

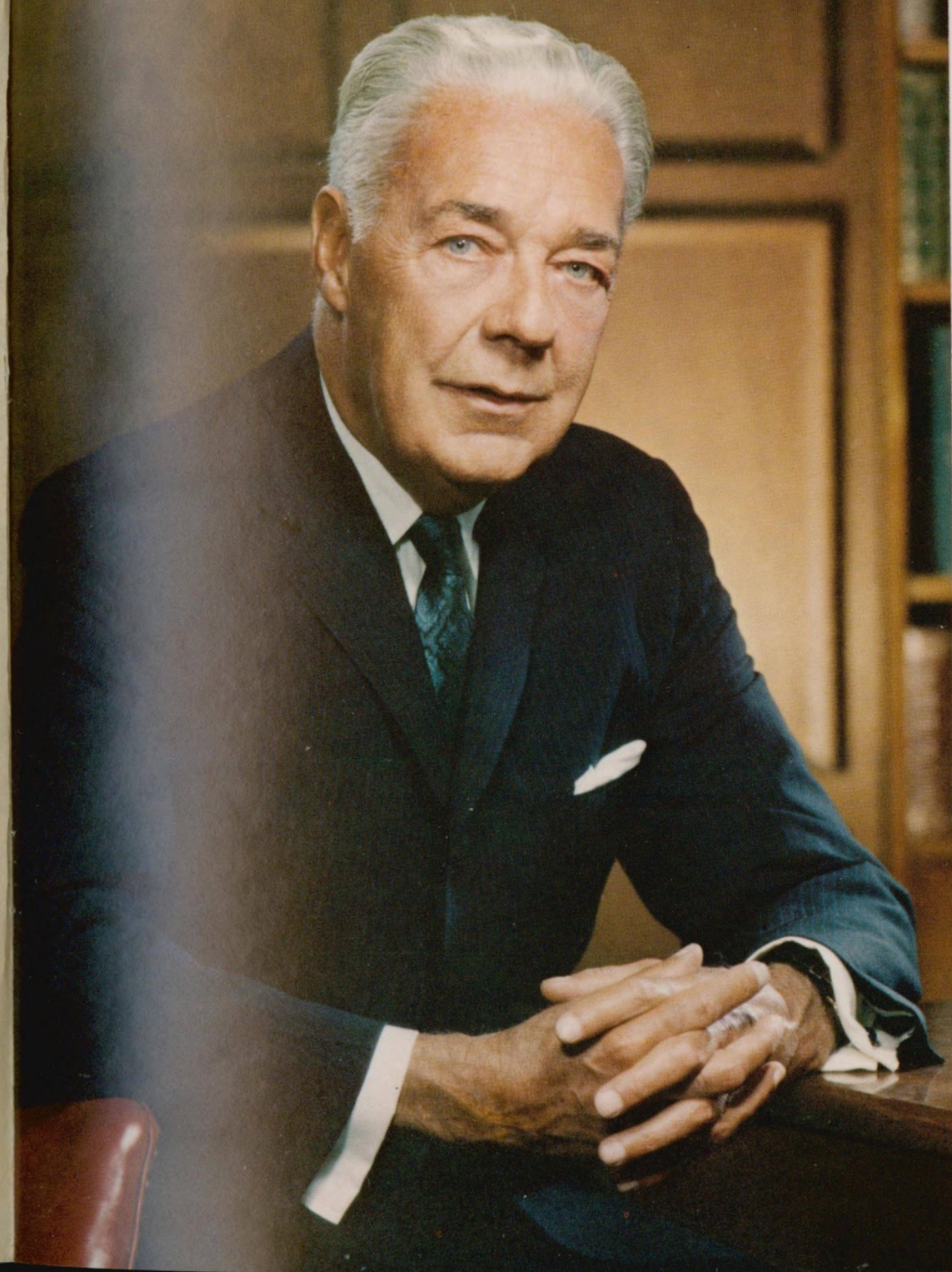


Emory W. Morris
1905-1974

W. K. KELLOGG FOUNDATION:

Director of Dental Education, 1933-34
Associate Director and Treasurer, 1934-40
General Director, 1940-65
President, 1943-67
Chairman of the Board, 1967-74
Trustee, 1936-74

W. K. MEDCOX FOUNDATION
Director of Medical Research, 1933-38
and Vice President, 1934-40
General Director, 1940-52
President, 1942-52
Chairman of the Board, 1952-73
London, 1973-74



EMORY W. MORRIS
May 14, 1905 - July 6, 1974
A LEGACY OF EXCELLENCE

*To know this life was good!
It left its mark on me.
Its work stands fast . . .
And so it lives.**

Throughout his life Emory W. Morris distinguished himself in his profession of dentistry; his career of philanthropy; and his love for family, colleagues, friends, and all mankind.

For nearly 40 years the W. K. Kellogg Foundation benefited from Dr. Morris' able service and leadership. He was a long-time friend and colleague of the Foundation's founder, W. K. Kellogg, the breakfast cereal pioneer.

Mr. Kellogg had a dream — to "invest my money in people" — to help people to help themselves. He wanted his philanthropic dollars spent not in research but in helping to apply existing knowledge to meet pressing problems of people. Emory Morris was both architect and engineer in translating that dream into exciting and pioneering programs that through the years have helped ameliorate the more vexing social problems of the times.

Emory Morris began his work with the Foundation soon after it was established in 1930, first as a volunteer, then as a part-time employee. By 1933 he had become so committed to the mission of the Foundation that he accepted a full-time position as Director of Dental Education. He rapidly was given additional responsibilities, culminating in his being named President in 1943. He served as the Foundation's chief executive officer from then until his retirement from full-time duties in 1970, with the title of President until he

*Excerpted from remarks by Dr. Allan J. Weenink, Pastor, First Presbyterian Church, Battle Creek, at the Memorial Service for Emory W. Morris.

was named Chairman of the Board in 1967. He was elected a Trustee in 1936 and served continuously for 38 years, the last seven years as chairman. During his tenure with the Foundation over four decades, he guided the distribution of more than \$290 million to help improve the quality of life for people throughout the world.

From modest programming in southcentral Michigan the Foundation under his leadership grew to be ranked the sixth largest philanthropic organization in the nation, supporting educational and service programs in agriculture, education, and health on four continents — North and South America, Europe, and Australia.

His leadership led to the Foundation's pioneering in the development of such valuable concepts as residential continuing education, lifelong learning, associate degree education in the health fields, administrative leadership for education and health services, new systems for health delivery in this country and abroad, the development of community colleges, and expanded agricultural productivity to meet world food needs.

Though programming priorities changed over the years because as he himself emphasized "the problems of people are always changing," his commitment to excellence never wavered. He chose to dedicate the Foundation's limited resources to exciting ventures which addressed significant issues, were fiscally responsible, and could lend themselves to replication. He believed strongly in the multiplier or ripple effect, the wisdom of which is evident in the Foundation's investments in many projects which, when Foundation support ended, were continued and often were adapted and utilized without Foundation funding by other organizations and institutions with similar problems to solve.

Emory Morris was not afraid to defend ideas he believed in. He was a warm and loving friend and colleague, but could be a firm adversary. His leadership style was one of quiet efficiency, not the blaze and glory of battle, but a firm, constant, reasoning search for the truth.

He knew the Foundation couldn't be all things to all people and he often resisted pressures to charge off into uncharted areas



just because they were the vogue of the time. He was insistent that the Foundation continue support to those innovative programs for which the expertise of the organization's past would prove to be of benefit for the future.

In reviewing program proposals for Foundation support, he listened patiently, his inquiring mind absorbing the facts. He then asked brief and sometimes terse questions that penetrated the heart of an issue. He did his homework. He researched even the most miniscule points that others sometimes overlooked.

Emory Morris prided himself on assembling a highly qualified staff. He sought people with imagination, energy, commitment, fortitude, and "just plain common sense." He wanted colleagues who would care enough for the goals and work of the Foundation to immerse themselves in its mission. He believed in delegating duties and decision-making opportunities. When a mistake was made, he admonished the staff member to learn from the experience and go on from there. He was a daring visionary willing to bet on new ideas. He didn't require his staff to do any more than he would do himself, but that included painstaking gleaning of facts to avoid mistakes. Only after an issue had been thoroughly researched was he satisfied.

At the time of his retirement from full-time duty in 1970, he was asked what he saw as the future of the Kellogg Foundation. He replied, "Flexibility must always be our concern. We must be alert to the needs of today, but we must also constantly strive to discover and evaluate what the pressing concerns and needs of people will be tomorrow. We've got to be ready to meet new challenges.

"I'm not able to forecast the directions in which we should be operating in the years ahead. Today's problems are not the same as yesterday's and tomorrow's problems won't be the same as today's. I don't know what the new problems might be, but we must be ready to move into new fields to meet new human needs."

Emory Morris' life was busy, filled with responsibilities beyond the Kellogg Foundation. He was a charter trustee of the Foundation Center in New York City and a trustee of the Lane Thomas Founda-



Receiving honorary degree at the University of Michigan

tion of Battle Creek. At the time of his death, he was a director of the Kellogg Company, a position to which he was elected in 1941, and of the Security National Bank of Battle Creek. He was a fellow of the American Public Health Association and the American College of Dentists, an honorary fellow of the American College of Hospital Administrators, and an honorary member of the American Hospital Association, the Costa Rican Dental Society, the Michigan Public Health Association, the American Dental Association, the American Association of Dental Schools, and the Michigan Dental Association.

In 1961 he served as a delegate to the World Health Assembly in India, and in 1962 he was an adviser on the U.S. Delegation to the XVI Pan American Sanitary Conference. He served as a consultant to the Senate Foreign Relations Committee on Foreign Aid in Southeast Asia in 1956.

Because of the skill with which he devoted his energies to humanitarian causes, he was the recipient of the highest awards and



Receiving Officer's Cross of Merit of the Federal Republic of Germany

honors organizations could bestow. He was awarded an Honorary Doctor of Science Degree from his alma mater, the University of Michigan, in 1963. He also received honorary degrees from Tufts University, Michigan State University, Loyola University (Chicago), California State Polytechnic University-Pomona, and the University of New Hampshire.

In 1965 he received the Officer's Cross of Merit of the Federal

Republic of Germany and in 1973 was awarded the Order of Agricultural Merit of the Colombian Government. He was the recipient of the American College of Dentists' highest honor, the William John Gies Award in 1964, and of the Michigan Dental Association's Meritorious Award in 1974. In 1966 he received the Presidential Citation of the American Public Health Association, and in 1967 the American Hospital Association's Award of Honor. He also received the Battle Creek *Enquirer and News* George Award in 1970 which recognized his devotion and valuable contributions to helping make his home community a better place for its residents.

His marriage to the former Mary Cavanaugh of Grand Haven was for forty years a partnership of love and of sharing a tireless zest for life. Their Battle Creek farm was a source of much happiness to both. Through the years, in spite of the heavy professional demands on his time, he derived great pleasure from raising Arabian horses and riding with the local Hunt Club. He loved cruising on Lake Michigan and his best and first mate was Mary, whose father had been a sea captain.

Emory Morris relied heavily on the Foundation's Board of Trustees but he prepared them well for their important policy roles. Those who served with him on the Board considered it a personal honor, but as chairman he insured that it was a working Board, meeting monthly with a full and significant agenda. He was proud of that fact — that busy men successful in their own businesses and professions would spend endless amounts of time and energy in directing the challenging work of the Foundation.

At its July 15 meeting the W. K. Kellogg Foundation Board of Trustees unanimously adopted the following resolution:

"RESOLVED that the Trustees of the W. K. Kellogg Foundation express their deep sorrow over the passing of their long-time colleague and dear friend, Emory W. Morris. As the senior member of our Board and chief executive of the Foundation for more than three decades, he was responsible for bringing each of us into the orbit of the Foundation's life. Thus, we are indebted to him in many ways — for the warmth and richness of our personal relationship;



Kellogg Community College, Battle Creek — a favorite educational project

for the brilliance of his leadership of the philanthropic mission of the Foundation, which accorded credit to all associated with it; and for the broadened dimension brought to the life of each of us through affiliation with the Foundation's activities.

"Dr. Morris worked closely with W. K. Kellogg for nearly two decades until our founder's death in 1951. Thus, he came to know well Mr. Kellogg's wishes and dreams for this Foundation. Dr. Morris then became over the past quarter of a century the key architect and builder in transforming that vision into tangible accomplishment. He led the transition in programming from the Michigan Community Health Project in seven counties of southcentral Michigan to far-ranging programs of support in health, education and agriculture on four continents. The practical character of the projects initiated during his tenure, concerned with the application of

knowledge to the problems of people, bear the stamp of his philosophy and perspective.

"A man of remarkably diverse talents, Dr. Morris brought them all to bear on his role of leadership in private philanthropy and in business. He had the genius to be intellectually venturesome yet practical; meditative yet decisive; permissive yet dogmatic; experimental yet pragmatic in furthering the goals to which he was committed. Though he was widely acclaimed, he never lost the attractive personal qualities which marked him as a truly great person.

"To have known him was a blessing; to have him as a friend, a pleasure; to have worked with him, an inspiration. We have benefited in every way from his wise counsel, his warm concern, his visionary dedication. His legacy of excellence — in professional leadership, in human relationships, in living a life — is cherished by each of us.

"Now it is our challenge, in his tradition, to carry forward the work he so beautifully nurtured. Thus, with a sense of continuing loss but sharing his faith in the future, we will remember most his optimism and cheerful acceptance of the circumstances of today, endeavoring always to mold what is into what might be. The high example of his life will be an enduring inspiration to each of us in the years ahead."



