Foundation spent more than \$650,000 in aid of medical research and education directly related to this topic. This substantial sum represented approximately 60% of all money appropriated and disbursed by the Macy Foundation between 1940 and 1945.⁵³

Two subject areas that were relevant to wartime problems were already part of earlier Macy Foundation interests: traumatic shock (closely related to surgical shock) and war neurosis (building on the research on psychosomatic medicine, which the Macy Foundation had supported since 1931). Traumatic shock took a heavy toll on soldiers in World War I. As a result, the Macy Foundation supported medical research on the malady during the second World War. Physicians had long speculated that traumatic shock resulted from the presence of a toxic substance in the blood, but that hypothesis remained unproven on the eve of World War II. In 1940, biologists from New York University, with the financial support of the Macy Foundation, collaborated on a project that

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52 Ibid.

53 *The Josiah Macy Jr. Foundation, 1930–1955: A Review of Activities* (New York: Josiah Macy Jr. Foundation, 1955), 27.

appeared to confirm the hypothesis that traumatic shock resulted from the presence of a toxic substance in the blood.⁵⁴

Similarly, the Macy Foundation recognized that psychiatric disorders were among the most serious and widespread medical problems that afflicted military personnel. In the fall of 1940, the Macy Foundation gave funds to the National Research Council for the first meeting of the Committee on Neuropsychiatry, which subsequently led to cooperation with the Selective Service System and the armed forces on the subject of war neuroses.⁵⁵ In addition, having recognized that there was an insufficient number of psychiatrists to examine enlistees individually, the Macy Foundation sponsored a 2-day conference (attended by psychiatrists, psychologists, and representatives of the Selective Service) on group personality testing.⁵⁶ Subsequently, as a result of the conference, a series of academic projects emerged that produced new screening procedures later used widely in the selection of military personnel.

Wartime Reprint Service

In addition to supporting war-related medical research, one of the most significant efforts completed by the Macy Foundation was its initiation of a wartime reprint service for military doctors who were working overseas; through this effort, the Macy Foundation distributed new publications bearing on medical problems in the armed forces. During World War II, most American physicians in uniform who were stationed abroad had little to no contact with medical libraries. In order to keep them abreast of important developments in medical research and practice, the Macy Foundation began, initially as a small-scale experiment, to distribute reprints of articles of immediate significance to these medical officers. The reprint service met with such an

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54 Ibid, 21.

55 At the meeting, organizers of the conference distributed to the members of the committee and to the liaison officers from the armed services and Selective Service copies of a report on acute war neuroses suffered by troops removed from Dunkirk. W. Sargant, and E. Slater, "Acute War Neuroses," *Lancet* 2, no. 1 (1940): 1-2.

56 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 21–22.

enthusiastic response that the Macy Foundation expanded the effort to reach not only doctors in the United States armed forces but also those in the military services of U.S. allies in Europe and the Far East.⁵⁷ Reflecting on the reprint effort in satisfaction and with a sense of accomplishment, President Rappleye commented, "This unique service of our Foundation not only aided the war effort, but also materially helped keep our medical officers abreast of new developments in medical practice and research."⁵⁸

The Macy Foundation received acknowledgements from medical personnel from across the world, eloquently testifying to the value of the reprint service. Sergeant Stanley H. Grossman, stationed in Rome, Georgia, wrote:

I should like to thank you for the reprints that I have been receiving for many months. Although attached to a neuropsychiatric army center the broad follow-up of current advancements would be impossible if it were not for the valuable service given by your committee. I constantly use the reprints, have them cross-referenced and filed.⁵⁹

Similarly, Colonel Herrman Blumgart (headquarters-United States Forces-India Burma Theater), who later became a distinguished Professor of Medicine at Harvard, attested:

General Baylis wrote to you how much the reprints meant to the men in this theater. I can add but little, except to say that it would have warmed your heart to have visited the installations yourself and heard the expressions of gratitude on the part of the medical officers. The knowledge gained through these reprints was helpful; of probably equal importance was the psychological effect on the medical officers in feeling that they still had contact with the outside scientific world and that interest was manifested in their maintaining professional proficiency. This was particularly true in this theater because of the

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57 Ibid, 22.

58 Dr. Walter E. Rappleye, Josiah Macy Jr. Foundation President's Report, 1 Nov. 1945-31 March 1946, 17, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

59 Ibid.

irregular receipt of American medical journals.⁶⁰

In total, the Macy Foundation distributed at least six million copies of 400 medical and scientific papers and journal articles.

Overall, this time period highlights an important point: like other organizations and groups, the Macy Foundation shifted its focus during World War II to support the wartime effort of the American government.

The Death of Kate Macy Ladd

Fifteen years after establishing the Macy Foundation named in her father's honor, Kate Macy Ladd died on August 27, 1945, at the age of 82. Kate Macy Ladd, until her death, remained actively involved with the Macy Foundation. Rappleye explained that he, like Ludwig Kast before him, frequently discussed the activities of the Foundation with the heiress. Rappleye reflected on his numerous meetings with her in the following manner:

I saw her every two weeks, always with the idea of telling her what was going on and she, in turn, showed the greatest interest in the various activities and was particularly interested in some of these things that we did for the servicemen during the war.⁶¹

Indeed, Rappleye described Kate Macy Ladd as keenly aware of the programs the Macy Foundation supported, offering ideas for its future pursuits up until the sickness that led to her death:

Mentally, of course, she was extremely active. That is a point that is very important, I think, because she was constantly alive to problems going on and she read a great deal apparently, and made numerous suggestions up until recent months preceding the last time I saw her

60 Reprint Service/Letters of Appreciation/Overseas Installations, Nov. 1945, Josiah Macy Jr. Foundation Archives (New York, N.Y.)

61 Hearing Held in the Matter of the Estate of Kate Macy Ladd (November 16, 1949), 4, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

for various things that she was interested in seeing the Foundation do.⁶²

After Kate Macy Ladd passed away, the board of directors of the Macy Foundation issued a memorial in her honor, which included the following statement:

The Officers and Directors of the Josiah Macy, Jr. Foundation record their sense of sorrow and sense of personal irreparable loss in the death on August 27th, 1945 of Kate Macy Ladd, the Donor of the Foundation and their loyal friend and guiding spirit...She believed that privately organized philanthropy should not replace functions which should receive community support but rather should seek out promising new paths to better understanding and wiser direction of human affairs, and should investigate, test and demonstrate the value of those concepts and methods developed in the vanguard of social progress...Doctor Willard C. Rappleye and the Directors take cognizance of the confidence which Mrs. Ladd has placed in them evidenced by both generous gifts during her lifetime and by the legacy bequeathed at her death...in keen awareness of their responsibility to carry forward the high purposes for which the Foundation was established.⁶³

Kate Macy Ladd granted the Macy Foundation approximately \$19,000,000 through gifts bestowed both before and after her death.⁶⁴ Buoyed by the legacy she left, the Macy Foundation continued to grow in the immediate aftermath of its benefactor's death.

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62 Ibid, 7.

63 Josiah Macy Jr. Foundation Board Meeting Minutes, 5 Dec. 1945, Josiah Macy Jr. Foundation Archives, (New York, N.Y.).

64 *Josiah Macy Jr. Foundation, 1930-1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 13.

Frank Fremont Smith and the Macy Conference Program

When the United States entered the World War II, the need for private support of conferences on topics related to medicine became increasingly urgent. Many scientists working on related problems or on different aspects of the same problem were isolated by wartime conditions and needed opportunities to share ideas, research, and data.⁶⁵ The Macy Foundation filled this need by organizing several conferences, establishing a unique approach that proved to be particularly relevant. Given the outbreak of war, the topics of bone and wound healing and liver injury provided the themes for the very first Macy conferences. As noted earlier in the chapter, wartime conferences on traumatic shock and war neuroses, for example, were also highly productive.

The Macy Foundation also sponsored conferences on topics such as the nascent field of cybernetics.⁶⁶ Held biannually from 1946 to 1953, the Macy Conferences on Cybernetics best reflected the Foundation's conviction in organizing interdisciplinary conferences as platforms for advancing knowledge. Moreover, the Macy Conferences on Cybernetics demonstrated the Foundation's ability to shape provocative new areas of research. Participants at the Macy Conferences on Cybernetics initially came together due to their shared interest in the "physiological mechanisms underlying the phenomena of conditioned reflexes and hypnosis as related to the problem of cerebral inhibition."⁶⁷ Cybernetics eventually evolved into the most diverse of the Macy Foundation's conference groups; participants included representatives from the fields of electrical engineering, mathematics, sociology, anthropology, psychology, psychiatry, physiology, biology, anatomy, and zoology.⁶⁸

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65 Ibid, 24–25.

66 Although the term "cybernetics" has numerous definitions, the Macy Foundation published monographs on the Cybernetics Conferences with the subtitle, "Circular Causal and Feedback Mechanisms in Biological and Social Systems." See *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 21.

67 *The Josiah Macy Jr. Foundation, 1930–1955: A Review of Activities* (New York: Josiah Macy Jr. Foundation, 1955), 20.

68 Ibid, 21.

Overall, the implementation and success of Frank Fremont-Smith's Macy Conference Program fundamentally altered the role of the Foundation moving forward. Macy conferences provided the Foundation with a unique platform and forum to influence strains of medical and scientific research, and reincarnations of the Macy conferences continue to the present day.

A Shift toward Medical Education

In the latter half of Rappleye's presidency, conferences (and ensuing monographs) remained a staple of the Macy Foundation. More importantly, however, Rappleye presided over a shift in the middle to late 1950s in the focus of the Macy Foundation—from an organization primarily funding medical research (the above conferences illustrate this perfectly) to one that sponsored research, scholarship, and programming on medical education and the training of medical school faculty. This represented a major change, a shift in mission that still is in effect to this day.

From the end of World War II through the mid-1960s, the Macy Foundation shifted its focus to support the efforts of medical schools to expand and strengthen their basic science faculties. During that time, the Foundation also began supporting the emerging fields of basic reproductive biology, human reproduction, and family planning and fostered their incorporation into the biological, behavioral, and social science bases of academic obstetrics and gynecology. For example, in 1963, the Macy Foundation endowed chairs in obstetrics at the Columbia College of Physicians and Surgeons and the Harvard Medical School, with grants totaling \$500,000 for each institution.⁶⁹ In the 10-year period from 1955 to 1965, the Macy Foundation allocated \$5 million to attract talented individuals to academic careers in obstetrics and human reproduction—with special emphasis on teaching.⁷⁰ This shift in the Macy Foundation's emphasis from biomedical research to medical education, which began after World War II, was complete. Grants toward biomedical research studies decreased in 1961 and 1962 to roughly 6% of the Macy Foundation's

69 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 26.

70 *Ibid.*, 27.

non-operating budget. In 1963, grants awarded for biomedical research ceased entirely.⁷¹

Conclusion

Willard C. Rappleye retired as president of the Macy Foundation in 1965, although he remained a member of the board of directors until his death in 1976. Having served as president for 24 years, Rappleye presided over an era of great change in the organization he dutifully served. The Macy Foundation responded to the war effort by vigorously sponsoring medical research related to such topics as traumatic shock and distributed millions of reprints of journal articles to doctors in uniform overseas. The Macy Conference Program, led by Frank Fremont-Smith, reached maturity; focusing on such issues as cybernetics and the problems of aging. Most significantly, Rappleye led the Macy Foundation in its transformation from an organization largely focused on medical research to one devoted to medical education. In actuality, the Rappleye era highlighted the versatility of the Macy Foundation itself, which would be a defining characteristic going forward. In the years ahead, John Z. Bowers would build upon Rappleye's notable legacy, and the Macy Foundation would continue to branch out into new programming in its support of medical education.

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71 Ibid, 28.



CHAPTER 4

The Macy Foundation during the Presidency of John Z. Bowers (1965–1980)

Willard C. Rappleye's successor, John Z. Bowers, assumed the presidency of the Josiah Macy Jr. Foundation in January 1965 and built upon his predecessor's legacy of shifting the resources of the Macy Foundation toward medical education. Indeed, the 15-year presidency of Bowers marked the maturation of the Macy Foundation. No longer a foundation primarily devoted to the pursuit of medical research, the Macy Foundation moved forward to support programming in varied fields related to the improvement of medical education. In addition, the Bowers era witnessed the redirected and revitalization of the Macy Conference Program and the initiation of several Macy Scholars Programs.

John Z. Bowers

Bowers earned his medical degree from the University of Maryland. In World War II, he saw active duty in the Naval Medical Corps and was wounded at the Battle of Guadalcanal. For his courageous service, the Navy awarded Bowers the Legion of Merit for Combat and the Purple Heart. Following the War, from 1947 to 1950, Bowers served as the Deputy Director of the Biology and Medicine Division of the Atomic Energy Commission—becoming an authority on long-term biological effects of atomic radiation.

Bowers served as assistant professor of preventive medicine at The Johns Hopkins University School of Medicine, and in 1950, at age 37, he became the youngest medical dean ever chosen when the University of Utah College of Medicine appointed him as dean and professor. In 1955, the University of Wisconsin chose Bowers as its dean of the School of Medicine, a post he held until 1961. Throughout his career, Bowers' keen interest in ancient and modern Japanese medicine and his extensive research were reflected in his many

scholarly papers and books, and these efforts earned him acclaim as one of the foremost authorities in the United States on Japanese and Chinese medical education and history. Immediately prior to becoming the president of the Macy Foundation, Bowers served for one year on the staff of the Rockefeller Foundation.⁷²

New Directions

A very capable administrator and scholar, Bowers recognized the change sweeping across the country in regard to medicine and health care. Prominent in the social consciousness of the 1960s was the growing conviction that comprehensive health care should be viewed not as a privilege for those who could afford it but as a basic right of every individual. This phenomenon was closely reflected in the extensive growth of the health care industry and the government initiatives of Medicare and Medicaid.

The Macy Foundation recognized many areas of desperate need in health care and medical education, and Bowers and the board of directors saw the possibility of attacking two of them: medical and social problems. At home, minority groups confronted a health care system that was ill equipped to meet their needs and a startling lack of physicians from their own communities. Abroad, children suffered from an array of medical problems such as malnutrition, and mortality rates were high in developing countries. Responding to these diverse challenges, the Macy Foundation instituted a host of programs and preventive measures to address these societal concerns during the 15-year tenure of Bowers.

Minority Groups for Medicine

The signature program during the Bowers era was the Minority Groups for Medicine Program. Bowers initiated attempts by the Macy Foundation to address two interrelated problems; the lack of adequate health care services provided in predominantly black and minority communities and the socioeconomic barriers that deterred black students from pursuing careers

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72 John Z. Bowers papers, 1950–1985, Rockefeller Archives (Tarrytown, N.Y.).

in medicine.⁷³ In 1966, Bowers and the Macy Foundation began the Post-Baccalaureate Premedical Fellowship Program, with the goal of preparing selected participants for admission into predominantly white medical schools.⁷⁴ From the mid-1960s to early 1970s the Macy Foundation convened several conferences in which representatives of medical schools and historically black colleges and universities explored ways to expand the number of black students qualified to study medicine. Thereafter, the Macy Foundation awarded grants to support the efforts of selected medical schools to identify, recruit, and prepare black high school and college students for medical school and health careers. Finally, another part of the Macy Foundation's comprehensive effort to increase diversity in medical schools was to help provide opportunities for individuals from minority groups to obtain faculty appointments. Macy faculty fellowships helped develop young medical scientists as future leaders in academic medicine, while at the same time providing role models for students who aspired to become medical doctors. During the Bowers era, the Macy Foundation assumed a leadership role in the effort to increase the number of blacks and other underrepresented minorities practicing medicine and allocated more than \$5 million for the endeavor between 1965 and 1980.⁷⁵

Pediatrics in Developing Countries

Bowers brought with him the conviction that the Macy Foundation played an important role in the advancement of medicine not only in the United States but also abroad. Infant mortality rates were extremely high. After further discussion of the broader problems of pediatrics, the president and executive committee of the Macy Foundation board of directors voted to spend up to 20% of the organization's annual income on strengthening education and research on pediatrics in developing countries, primarily in the Western hemisphere.⁷⁶ The Macy Foundation followed three basic approaches to address the issue. First, the Foundation supported the establishment and

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73 *Josiah Macy Jr. Foundation, 1930-1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 31.

74 *Ibid.*, 31-32.

75 *Ibid.*, 31.

76 John Z. Bowers, Report of the President to the Board of Directors of the Josiah Macy Jr. Foundation, 9 Nov. 1965, 3.

growth of residency programs in pediatrics and preventive medicine at a number of strategically located medical schools abroad. Similarly, the Macy Foundation directed funds toward regional health centers where selected physicians and graduate-level health workers (designated as Macy fellows) were trained in pediatrics and preventive medicine by university departments. Finally, the Macy Foundation provided financial aid to new rural pediatric centers headed by former Macy fellows who returned to their home institutions and showed a potential for leadership.⁷⁷ Although the Macy Foundation's international programs had a positive impact, the Foundation pulled back from investments abroad after the presidency of Bowers ended, as other public and private funding emerged that would support international health care.

Women in Medicine

In 1965, at the beginning of Bowers' tenure as president of the Macy Foundation, the percentage of women in the medical profession was one of the lowest in the Western world. As it had done with the Minority Groups in Medicine Program, the Macy Foundation, under the leadership of President Bowers and its board of directors, moved to confront this issue through a series of conferences, commissioned studies, and reports. At the 1968 Macy conference on women in medicine, Marjorie P. Wilson, the Associate Director for Program Development at the National Institutes of Health, maintained that women were needed in the medical profession "because the health of our people and our society will be better for it."⁷⁸ Subsequently, the Macy Foundation sponsored initiatives to boost the recruitment and retention of women seeking a medical education. These efforts culminated in 1980 with a \$685,000 grant to the Seven Sisters Colleges—Barnard, Bryn Mawr, Mount Holyoke, Radcliffe, Smith, Vassar, and Wellesley—the Preparation for a Medical Education Program.⁷⁹ This program supported students from their premedical preparation in liberal arts colleges to their entry into the medical profession.

77 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 34.

78 Marjorie P. Wilson, quoted in *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 36.

79 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 37.

By the end of Bowers' presidency, in 1980, the Macy Foundation allocated approximately \$1 million in support of women in medicine.

New Types of Health Care Practitioners

The soaring demand for medical services, created in part by government-initiated programs in the 1960s, highlighted two weaknesses in the provision of health care in the United States—an overall shortage of medical personnel, and in the Macy Foundation's view, the ineffective utilization of health care professionals in existing categories.⁸⁰ As a result, beginning in 1965 the Macy Foundation began to explore opportunities for the training and utilization of new categories of medical practitioners—namely the midwife and the physician assistant. In his April 1966 presidential report to the board of directors, Bowers showed his recognition that supporting research on midwifery would be a challenge, stating “A next step could be to open the question in relation to the United States, recognizing that it would be a controversial issue.”⁸¹ Over a period of 9 years, Macy Foundation grants supported the development of training programs in both areas, including the pioneering physician assistant program at the Duke University Medical Center—“The Birthplace of the PA Profession.” In addition, the Macy Foundation held two conferences on modern midwifery in 1966. The efforts in support of educational programming for physician assistants met with particular success. The Macy Foundation foresaw the potential usefulness of the physician assistant, and this profession continues to be a growth area within the spectrum of medical professions today.

History of Medicine and the Biological Sciences

Reflecting upon the wishes of Kate Macy Ladd, who wrote that the Macy Foundation should devote attention to problems in medicine that “require for their solution studies and efforts in correlated fields,” Bowers proposed that the Macy Foundation should attempt to promote programming and new

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Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980 (New York: Josiah Macy Jr. Foundation, 1980), 37.

81 John Z. Bowers, Report of the President, to the Board of Directors of the Josiah Macy Jr. Foundation, April 1966, 9.

scholarship on the history of medicine:

It does seem clear that we have entered an important and interesting field which is attracting considerable attention, is welcomed enthusiastically by universities, that this is a real pioneering effort, and one that we will have to stay with for a number of years for full fruition of our interests.⁸²

As the main part of its History of Medicine and the Biological Sciences Program, the Macy Foundation awarded fellowships to young scholars preparing for academic careers in the field. Between 1966 and 1977, the Macy Foundation distributed over \$1 million in the form of developmental grants to medical schools and universities to establish or strengthen undergraduate and graduate programs in the history of medicine and biology. In total, 79 scholars held Macy fellowships in the history of medicine and the biological sciences over the course of 11 years.⁸³

The Revitalization of the Conference Program

The original Macy Conference Program, directed by Frank Fremont-Smith from 1936 to 1960, made a significant contribution to the exchange of ideas and information between scholars and researchers in the biomedical and social sciences. Bowers revived the conference program in 1965, this time shifting the emphasis to medical education and trends affecting medicine and health care both in the United States and abroad. Bowers wrote:

Although the number of conferences and symposia has proliferated rapidly since the first Josiah Macy Jr. Foundation Conference in 1931, there is still a role for a conference program particularly in relation to areas of existing or possible interest to the Foundation.⁸⁴

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82 Kate Macy Ladd, Letter of Gift, 24 April 1930, Josiah Macy Jr. Foundation Archives (New York, N.Y.); John Z. Bowers, Report of the President, to the Board of Directors of the Josiah Macy Jr. Foundation, April 1966, 5.

83 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 35–36.

84 John Z. Bowers, Report of the President to the Board of Directors of the Josiah Macy Jr. Foundation, April, 1966, 8.

Subsequently, between 1965 and 1980, the Macy Foundation sponsored a total of ninety-five conferences.⁸⁵ The following list of Macy conferences organized in 1966 is representative of the new and varied interests of the Foundation:

Education for Anesthesiology
Princeton, NJ, May 1–3

The Training and Responsibilities of the Midwife
Lake Como, Italy, May 8–15

Education in the History of Medicine
Bethesda, MD, June 22–24

Women for Medicine
Swampscott, MA, October 16–19

In addition to its burgeoning conference program, a robust amount of scholarship took place during the Bowers era as well. The Macy Foundation edited and published reports of conferences through commercial publishing houses so that it was not necessary to assemble a large in-house editorial staff.⁸⁶ This practice allowed the Macy Foundation to produce approximately 50 reports of conferences, Macy-sponsored commissions, and studies in the 15 years of the Bowers presidency. In addition, the Macy Foundation published several volumes by scholars on the social and historic aspects of medicine. These monographs and other published works were disseminated to a wide audience that included institutions and individuals in the United States, Canada, and overseas.⁸⁷

85 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 47.

86 John Z. Bowers, Report of the President to the Board of Directors of the Josiah Macy Jr. Foundation, April 1966, 9.

87 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 48.

The Macy Scholar Program

The partnership of Bowers and Chairman of the Board Clarence G. Michalis also produced the first series of Macy Scholar Programs. As noted throughout this chapter, the various reiterations of Macy Scholars included the Minority Groups in Medicine Post-Baccalaureate Premedical Fellowship Program and Macy Scholars in both obstetrics and the history of medicine. Furthermore, the most well-known and long-lasting program initiated during Bowers' presidency was known as the Macy Faculty Scholars Program—which encouraged and enabled outstanding full-time senior faculty members in schools of medicine and public health in the United States and Canada to spend up to a year of concentrated scholarship away from their home institution (often abroad). In effect, Macy Faculty Scholars took a one-year sabbatical to conduct basic research. Starting in 1973, the Macy Foundation awarded 209 Faculty Scholars over \$4 million in grants by the time Bowers retired in 1980.⁸⁸

Conclusion

By 1980, after 15 years under the leadership of Bowers, and now nearly five decades old, the Macy Foundation had reached maturity. The Macy Foundation completed, up until that point, the most productive time in its history. Bowers and the board of directors built upon the legacy of Walter E. Rappleye: the Macy Foundation initiated a plethora of new programs targeted toward the improvement of and access to medical education—primarily in the United States, but also abroad. The effort to increase minority representation in medicine was the Macy Foundation's major domestic program for 13 years. In the present day, the Macy Foundation continues to give a high priority to the diversification of the health care professional workforce through its support of career development for underrepresented minorities. The Macy conferences and the Macy Scholars Program are the centerpieces of the Macy Foundation. These initiatives were carried forward in new formats by the Macy Foundation presidents who followed Bowers. In an age of unprecedented change in health

88 Ibid, 38–39.

John Z. Bowers (1965–1980)

care in the United States, the Bowers era highlights the Macy Foundation's unique ability to transform itself to meet the rapidly changing needs of the field of medicine through the support of medical education.



CHAPTER 5

The Macy Foundation during the Presidency of James G. Hirsch (1981–1987)

A series of continuing changes characterized the presidency of James G. Hirsch, which spanned the years from 1981 to 1987. Under Hirsch's leadership, the Josiah Macy Jr. Foundation narrowed the scope of some of its programs and altered others completely. Most notably, the Macy Foundation enlarged and diversified its Minorities in Medicine Program to support a number of academic enrichment programs for minority high school students interested in careers in medicine and the sciences. This effort represented the single most important accomplishment of Hirsch's tenure. Under Hirsch's guidance, the Macy Foundation also developed programs in the cognitive sciences and pathobiology as well as a program that looked at science, media, and the public—although each program was short lived. When Hirsch's tenure as president came to an end, the Macy Foundation reaffirmed its commitment to improving the opportunities of minorities in medicine and health care.

James G. Hirsch

James G. Hirsch graduated from Yale University in 1942 and received his medical degree from Columbia University's College of Physicians and Surgeons in 1946. Prior to his election as Macy Foundation president, Hirsch served on the staff of Rockefeller University for 31 years and served as dean of graduate studies there from 1972 until 1980. Hirsch was best known for his research on the role of white blood cells in the immune system. Early in his career at Rockefeller, Hirsch supervised clinical investigations with findings that revealed, contrary to earlier beliefs, that most patients with tuberculosis who underwent anti-tuberculosis therapy did not require prolonged bed rest. These studies radically changed treatment around the world, enabling patients to be cared for in local hospitals or at home instead of in sanatoriums. When Rockefeller University awarded Hirsch with an honorary degree of Doctor of Science in 1984, a laboratory colleague, Dr. Zanzil Cohn, stated that "His [Hirsch's] laboratory was a nucleus

for investigators who wished to understand the cell biology of the immune response. His studies set the groundwork for all that followed.”⁸⁹

New Directions

In the early years of his Macy presidency, Hirsch reflected on the words of Kate Macy Ladd:

Obviously these insights of the benefactor are pertinent to the many discussions on the proper role of private philanthropy in today’s world. Mrs. Ladd’s charge and philosophical views also serve well as a framework to guide the staff and the board of the Macy Foundation in determining program priorities. The problem of modern times have multiplied in proportion to the growth in size and complexity of the society in which we live.⁹⁰

Recognizing that a relatively small foundation could not address all of the challenges that face health care and medical education, he added, “As a general policy, in keeping with Mrs. Ladd’s recommendation, we have decided to reduce the scope of our activities in order to concentrate our resources in a few areas deemed critical and promising.⁹¹ Thus, the Macy Foundation decided to give most of its attention to education in medicine and medical sciences, rather than to the delivery of health care or to health care policy.⁹² Specifically, as the next section of the chapter details, the organization placed a great deal emphasis on a revamped Minorities in Medicine Program.

The Evolution of the Minorities in Medicine Program

As noted in the preceding chapter, John Z. Bowers and the Macy Foundation pioneered efforts to improve minority representation among American

89 Kathleen Teltsch, “James G. Hirsch Is Dead at 64; A Leader in Blood Research,” *New York Times*, May 26, 1987.

90 James G. Hirsch, President’s Message, in Josiah Macy Jr. Foundation Annual Report, 1982, 14 (New York, N.Y.).

91 Ibid.

92 Ibid.

physicians through its support of initiatives such as the Post-Baccalaureate Premedical Fellowship. Programs like those established by the Macy Foundation, as well as the proliferation of affirmative action programs, led to an increase in the number of minority students preparing for, and embarking upon, careers in medicine and the health sciences. In fact, the total number of underrepresented minorities as a percentage of all students enrolled in medical school more than tripled between 1965 and 1975—from 2.4% to 8.1%.⁹³ However, the matriculation of minorities in medical schools stagnated by the late 1970s. Recognizing the sudden lack of improvement, Hirsch noted, “We remain far short of minority participation in medical school proportionate to their representation of the population.”⁹⁴

Analysis of this persistent problem convinced Hirsch and the Macy Foundation that the major obstacle to further progress in this endeavor was an inadequate pool of well-prepared minority medical school applicants. Hirsch wrote:

Various remedial programs have been successful in making the best possible use of this limited pool, and it is essential that these remedial programs be continued, but it is also important to see what can be done to enlarge the pool by giving attention to the earlier educational experiences of minority youngsters.⁹⁵

Consequently, the Macy Foundation decided to redirect its major effort in this field toward the goal of enlarging the pool of qualified minority applicants—making a long-term commitment to urban and rural demonstration programs designed to provide an outstanding high school education for underrepresented minority students aspiring to careers in the health profession.⁹⁶

Rather than depending on traditional short-term college enrichment programs,

93 *Josiah Macy Jr. Foundation, 1930–1980: A Fifty-Year Review and Report for the Year 1980* (New York: Josiah Macy Jr. Foundation, 1980), 32.

94 James G. Hirsch, President’s Message, in *Josiah Macy Jr. Foundation Annual Report, 1982*, 15 (New York, N.Y.).

95 Ibid.

96 Ibid.

which emphasized weekend workshops and 6-week summer sessions, the Macy Foundation supported programming aimed at continuously exposing students to mathematics and science in the curriculum. Soon after the initiation of the revised Minorities in Medicine Program, Hirsch wrote:

We hope that our public high school programs will demonstrate that modest financial support, coupled with the deep commitment of school administrators, teachers, and communities, can sustain a first-class educational program, while preserving opportunities for all.⁹⁷

In 1982, the Macy Foundation initiated pilot programs at a number of high schools across the country. Three programs were in New York City, and the others originated at 30 small rural high schools in western Alabama; at the Hillhouse High School in New Haven, Connecticut; and at the Tuba City High School, located on a Navajo reservation in Arizona.⁹⁸ These schools were all located in economically underprivileged settings, enrolled predominantly minority students, and had been unable to offer a strong academic curriculum in the past. The Macy Foundation awarded grants directly to local universities and colleges near these schools, so that these resources and faculty would help to upgrade high school facilities and scholastic programs.

With the support of the Macy Foundation's reformulated Minorities in Medicine Program, the rural Alabama high schools were able to offer elective classes in college-level anatomy and physiology to twelfth graders. Likewise with Macy Foundation support, a high school in New York City offered a New York State Regents biology honors course with laboratory experience at the City University of New York and other research facilities. Students taking part in the new Minorities in Medicine Program were also exposed to the medical arena by working with practicing physicians and health care professionals through research projects on health and the needs of their communities.⁹⁹

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97 Ibid, 15–16.

98 Josiah Macy Jr. Foundation Annual Report, 1987, 12 (New York, N.Y.).

99 Ibid.

By the end of Hirsch's presidency, in 1987, more than 2,000 high school students had enrolled in Macy-sponsored programs, meaning that around 500 minority students graduated each year with a more comprehensive high school education. Most of these students achieved high scores on nationally normed tests. Five years into the program, in the 1987 Macy Foundation's annual report included the statement that "the demonstrated achievements of the students are...little short of amazing."¹⁰⁰

Maxine Bleich, who joined the Macy Foundation near the outset of the Bowers presidency, assisted in the development and direction of the nascent Minorities in Medicine Program. Bleich served for 24 years as a Macy Foundation program officer and later was named as its vice president. She played an important role in the development of the Macy Foundation's programs in medical education, especially those designed to increase the number of minority physicians.

Medical Education: Pathobiology and Cognitive Sciences

Hirsch continued the Macy Foundation's emphasis on education in medicine and the medical sciences, through new programs focusing on pathobiology and in the cognitive sciences in medicine.¹⁰¹ The Macy Foundation conceived of its pathobiology program, initiated in January 1981, as a means to strengthen the field of experimental pathology. The program was designed to recruit future experimental pathologists from the large numbers of talented PhD candidates in the biomedical sciences. Macy funds helped to establish courses at a few academic centers of excellence, offering outstanding PhD candidates an opportunity for limited but meaningful exposure to human physiology and pathology. At the Harvard Medical School, for example, a course in pathobiology became a permanent part of the graduate school curriculum.¹⁰² The Macy Foundation also supported the development of new programs in experimental pathology at major centers of biomedical research,

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100 Ibid, 14.

101 Clarence F. Michalis, *Josiah Macy Jr. Annual Report, 1987*, 6 (New York, N.Y.).

102 *Josiah Macy Jr. Foundation Annual Report, 1987*, 23 (New York, N.Y.).

such as Yale.¹⁰³ However, in most cases, sustained support was lacking for these initiatives. As a result, Macy's board of directors, under the leadership of Clarence F. Michalis, decided to phase out the program.¹⁰⁴

Under Hirsch's guidance, the Cognitive Sciences in Medicine Program explored methods and technologies to organize and teach, in clinically relevant ways, the ever expanding body of basic science knowledge. The ultimate goal of the program was to move the medical curriculum away from a focus on the acquisition of facts, to an emphasis on clinical reasoning and problem solving grounded in the knowledge of basic science. The Macy Foundation grants provided an opportunity for cognitive scientists from different fields and institutions to work collaboratively on projects involving highly original theoretical research that required an extended period of time to demonstrate if and how advances in cognitive sciences might be applied for medical education. Although the projects supported under this program represented a hopeful beginning, the Macy Foundation was not able to assess the long-term merits and practical application of this realm of research, and, as a result, phased out the program.

Science, Media, and the Public

During his presidency, Hirsch established the Science, Media, and the Public Program to support activities designed to improve the communication and public understanding of science and medicine. The centerpiece of this effort was the Macy Fellowship Program in Science Broadcast Journalism at WGBH Educational Foundation in Boston. Hirsch wrote that the Fellows' "training and influence within the television industry should help television better inform and educate the public" about science. Seventeen Fellows took part in the program over 3 years.¹⁰⁵ This program also supported the establishment of the Biology Division at the New York Hall of Science, and helped to launch a new journal, the National Academy of Sciences–sponsored *Issues in Science and*

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103 Ibid.

104 Clarence F. Michalis, Josiah Macy Jr. Annual Report, 1987, 6 (New York, N.Y.).

105 James G. Hirsch, President's Statement, Josiah Macy Jr. Foundation Annual Report, 1986, 18 (New York, N.Y.).

Technology.¹⁰⁶ However, the Macy Foundation’s board of directors voted to phase out the Science, Media, and Public Program at the end of Hirsch’s tenure as president.¹⁰⁷

Conferences

The Macy conferences popularized by Rappleye and again by Bowers largely came to an end during Hirsch’s tenure as president. This coincided with the departure of Macy conference director and editor, Elizabeth F. Purcell, a longtime collaborator with Bowers. Rather, during Hirsch’s presidency, the Macy Foundation planned individual symposia and sponsored or cosponsored smaller efforts with other institutions and organizations. For example, in 1986, the Macy Foundation presented a symposium on women in science at the Neurosciences Institute in New York City and provided funding for the Macy-McGill Conference on Cognitive Sciences.¹⁰⁸

Conclusion

James G. Hirsch died of cancer in the spring of 1987. As president of the Macy Foundation, Hirsch ushered in a series of changes from the accomplishments of his immediate predecessor, John Z. Bowers. Hirsch made a compelling case for reducing the scope of Macy Foundation activities, believing that the Foundation would do better to focus on a narrower array of priorities—namely, related to medical education. Hirsch’s largest project was the reimagining of the Minorities in Medicine Program from its earlier focus on improving diversity in medical schools to a program geared toward supporting the education of minorities in high schools. After Hirsch’s death, the Macy Foundation took several months to find its next leader, Thomas H. Meikle.

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106 Clarence F. Michalis, Josiah Macy Jr. Annual Report, 1987, 5 (New York, N.Y.)

107 Ibid.

108 Josiah Macy Jr. Annual Report, 1986, 32; Josiah Macy Jr. Annual Report, 1987, 36 (New York, N.Y.).



CHAPTER 6

The Macy Foundation during the Presidency of Thomas H. Meikle Jr. (1987–1996)

The board of directors elected Thomas H. Meikle Jr. as the fifth president of the Josiah Macy Jr. Foundation in September 1987—succeeding James G. Hirsch. Meikle provided the Macy Foundation with a burst of energy, recognizing the Foundation’s unique ability to affect change in health care and medical education. Shortly after assuming the presidency, Meikle wrote:

I am especially impressed by the many opportunities afforded private philanthropy to effect real changes in American society. In many cases in which the results particularly benefit underserved segments of society, changes will not occur without the initiative and support provided by philanthropy. Such opportunities for public service confer special responsibilities and, in joining the Macy Foundation, I recognize them very keenly.¹⁰⁹

Meikle’s 9-year tenure as president of the Macy Foundation was very productive. Indeed, Meikle reinstated many of the program areas that had been part of the Macy Foundation’s traditional interests. Specifically, he refocused its efforts in the area of medical education, with special emphasis on more creative ways of teaching doctors to become better physicians. The Macy Foundation also continued to invest heavily in the Minorities in Medicine Program, which led to the creation of Ventures in Education, a separate not-for-profit corporation. Meikle reinstated the Macy conferences, reclaiming

109 Thomas H. Meikle Jr., President’s Statement, Josiah Macy Jr. Foundation Annual Report, 1988, 9 (New York, N.Y.).

the Macy Foundation's place as a platform for health care leaders and scholars to discuss the most important issues confronting health care and medical education. At the time of Meikle's retirement (due to the onset of illness), Board Chairman Clarence F. Michalis described the fifth president's efforts at the Macy Foundation as "distinguished."¹¹⁰

Thomas H. Meikle Jr.

A native of Troy, Pennsylvania, Meikle earned both his undergraduate degree and his medical degree from Cornell University, beginning a nearly four-decade relationship with the New York institution. During his professional career, which began at Cornell, where he served as an instructor of anatomy in 1961, he helped reshape the way doctors and other health professionals were trained, in a shift from large lectures to small-group teaching. In total, Meikle served Cornell for 26 years in a variety of administrative posts, including 8 years as dean.¹¹¹ Before being elected as the fifth president of the Macy Foundation in 1987, Meikle served as the Stephen and Suzanne Weiss Dean of Cornell Medical College and Provost for Medical Affairs at Cornell University. It is interesting to note that he briefly served as vice president of the Macy Foundation, in 1980, under Bowers.¹¹² Meikle brought to the Macy Foundation an outstanding record of achievement in research, teaching, and administration. His knowledge of critical issues in medical education and his previous, albeit brief, work with the Macy Foundation gave him unique insight and the ability to lead the Foundation.

Meikle and the Mission of the Macy Foundation

Upon his return to the Macy Foundation, Meikle advocated its "active participation" in the "difficult and delicate process of reforming American medical education."¹¹³ He elaborated on the rationale for focusing on medical

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110 Clarence F. Michalis, Chairman's Statement, Josiah Macy Jr. Foundation Annual Report, 1996, 11 (New York, N.Y.).

111 "Thomas H. Meikle Jr, a Cornell Dean," *New York Times*, July 21, 1997.

112 Clarence F. Michalis, Chairman's Statement, Josiah Macy Jr. Foundation Annual Report, 1997, 7 (New York, N.Y.).

113 Thomas H. Meikle, Jr., President's Statement, Josiah Macy Jr. Foundation Annual

education in an internal review of the Macy Foundation’s activities in 1991:

- It built on the reputation of the Macy Foundation, which already had a distinguished history in medical education.
- There was a great need for educational change.
- While there were other potential collaborators, no other foundation focused on medical education as its primary function.
- This built on the interest and expertise of the president of the Foundation.¹¹⁴

Meikle’s four points remain relevant for the Macy Foundation today. He thought the Foundation should “carefully delineate its own role” in efforts to affect change in the education of medical professionals by the following means:

- maintaining a continuing process for identifying critical issues in the education of physicians and other health care professionals;
- facilitating the examination of these issues by involved and concerned parties;
- catalyzing the development of plans of action to address specific problems;
- identifying and focus attention on the policymaking organizations and agencies that control the resources capable of implementing change;
- publicizing recommendations for change; and
- supporting projects designed for change.¹¹⁵

With these principles in mind, Meikle led the Macy Foundation in the effort to reform American health care and medicine by concentrating its resources on better educating and training physicians and other health care professionals.

Revisiting Medical Education

Report, 1988, 13.

¹¹⁴ Thomas H. Meikle Jr., *Internal Review of the Josiah Macy Jr. Foundation*, 1991.

¹¹⁵ Thomas H. Meikle Jr., *President’s Statement*, *Josiah Macy Jr. Foundation Annual Report*, 1988, 13.

As noted above, the Macy Foundation broadened its support of medical education during Meikle's 9-year presidency. For example, under Meikle's leadership, the Macy Foundation supported the establishment of the Harvard-Macy Institute to improve the teaching capabilities of medical school faculty. The Macy Foundation awarded a 3-year \$1.5 million grant to both Harvard Medical School and the Harvard Graduate School of Education in an effort to accelerate reform in medical education. The grant supported three programs: a 3-week Institute in medical education for physician-educators; an intensive 1-week educational leadership course designed primarily for medical school administrators; and two 6- to 12-month fellowships in medical education for senior faculty.¹¹⁶ With a 3-year extension of this grant, the Macy Foundation's direct financial support of the Harvard-Macy Institute continued through 2002. Still in operation, the Harvard-Macy Institute creates and fosters a "community of scholars who work to promote innovative change in healthcare education."¹¹⁷ Preeminent Harvard faculty members such as Elizabeth Armstrong, from Harvard Medical School, and Robert Kegan, from Harvard's Graduate School of Education, have worked with colleagues from leading institutions around the world to design and implement the programs. To date, well more than 2,000 health care professionals have participated in one of the most notable Macy initiated programs in its history.¹¹⁸

In addition, the Macy Foundation initiated a program to support the development and use of a clinical practice examination to evaluate the diagnostic skills of medical students that incorporated the use of standardized patients. The clinical practice examination (CPX), which involved the use of 15 to 20 standardized patients (each trained to consistently replicate the symptoms of different specific illnesses), was designed to evaluate the ability of medical students to interview, examine, diagnose, and treat patients. The Macy Foundation's support of the CPX initially began in 1990, when it awarded a 3-year \$750,000 grant to the Mount Sinai School of Medicine in New York to assist in the establishment of the Morchand Center for Clinical Competence,

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116 Josiah Macy Jr. Foundation Annual Report, 1994, 26-28; Josiah Macy Jr. Foundation Annual Report, 1996, 21 (New York, N.Y.).

117 Harvard Macy Institute, accessed May 23, 2010, <http://www.harvardmacy.org>.

118 Ibid.

which became a national model for other clinical assessment centers.¹¹⁹ The New York Consortium of Medical Schools was one of six Macy-supported regional consortia of medical schools that developed a CPX. The New York Consortium, which was established in 1994 with a 3-year grant from the Macy Foundation, represented the first curricular collaboration among all eight of the metropolitan New York medical schools: Albert Einstein College of Medicine, Columbia University College of Physicians and Surgeons, Cornell University Medical College, Mount Sinai School of Medicine, New York Medical College, New York University School of Medicine, School of Medicine of the State University of New York at Stony Brook, and State University of New York Health Science Center at Brooklyn.¹²⁰ Between 1987 and 1996, the Macy Foundation awarded a total of \$4.6 million in support of the development of the CPX.¹²¹ Today, a revised clinical practice examination is an integral part of the U.S. Medical Licensing Examination (USMLE), now known as the Step 2 Clinical Skills Exam. It is notable that the USMLE was inspired by the Macy Foundation's earlier endeavor, and this examination is required for each medical school graduate in the United States.

The Josiah Macy Jr. Professorship of Medical Education

In September 1995, the board of directors awarded a \$2 million grant to the University of Michigan Medical School to endow the Josiah Macy Jr. Professorship in Medical Education. The Foundation sponsored the Macy Professorship, which was among the first endowed chairs in medical education in the United States, in to promote scholarship in the field of medical education and its application to teaching and learning in medical schools. In February 1995, the Macy Foundation invited the nation's 141 allopathic and osteopathic medical schools to apply for the Foundation's grant. Fifty-one medical schools responded to this invitation and applied for funding. An external advisory committee, comprised of eight prominent medical educators and chaired by Robert G. Petersdorf, assisted the Macy Foundation in the selection

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119 Josiah Macy Jr. Foundation Annual Report, 1996, 22–23 (New York, NY).

120 Ibid, 24.

121 Thomas H. Meikle Jr., President's Statement, Josiah Macy Jr. Foundation Annual Report, 1996, 14 (New York, N.Y.).

process.¹²² James O. Woolliscroft, now dean of the University of Michigan Medical School, became the first Macy Professor. Woolliscroft, who was then a professor of internal medicine and chief of clinical affairs at the University of Michigan Medical School, was recognized by the Macy Foundation for his highly respected expertise in clinical care, medical education, and educational research. As Macy Professor, Woolliscroft led a team of medical educators in the development, implementation, and evaluation of educational models for teaching medical students in ambulatory care settings.¹²³

The Minorities in Medicine Program

As chronicled in the two preceding chapters, the Macy Foundation organized and developed the Minorities in Medicine Program in order to bolster the number of students of color who could attend medical school in the United States, thereby leading to an increase in minority physicians and health care professionals. Under the guidance of James G. Hirsch, the Macy Foundation revised its Minorities in Medicine Program to support academic programs for minority high school students interested in careers in medicine and the sciences. Meikle continued the Minorities in Medicine Program in this form. Between 1981 and 1990, the Macy Foundation provided more than \$13 million dollars in financial support to establish programs in a number of high schools across the country. By 1990, over 4,000 high school students enrolled in Macy Foundation–sponsored Minorities in Medicine Programs.¹²⁴

In 1988, the Macy Foundation contracted with the McKenzie Group, an educational consulting organization, to conduct an objective review and evaluation of the Macy Foundation’s minority high schools programs; the results were later published in the 1990 report, *Expanding Horizons: A Vision for Our High Schools*. The McKenzie Group concluded that the Macy Foundation’s program demonstrated that motivated students from diverse racial, economic, and geographic backgrounds could excel academically if they were challenged by a rigorous curriculum in a supportive school environment with high

122 Josiah Macy Jr. Foundation Annual Report, 1997, 27 (New York, N.Y.).

123 Josiah Macy Jr. Foundation Annual Report, 1996, 13 (New York, N.Y.).

124 Josiah Macy Jr. Foundation Annual Report, 1990, 36 (New York, N.Y.).

expectations for their performance.¹²⁵ The report recommended the following:

as the nation's secondary schools struggle to foster improved achievement among their students—especially poor and minority students—the Macy Programs should stand as models for widespread replication.¹²⁶

With the reception of the McKenzie report, Meikle and the Macy board of directors sought to “spin off” this incarnation of the Minorities in Medicine Program. As a result, in May 1990, the Macy Foundation approved a 6-year grant of \$4.5 million to establish Ventures in Education (VIE) as a new not-for-profit corporation, with Maxine Bleich as its president. Bleich, who had managed the Minorities in Medicine Program, organized VIE to publicize the experiences and the findings of the McKenzie Group’s evaluation, and to promote the establishment of similar high school programs nationwide.¹²⁷ Six years removed from the creation of VIE, in 1996, *Academic Medicine* published an article entitled “Ventures in Education: A Pipeline to Medical Education for Minority and Economically Disadvantaged Students,” which documented the achievement of students from the Macy-originated program.¹²⁸

The Macy Conference

Meikle also reestablished the Macy Foundation’s traditional leadership in conference programs on contemporary health care and medical issues. After a roughly one-decade absence, Meikle formally reinstated the Macy conference program. Beginning with *The Obstetrician/Gynecologist in the Twenty-First Century: Meeting Society’s Needs*, a series of Macy conferences spanned Meikle’s tenure as president. Two of the conferences, *The Role of Emergency Medicine in the Future of American Medical Care*, and *Training about Alcohol*

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125 Ibid, 36–37.

126 The McKenzie Group, *Expanding Horizons: A Vision for Our High Schools* (Syracuse, N.Y.: McKenzie Group), 1990.

127 Thomas H. Meikle Jr., President’s Statement, Josiah Macy Jr. Foundation Annual Report, 1990, 4; Josiah Macy Jr. Foundation Annual Report, 1990, 38 (New York, N.Y.).

128 Mary R. Bediako et al, “Ventures in Education: A Pipeline to Medical Education for Minority and Economically Disadvantaged Students,” *Academic Medicine* 71, no. 2 (1996): 190-2.

and *Substance Abuse for All Primary Care Physicians*, had a particularly lasting impact. A decade after the former conference, the Macy Foundation funded an Institute of Medicine planning session for what turned into a larger Institute of Medicine study with additional funding provided by the Congress on the Future of Emergency Medical Care in the United States. The *Training about Alcohol and Substance Abuse for All Primary Care Physicians* conference is still widely cited by substance abuse and addiction programs and, more recently, it served as the backbone for a December 2004 White House conference on the topic.¹²⁹ The “new” Macy conferences continue to this day. In addition, the Macy Foundation, in the same manner as it had done in the Rappleye and Bowers eras, published the proceedings of these conferences in a series of monographs—works that were widely disseminated to the larger medical community.

Conclusion

Regrettably, Thomas H. Meikle Jr.’s term as President of the Macy Foundation was shortened by illness. He died 6 months after stepping down from office, on July 19, 1997. However, Meikle left a rich legacy at the Macy Foundation: Under his leadership, the Macy Foundation launched a number of innovative programs aimed at improving the overall effectiveness of medical education—including the Harvard–Macy Institute and the widely adopted clinical practice examination. The Macy Foundation itself experienced a renaissance during Meikle’s tenure, a rebirth best characterized by the development of a new generation of the Macy conference program. More importantly, the Macy Foundation emerged from the Meikle era with a focus on three main aspects of medical education: developing creative new teaching techniques, strengthening the role of primary care and family medicine in the changing health care system, and increasing the representation of minorities and women in the health professions through active recruitment and providing support for training. Reflecting on Meikle’s tenure as president, longtime Macy Board Chairman Clarence F. Michalis wrote, “The Directors of the Foundation and I applaud his leadership and his outstanding success in a number of important

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129 Bernard Harleston, Report of the Josiah Macy Jr. Foundation External Review Committee, 19 Sept. 2005, 10, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

Thomas H. Meikle Jr. (1987–1996)

areas. We will miss his warm and friendly manner and wise counsel.”¹³⁰ The sixth president of the Macy Foundation, June E. Osborn, would build upon Meikle’s efforts by formally codifying the Foundation’s areas of interest.

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130 Clarence F. Michalis, Chairman’s Statement, Josiah Macy Jr. Foundation Annual Report, 1996, 11 (New York, N.Y.).



CHAPTER 7

The Macy Foundation during the Presidency of June E. Osborn (1996–2007)

The board of directors elected June E. Osborn as the sixth president of the Josiah Macy Jr. Foundation and the successor to Thomas H. Meikle Jr. Osborn was the first woman to lead the Macy Foundation. During her 11-year tenure as president, Osborn built upon the principles put forth by her predecessor by formally establishing four clear funding priorities. As a result, the Macy Foundation awarded grants to improve the education of medical and health professionals, to increase diversity among health care professionals, to increase teamwork between and among health care professionals, and to promote educational strategies to improve the care of underserved populations. Notably, Osborn continued the Macy Foundation’s sponsorship of conferences, which served as a platform from which leaders in the fields of medical education and health care could meet to discuss important issues of the day.

June E. Osborn

Osborn earned her medical degree from Case Western Reserve University in 1961. She completed her residency in pediatrics at Massachusetts General Hospital and Boston Children’s Hospital, and her postdoctoral fellowship in virology and infectious diseases at the Johns Hopkins University School of Medicine and at the University of Pittsburgh. From 1966 to 1984, Osborn served as a professor in the departments of medical microbiology and of pediatrics at the University of Wisconsin-Madison Medical School.

In 1984 she left the University of Wisconsin to become the dean of the School of Public Health at the University of Michigan. For more than 30 years, Osborn published research and served as an expert advisor on a number of urgent health and medical issues—including virology, infectious diseases and vaccines,

and public health policy—to the U.S. Food and Drug Administration, the National Institutes of Health, the Centers for Disease Control and Prevention, and the World Health Organization.¹³¹ With her diverse background in medicine and public health, Osborn was highly equipped to lead the Macy Foundation into the twenty-first century.

June E. Osborn and the Grant-Making Priorities of the Macy Foundation

Upon assuming the presidency of the Macy Foundation, Osborn reflected on the ideas of its founder —Kate Macy Ladd. Osborn stated in part:

I have drawn considerable inspiration from Mrs. Ladd's letter of gift, in which she put forward succinctly and gracefully a set of goals and insights I share...I find her clarity of vision to be both remarkable and inspiring.¹³²

Linking Kate Macy Ladd's wishes with the Macy Foundation's activities in the 1980s and 1990s, the new president added:

The Board's decision, especially in the past two decades, to focus efforts on the improvement of health professional education, seems to be fully congruent with her endowing guidance, and I hope to be able to maintain the scope and pace of contribution established by my predecessor.¹³³

With the words of Kate Macy Ladd as a guide, along with the principles first put forth by Thomas H. Meikle Jr., Osborn formulated four areas of particular emphasis in grant making:

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131 Clarence F. Michalis, Chairman's Statement, Josiah Macy Jr. Foundation Annual Report, 1996, 11–12; "Dr. June E. Osborn," *U.S. National Library of Medicine/National Institutes of Health*, accessed May 1, 2012, http://www.nlm.nih.gov/changingthefaceofmedicine/physicians/biography_241.html.

132 June E. Osborn, President's Statement, Josiah Macy Jr. Foundation Annual Report, 1997, 13 (New York, N.Y.).

133 *Ibid.*, 14.

1. projects to improve medical and health professional education in the context of the changing health care system;
2. projects that would increase diversity among health care professionals;
3. projects that would demonstrate or encourage ways to increase teamwork between and among health care professionals; and
4. educational strategies to increase care of underserved populations¹³⁴

While Osborn and the board of directors made no effort to achieve strict proportions of Macy Foundation activities across the four areas at any one time, the Foundation’s leaders attempted to maintain an overall balance. In addition, the four priorities provided useful guidance in assessing the relevance and importance of grant proposals in addition to determining and designing conferences.

Medical and Health Professional Education

Building upon the initiatives established by her predecessor, Osborn and the Macy Foundation awarded grants to improve the medical education of health care professionals. It is important to note that health care professionals included not only doctors but also nurses and physician assistants (and other professions). For example, the Macy Foundation awarded grants to the Clinical Doctorate in Nursing effort, initiated by Dr. Mary O. Muddinger, the dean of the Columbia University School of Nursing. With this grant, the Council for the Advancement of Primary Care and Columbia University faculty developed a data-based model curriculum for national use, a consensus document on standardized and measurable competencies for all graduates, and a national certification test for Doctor in Nursing graduates.¹³⁵ As noted in the preceding chapter, the Macy Foundation also continued to support the groundbreaking Harvard–Macy Institute through 2002 and initiated other timely programs such as Stanford Medical School’s Faculty Development Program, led by Kelley Skeff.¹³⁶

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134 Ibid, 17.

135 Josiah Macy Jr. Foundation Annual Report, 2007, 43–44 (New York, N.Y.).

136 Josiah Macy Jr. Foundation Annual Report, 2005, 23–25 (New York, N.Y.).

Diversity of Health Care Professionals

As noted in the preceding three chapters, the Macy Foundation either supported or initiated programs aimed at improving the diversity of health care professionals from the mid-1960s through the presidency of Thomas H. Meikle Jr. John Z. Bowers began the Post-Baccalaureate Premedical Fellowship Program in 1966, with the intent to prepare selected participants for admission into predominantly white medical schools. Later, under the guidance of James G. Hirsch, the Macy Foundation shifted its resources to high school programs, an initiative continued by Meikle. Under Osborn, the Macy Foundation moved away from the Minorities in Medicine Program in high school toward the support of new initiatives that fostered diversity in medical schools. The Macy Foundation funded varied efforts that encouraged the diversity of health care professionals, including the Associated Medical Schools of New York's Post-Baccalaureate Program. Directed by Marc A. Nivet, the future chief financial officer of the Macy Foundation, the program was designed to improve the qualifications of minority students who narrowly missed acceptance into a specific medical school.¹³⁷

Better Care for Underserved Populations

Similarly, the Macy Foundation awarded grants to a series of projects with the goal of improving the care of underserved populations—another of Osborn's four core funding priorities. The two Macy–Morehouse Conferences on Primary Care for the Underserved, which took place in 1999 and 2002, represented the hallmark of this effort. Chaired by Henry W. Foster, the former dean of Meharry Medical College, the conferences explored the history and background of primary care for underserved populations and the specific educational strategies needed to prepare professionals in the field of health care to meet the primary care needs of the underserved.¹³⁸ Findings and recommendations from the conferences provided a template for activities at Morehouse School of Medicine's new National Center for Primary Health Care.¹³⁹

137 Josiah Macy Jr. Foundation Annual Report, 1998, 32 (New York, N.Y.).

138 Josiah Macy Jr. Foundation Annual Report, 2000, 45 (New York, N.Y.).

139 Bernard Harleston, Report of the Josiah Macy Jr. Foundation External Review Committee, 11 Sept. 19 2005, 11, Josiah Macy Jr. Foundation Archives (New York, N.Y.).

In response to the terrorist attacks on September 11, 2001, the Macy Foundation established “A Fund Responsive to 9/11 Issues,” through which it appropriated a quarter-million dollars to respond to local and national health crises caused by the terrorist event. Through this program, the Macy Foundation awarded grants to the United Way and the American Red Cross of New York and to the Health Care Chaplaincy of New York to assess the effectiveness of post-9/11 counseling and bereavement aftercare.¹⁴⁰

Macy Conferences

Under Osborn’s guidance, the Macy Foundation organized roughly one Macy Conference per year on a variety of topics related to the four core priorities—improving health education, fostering teamwork between and among health professionals, increasing diversity in the health care profession, and improving care for underserved populations.

Osborn maintained the Macy conference format established in the Meikle era of a two- and-a-half-day conference with no more than 40 participants. Osborn stressed that the participants in the Macy conferences should belong to different health professions in keeping with its mission to demonstrate or encourage ways to increase teamwork between and among health care professionals. The Macy Foundation developed 10 conferences during Osborn’s tenure, including the aforementioned Macy–Morehouse conferences on Primary Care for the Underserved, and ending with a very impactful conference on Continuing Education in the Health Professions. The second Macy conference in the Osborn era, Implications of Genetics for Health Professional Education, led to a widely disseminated monograph and inspired a series of additional spin-off conferences under the leadership of the late Leon Eisenberg of the Harvard Medical School.¹⁴¹

140 Josiah Macy Jr. Foundation Annual Report, 2002, 38 (New York, N.Y.).

141 Bernard Harleston, Report of the Josiah Macy Jr. Foundation External Review Committee, 19 Sept. 2005, 11, Josiah Macy Jr. Foundation Archives, (New York, N.Y.).

Conclusion

During the 11-year presidency of June E. Osborn, the Macy Foundation reinforced its unique focus solely on the education of health care professionals. Under her leadership, the Macy Foundation codified four main areas for awarding grants linked to the improvement of medical education and improved care of underserved populations. The Macy conferences, reborn under the leadership of Thomas H. Meikle Jr., and continued under Osborn, best represented its interests in the changing face of health care and medical education. The conferences provided an invaluable forum where leaders in the health care community and medical education could meet to discuss the most important issues of the day. George E. Thibault, the next President of the Macy Foundation, would build upon the legacy of his two immediate predecessors—Meikle and Osborn—to better prepare health professionals for a changing health care system.





CHAPTER 8

The Macy Foundation during the Presidency of George E. Thibault (2008–present)

George E. Thibault succeeded June E. Osborn, becoming the seventh president of the Josiah Macy Jr. Foundation in January 2008. With the conviction that it was “an ideal time for innovation in health profession education,” Thibault’s vision was that the Foundation had a significant and important role to play in improving the health care of the public through advancing the education and training of all health care professionals.¹⁴⁹ In 2008, Thibault explained:

The Macy Foundation can make an important contribution... by helping to promote the innovations that will better align our educational processes with the desired health care system that best serves the public needs. To do this we will need to focus our activities at the messy interface of education and health care delivery.¹⁵⁰

A year later, in 2009, Thibault positioned the Macy Foundation to play a significant role in improving the education of health care professionals. He stated:

The Macy Foundation, which has dedicated itself to fostering innovation in the health professions since 1930, is in the right intellectual place at the right political time to accelerate rigorous new

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149 Josiah Macy Jr. Foundation 2008 Annual Report: Improving the Education of Health Professionals, 12 (New York, N.Y.).

150 Ibid, 14.

thinking about training doctors, nurses and other health professionals to serve society in the coming decades.¹⁵¹

According to Thibault, the Macy Foundation fulfills its mission not only by supporting the work of academic educators engaged in changing the ways health care providers are trained, through conferences and grants, but also by launching new initiatives like the Macy Faculty Scholars Program as a means to nurture the careers of educational innovators who promise to be the educational leaders of tomorrow.¹⁵² Today, more than ever before, there is a growing realization that medical education reform is an integral part of improving the nation's health care system. With Thibault as president, the Macy Foundation is uniquely positioned to offer significant support to the development of educational innovations that will better prepare health care providers to practice in the rapidly changing landscape of the future.

George E. Thibault

Thibault graduated from Georgetown University in 1965 and from Harvard Medical School in 1969. He completed his internship and residency in Internal Medicine and fellowship in Cardiology at Massachusetts General Hospital. Thibault also trained in cardiology at the National Heart Institute in Bethesda, Maryland, and at Guys Hospital in London. Immediately prior to becoming president of the Macy Foundation, he served as Vice President of Clinical Affairs at Partners Healthcare System in Boston and as Director of the Academy and the first Daniel D. Federman Professor of Medicine and Medical Education at Harvard Medical School. Thibault had previously served as chief medical officer at Brigham and Women's Hospital, chief of medicine at the Harvard-affiliated Brockton/West Roxbury VA Hospital, and as associate chief of medicine and Director of the Internal Medical Residency Program at Massachusetts General Hospital. For nearly four decades at Harvard Medical School, Thibault held numerous leadership roles in many aspects of

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151 Josiah Macy Jr. Foundation 2009 Annual Report: Aligning Health Professional Education with Contemporary Needs, 13 (New York, N.Y.).

152 Josiah Macy Jr. Foundation 2010 Annual Report: Preparing Health Professionals for a Changing Healthcare System, 7 (New York, N.Y.).

undergraduate and graduate medical education. He played a central role in the New Pathway Curriculum reform and was a leader in the new Integrated Curriculum reform at Harvard Medical School as well as serving as the founding director of the Academy, which was created to recognize outstanding teachers and to promote innovations in medical education. In addition to his teaching, Thibault's research has focused on the evaluation of practices and outcomes of medical intensive care and variations in the use of cardiac technologies.

Macy Foundation and New Programmatic Efforts

Under Thibault's leadership, the Macy Foundation made a concerted effort to change its grant-making philosophy. William H. Wright II, the current chairman of the board directors, explained that Thibault brought to the Foundation a "very well defined strategy and vision" of grant making.¹⁵³ Specifically, the Foundation adopted Thibault's vision to support programmatic efforts that better align health professional education to contemporary needs. As a result, today the Macy Foundation's grant-making focuses on projects that

- demonstrate or encourage interprofessional education and teamwork among health care professionals;
- teach principles of patient safety, quality improvement, and system performance;
- develop new models for clinical education, including longitudinal and community-based models;
- improve education for the care of underserved populations, with a particular emphasis on primary care; and
- increase the diversity of the health care professional workforce and leadership through career development for underrepresented minorities.

In the 4 years to date of Thibault's presidency, the Macy Foundation has strategically issued grants in each of the above clusters of topics. Taking advantage of a readiness for change in the education of health care professionals, the Macy Foundation has embraced its role as an advocate

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153 Interview with William H. Wright II, 16 Nov. 2011 (interview in author's possession).

for reform in the wake of the passage of the Affordable Care Act. The Macy Foundation has recognized curricular and pedagogical innovations that have been going on for a number of years and are beginning to coalesce and gain traction.

For example, interprofessional education, in which students from two or more health professions learn together, is a practice that is gaining increasing support. The Macy Foundation believes that:

If students in the health professions learn together early and throughout their education, as graduates, they will improve patient outcomes by working more collaboratively, communicating better with each other, and leading healthcare reform that assures patient quality and safety.¹⁵⁴

To that end, the Macy Foundation cohosted, along with the Carnegie Foundation for the Advancement of Teaching, a conference to advance new models for interdisciplinary education within the nation's health centers in June 2010. This conference, *Educating Nurses and Physicians: Toward New Horizons*, brought together leaders from medical and nursing schools.¹⁵⁵ In addition, the Macy Foundation, in partnership with the nonprofit Institute for Healthcare Improvement, supported a model interprofessional education program focused on improving quality of care and patient safety in which six institutions participated. Entitled "Retooling for Quality and Safety," this program brought together nursing and medical students in teams to learn how to provide a higher standard of care at the bedside. Many of the six schools used their experiences with the program to pursue plans to more fully integrate interprofessional education into their curricula.¹⁵⁶ More than 20 institutions nationwide are or have participated in Macy-sponsored interprofessional education programs, through grants or conferences. All of these programs and events included participants from medical schools and nursing schools, and

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154 Josiah Macy Jr. Foundation 2010 Annual Report: Preparing Health Professionals for a Changing Healthcare System, 13 (New York, N.Y.).

155 Ibid.

156 Ibid, 15.

many included other health professional schools, including pharmacy, social work, dentistry, and public health. In April 2012 a unique Macy Conference was held bringing together all Macy grantees in the field of interprofessional education.

The Macy Faculty Scholar Program

Thibault has also looked to the Macy Foundation's past to guide the trajectory of the Foundation today and in the future. As noted in the preceding chapters, over the past several decades the Macy Foundation has sponsored career development programs to strengthen faculty in specific disciplines or to promote or renew careers in academic medicine—including the Macy Scholars Program, initiated by John Z. Bowers, which encouraged and enabled senior full-time faculty members in schools of medicine and public health in the United States to spend up to a year of concentrated scholarship away from their home institution. In 2010, Thibault originated the idea to establish a new generation of Macy Faculty Scholars, this time targeting early- to mid-career medical and nursing faculty devoted to careers in education. Through this first-of-its-kind endeavor, the Macy Foundation has provided salary support of \$100,000 per year for each Macy Faculty Scholar. This stipend protects at least 50% of the Macy Scholar's time over a 2-year period to conduct a mentored educational innovation project in their home institutions and to participate in other Macy-sponsored career development opportunities. The Foundation solicited nominations from medical and nursing school deans, and the senior staff of the Macy Foundation reviewed all the applications. With the aid of a national advisory committee, the Macy Foundation selected five Macy Scholars for its inaugural class in 2011.

The Macy Faculty Scholars Program was created to recognize and nurture the careers of educational innovators and future leaders. By selecting early- to mid-career faculty that have shown great promise and providing them with protected time, mentoring, and a national network, the program seeks to accelerate the careers of these promising individuals. The Macy Scholars program will support educational change in each Scholar's institution and create a national cohort of educational innovators and leaders. Over the next

decade, the Foundation envisions that the Macy Faculty Scholars will become drivers for change in health professional education. The goal of this change will be to create an educational system that better meets the health needs of the public.¹⁵⁷

Macy Conferences

From the beginning of the Thibault presidency, the Macy Foundation has organized a number of conferences, continuing the tradition first laid out by Frank Fremont-Smith 75 years ago. Like his two immediate predecessors, Thomas H. Meikle Jr. and June E. Osborn, Thibault has made the Macy conferences a centerpiece of the Foundation's efforts in advancing the education and training of health professionals. For example, in October 2008 the Macy Foundation convened *Revisiting the Medical Educational Mission in a Time of Expansion*, which was chaired by Jordan Cohen, past president of the American Association of Medical Colleges and a member of the Macy Foundation's board of directors. The conference explored how the spontaneous expansion of medical schools offers an unparalleled opportunity to foster innovation and to better align medical education to contemporary needs.¹⁵⁸

In January 2010, the Macy Foundation organized *Who Will Provide Primary Care and How Will They Be Trained?* Co-chaired by Linda Cronenwett, RN from the University of North Carolina Chapel Hill School of Nursing and Victor Dzau, MD of Duke University Health System, this conference brought together participants spanning the health care professions—including allopathic and osteopathic physicians, nurse practitioners, and physicians assistants—as well as representatives from consumer groups, academia, government and health care policy, insurers, and foundations. The conference was premised on the idea that that nation—regardless of legislative reform efforts—must find ways to strengthen the primary care component of our health care system in order

157 Ibid, 22–23; Faculty Scholars Program, Josiah Macy Jr. Foundation (New York, N.Y.).

158 Josiah Macy Jr. Foundation 2008 Annual Report: Improving the Education of Health Professionals, 28 (New York, N.Y.),

to increase access to high-quality care and improve health outcomes for all Americans while controlling the cost of that care.¹⁵⁹

In October 2010, the Macy Foundation cosponsored, along with the Association of Academic Health Centers, the first of two conferences on reforming graduate medical education (GME). The 2-day conference, *Optimizing the Structure, Support, Oversight, and Accountability of GME to Best Meet the Needs of the American People*, brought together leaders in health professional education to review the current status of GME and identify changes that will better align GME with the changing health care needs of the American public. Conference participants issued recommendations for reform in three major areas of GME:

1. Review current accreditation and certification processes to enable GME redesign;
2. Establish mechanisms to promote innovative training to provide trainees with needed skills; and
3. Establish funding mechanisms for a targeted increase in GME positions in needed specialties.¹⁶⁰

In May 2011, the Macy Foundation held the second conference on GME reform, *Reforming Graduate Medical Education to Meet the Needs of the Public*, which brought together educators across disciplines to discuss the structure and content of GME and how it might become more responsive to the changing needs of the public and to the evolving needs of medical residents preparing for practice. As a result of these conference recommendations, in 2012 the Institute of Medicine has initiated a major study of the governance of and financing of GME.

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159 Josiah Macy Jr. Foundation 2010 Annual Report: Preparing Health Professionals for a Changing Healthcare System, 12 (New York, N.Y.).

160 Ibid, 21.

Conclusion

The Macy Foundation is the only national foundation devoted solely to improving the education of health care professionals. Today, that mission holds particular relevance and urgency, given the ways in which federal health care reform legislation accelerated the evolution of the health care system—a trend that will certainly continue in the future.

Under George E. Thibault, the Macy Foundation continues to aid in meeting challenges that face the health care system through improving the education of physicians, physician assistants, nurses, and other health care providers. In 2010, Thibault stated:

The Macy Foundation is serving as both an engaged participant in the broader national discussions around the role of health professions education in the implementation of health care reform as well as a funder of reform efforts at the intersection of health professions education and healthcare delivery.¹⁶¹

Similarly, Macy board chairman William H. Wright II notes that the Macy Foundation “punches above its weight,” in that the relatively small foundation creates real leverage in the grants it gives and the programs it supports.¹⁶² Through strategic grant giving and the support of other initiatives such as the Macy Faculty Scholars Program and the Macy conferences, the Macy Foundation remains poised to make a positive impact on the education of health care professionals, and in turn, the nation’s future health.

In 2010 the Josiah Macy Jr. Foundation celebrated its 80th anniversary. The Foundation, still keenly aware of the letter of gift written by its founder, Kate Macy Ladd, continues to embrace the ideas put forth by her, following through on the dreams and wishes of its benefactor to “take more interest in the architecture of ideas than in the architecture of buildings and laboratories.” Kate Macy Ladd intended the Macy Foundation, named in honor of her father,

.....
161 Ibid, 6–7.

162 Interview with William H. Wright II, 16 Nov. 2011 (interview in author’s possession).

George E. Thibault (2008–present)

to devote itself to the promotion of health and the ministry of healing. In concert with those ideals, today the Josiah Macy Jr. Foundation is the only national foundation entirely dedicated to improving the health of the public by advancing the education and training of health professionals.



CHAPTER 9

The Macy Foundation Board of Directors

Throughout the 81-year history of the Josiah Macy Jr. Foundation, the Foundation benefited not only from the leadership and vision of its seven presidents but also from a distinguished board of directors. The board of directors has worked in concert with the Foundation's presidents to improve public health, initially by allotting grants for medical research, and in the present, by supporting programs to improve the education of health care professionals.

The first members of the Macy Foundation board of directors included educator John Dewey and Pastor Harry Emerson Fosdick of New York's Riverside Church. As noted in the introduction, Kate Macy Ladd recruited prospective board members. Although Bishop William Lawrence of Boston did not join the board, numerous other prominent medical and business leaders accepted the invitation from Kate Macy Ladd and Ludwig Kast. For example, Dave Hennen Morris, a prominent lawyer and the future ambassador to Belgium, became the board's first chairman. Dewey, Fosdick, and Morris were also joined on the board by the sons of Kate Macy Ladd's brother, V. Everit Macy—J. Noel Macy and Valentine Everit Macy Jr.

While Kate Macy Ladd's death in 1945 represented a moment to reflect on the accomplishments of the Macy Foundation, other individuals rose to fill the subsequent leadership void. In particular, the board's new chairman, Clarence G. Michalis, aided the second president of the Macy Foundation, Walter Rappleye, in guiding the Foundation's endeavors. The Michalis (1940–1969) and Rappleye (1941–1965) eras overlapped one another for the better part of two and a half decades, providing the Macy Foundation with continuity and stability. When the Macy Foundation published a 25-year review of its activities

in 1955, Michalis wrote the forward and Rappleye the introduction to *The Josiah Macy, Jr. Foundation, 1930–1955*.¹⁴²

Clarence G. Michalis was not alone in providing the Macy Foundation more than two decades of service. George Packer Berry, the dean of Harvard Medical School from 1949 to 1965, joined the board of directors 2 years after Michalis, in 1943, serving for a remarkable 38 years, until 1981. A familiar name assumed the position of the chairman of the board when Clarence G. Michalis retired—Clarence F. Michalis, his son and a prominent businessman. The partnership of John Z. Bowers and Clarence F. Michalis, as discussed in chapter three, was especially productive. In their overlapping terms as the president and chairman of the board, respectively, the Macy Foundation recorded unprecedented growth. A contemporary of Bowers and Clarence F. Michalis, Louis S. Auchincloss, served on the board from 1968 to 1997. A prolific author of over 60 books, Auchincloss garnered acclaim for works such as *The Rector of Justin* (1964) and *The Embezzler* (1966), all the while serving as a partner at the law firm, Hawkins, Delafield and Wood.¹⁴³

The Macy Foundation continued to attract an array of talented individuals to serve on its board of directors throughout the presidencies of James G. Hirsch, Thomas H. Meikle Jr., and June E. Osborn. While elder statesmen like George Packer Berry retired from service on the board, other leaders in health care and medical education infused the Macy Foundation with a myriad of experience.¹⁴⁴ For example, Harold Amos, an esteemed professor of microbiology and molecular genetics at Harvard Medical School, served on the board from 1974 to 1990. Amos, the first African-American department chair at Harvard Medical School, also became the first African-American member of the Macy Foundation board of directors. Lewis Thomas, the dean of Yale Medical School and the New York University School of Medicine, president of the Memorial-Sloan Kettering Institute, and author of such works as the award-winning *The Lives of a Cell: Notes of a Biology Watcher*, joined the board one year after

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142 *The Josiah Macy Jr. Foundation, 1930–1955: A Review of Activities* (New York: Josiah Macy Jr. Foundation, 1955), 1–11.

143 Holcombe B. Noble and Charles McGrath, “Louis Auchincloss, Chronicler of New York’s Upper Crust, Dies at 92,” *New York Times*, January 10, 2010.

144 Clarence F. Michalis, *Josiah Macy Jr. Annual Report, 1987*, 5 (New York, N.Y.).

Amos, in 1975. Thomas served on the board from 1975 to 1984. In addition, Mary Patterson McPherson and Patricia Albjerg Graham joined the board in the late 1970s, becoming the first women board members, near the very end of the presidency of John Z. Bowers. McPherson had served as president of Bryn Mawr College and eventually assumed the role of vice president of the Mellon Foundation and executive officer of the American Philosophical Society. Graham, a renowned historian of education, joined Harvard as a faculty member in education. She became dean of the Harvard School of Education in 1982, making her the first woman to be appointed dean of a Harvard faculty. Graham also served as president of the Spencer Foundation in Chicago from 1991 to 2000. The inclusion of these accomplished women on the Macy Foundation's board of directors represented an important milestone. With these appointments and others, including that of Maxine Bleich and of Osborne as Macy Foundation president, the leadership of the Macy Foundation included both women and men.

Clarence F. Michalis retired as chairman of the board of directors in 2005 after a remarkable half-century of service to the Macy Foundation. Michalis's lengthy tenure as chairman, from 1969 to 2005, spanned the presidencies of Bowers, Hirsch, Meikle, and Osborn. After his retirement, Michalis reflected on the reasons why the Macy Foundation has made such an impact as a philanthropic organization dedicated to the improvement of education of health care professionals. He cited two specific reasons; first, the unique organizational structure of the Foundation, and second, the continuous service of a respected and accomplished board of directors.¹⁴⁵

According to Michalis, the founders of the Macy Foundation possessed the foresight to bestow upon its presidents a great deal of freedom in their ability to guide its direction, leaving the board of directors to provide feedback or endorse the ideas the president presented. From the point of view of Michalis, this organizational structure contrasted with that of other organizations and foundations:

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145 Interview with Clarence F. Michalis, 24 Feb. 2009 (interview in author's possession).

In most other boards the Board decides what their mission is and tells the President, “Here’s our mission, you carry it out.” Somehow the Macy Board never did that, they gave great freedom of expression and thought to each president when they came in.¹⁴⁶

Michalis added:

We [the Board of Directors] have always listened to the President rather than sitting down and putting together a laundry list of policy objectives, and I think that in some ways that’s been the strength of the Macy Foundation because that created great flexibility.¹⁴⁷

Lawrence S. Huntington, who served as the president, chief executive officer, and chairman of the Fiduciary Trust Company International, succeeded Michalis as chairman of the board. Huntington, a contemporary of Macy board members Mary Patterson McPherson and Patricia Albjerg Graham, echoed Michalis’s assessment of the Foundation’s accomplishments. Huntington viewed the president as the “driver” of the Macy Foundation, while it was the responsibility of the board to “monitor” the direction of the Foundation—not to “choose programs.”¹⁴⁸ In essence, each president of the Macy Foundation, with the board’s guidance, has had the opportunity to shift which programs the Foundation supported—as he or she believed was warranted. This was especially evident during the long tenures of Walter E. Rappleye and Clarence G. Michalis, during which the Foundation shifted its focus from furthering medical research to improving medical education. Fundamentally, the organizational structure of the president and board of directors allowed the Macy Foundation to meet the changing needs of health care and medical education.

In total, 83 individuals have served on the Macy Foundation board of directors, nearly one for each year the Foundation has been in existence. The board, through their collaborative relationship with the Foundation’s president, has

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146 Ibid.

147 Ibid.

148 Interview with Lawrence S. Huntington, 27 Oct. 2011 (interview in author’s possession).

helped guide the Macy Foundation for eight decades. Currently, William H. Wright II, a former managing director at Morgan Stanley Dean Witter and a member of the Macy Foundation board since 2000, serves as chairman. Today, the board of directors is in an era of transition. Because of the adoption of age and term limits in 2006, more than half of the board's members have been appointed in the last 3 years. That had not been true in any other time since Kate Macy Ladd first established the Macy Foundation. Lawrence K. Altman, the longtime medical correspondent for the *New York Times* (and one of the few medical doctors who worked as a full-time daily newspaper reporter), holds the longest tenure among the members of the current board—having served since 1985. Other current members of the board include former university presidents, active and former deans of schools of medicine, nursing, and public health, the president and chief executive officer of New York-Presbyterian Hospital, the president of the Institute of Medicine, and Lawrence Huntington's successor as President of Fiduciary Trust. These individuals continue the tradition of distinguished Macy Foundation board members, each bringing a distinctive perspective on the health professions and higher education. In collaboration with one another, the board of directors and the president will lead the Macy Foundation as it remains dedicated to the improvement of the health of the public by advancing the education and training of health professionals.

JOSIAH MACY JR. FOUNDATION BOARD OF DIRECTORS

Chester H. Aldrich (1930–1938)

Walter C. Alvarez (1930–1932)

John Dewey (1930–1944)

Frederic J. Faulks (1930–1933)

Nellis B. Foster (1930–1933)

Hamilton Hadley (1930)

Ludwig Kast (1930–1941)

James F. McKernon (1930–1933)

J. Noel Macy (1930–1931)

Valentine E. Macy Jr. (1930–1931)

Dave Hennen Morris (1930–1944)

Stewart Paton (1930–1938)

Samuel G. Trexler (1930–1949)

J. Macy Willets (1930–1940)

Robert E. Allen (1931–1947)

Dean Sage (1932–1943)

Paul H. Smart (1933–1943)

William W. Hoppin (1935–1940)

Stanhope Bayne-Jones (1938–1941;
1948–1954)

Charles Sidney Burwell (1938–1942)

William R. Biggs (1941–1942)

Clarence G. Michalis (1940–1969)

George Packer Berry (1943–1987)

Harry Emerson Fosdick (1930–1961)

Sidney D. Gamble (1944–1968)

E. Hugh Luckey (1956–1978)

Nelson Macy Jr. (1940–1991)

Roswell Magill (1943–1963)

Leslie G. McDouall (1943–1955)

Charles S. McVeigh (1943–1960)

H. Houston Merritt (1958–1974)

Lawrence Morris (1930–1967)

Richard K. Paynter (1953–1969)

Willard C. Rappleye (1933–1976)

Donal Sheehan (1944–1960)

Edwin S. S. Sunderland (1932–1964)

I. Ogden Woodruff (1943–1958)

Clarence F. Michalis (1956–2005)

Lowell T. Coggeshall (1960–1964)

John Vernon Butler (1961–1978)

John Z. Bowers (1965–1980)

Richard F. Humphreys (1966–1968)

Louis S. Auchincloss (1968–1998)

James H. Evans (1969–1979)

John L. Weinberg (1970–1984)

Elliott Averett (1971–1981)
Harold Amos (1974–1990)
William N. Rothschild Jr (1974–1992)
E. Virgil Conway (1975–2005)
Lewis Thomas (1975–1993)
Patricia Albjerg Graham (1976–1977;
1979–2010)
Mary Patterson McPherson (1977–2010)
Charles Baker Finch (1978–1992)
David L. Luke III (1978–1997)
James G Hirsch (1980–1987)
Lawrence S. Huntington (1981–2010)
Alexander G. Bearn (1981–1998)
Elbridge T. Gerry Jr. (1981–1985)
George B. Mackaness (1981–1988)
Lawrence K. Altman (1985–2012)
S. Parker Gilbert (1985–late 2000s)
Bernard W. Harleston (1985–2006)
Thomas H. Meikle Jr (1987–1996)
John Jay Iselin (1989–2007)
Arthur H. Hayes Jr. (1991–2008)
J. Carter Bacot (1992–2005)
David Satcher (1992–1993)

June Osborn (1996–2007)
Jordan J. Cohen (1997–2009)
John W. Frymoyer (1997–present)
William H. Wright II (2000–present)
Herbert Pardes (2003–present)
Judith B. Krauss (2007–present)
George Erik Rupp (2007–present)
David Blumenthal (2008–2009,
2011–present)
George E. Thibault (2008–present)
Henry P. Johnson (2008–present)
Paul G. Ramsey (2008–present)
Reed V. Tuckson (2010–2011)
Linda P. Fried (2010–present)
George Campbell, Jr. (2010–present)
Harvey F. Fineberg (2010–present)
Linda Crowenwett (2010–present)
Greg Warner (2012–present)



MACY FOUNDATION CORPUS AT SELECTED TIMES

1936	\$6,100,000
1980	\$45,000,000
1986	\$86,800,000
1996	\$141,200,000
2006	\$154,500,000
2011	\$154,000,000

MACY FOUNDATION CONTRIBUTIONS TO GRANTS, CONFERENCES, & PUBLICATIONS BY ERA

1930–1955	Kast, Rappleye	\$5,600,000
1955–1980	Rappleye, Bowers	\$37,300,000
1981–1986	Bowers, Hirsch	\$15,500,000
1987–1996	Meikle	\$38,300,000
1997–2007	Osborn	\$67,200,000
2008–2012	Thibault	\$27,200,000
1930–2012		\$191,100,000

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