JOHNS HOPKINS IN LATER LIFE
CHAPTER EIGHT

FULFILMENT

WHEN the great mechanical age began in the past century and its large industrial enterprises needed to be financed, it was to the Quakers and Dissenters, whose religion insisted upon frugality and simple ways of life, that men turned for liquid funds.

The accumulated wealth of Johns Hopkins had already been of material assistance to the City of Baltimore and the State of Maryland during Civil War days and had helped to finance a new enterprise, the Baltimore and Ohio Railroad; and now the millions he bequeathed in his will, money which had been earned through a brilliant business career and accumulated by a life of frugality, brought into being the University and the Hospital which bear his name.

It has been estimated by one whose authority on financial matters is not questioned (Dr. Jacob Hollander, of the Johns Hopkins University) that the eight million dollars left by Johns Hopkins would correspond today in purchasing power and influence to approximately one hundred million.

Johns Hopkins could not see the fulfilment of his dreams, but with rare foresight and wisdom he made his plans, chose his trustees, and wrote out detailed instructions. To his family and to various Baltimore
charities he left one million dollars of his estate, and the rest he divided between the University and the Hospital. To the University he left his estate at Clifton and the greater part of his stock in the Baltimore and Ohio Railroad, amounting to nearly four million dollars. To the Hospital he left a large amount of real estate including many valuable warehouses. No less than sixty-two of these warehouses were destroyed in the great fire of 1904.

He chose a site for the Hospital on a direct line with Clifton, which he had already designated as the site of the University, and lying on the same high ridge of land. This tract consisted of about five acres and was the site of the old Baltimore hospital for the insane, on Broadway, where pioneer use had been made of vaccination, and where the wounded in the Battle of Baltimore had been received. It was called Launenslager's Hill.

In 1867 he formed two corporations, one for the University and one for the Hospital, and three years later he chose his trustees from among the ablest business men of the city. For their guidance he wrote a detailed letter of instructions, which may be found at the end of this volume. He imposed upon them no hampering conditions, but gave them great freedom, insisting only on a few points which, though looked upon then as innovations, have since proved to be judicious. None of the principal of the endowments was to be spent, and such buildings as were to be erected must be financed out of the interest only. There was to be
the fullest cooperation between the University and the Hospital. Nine of the twelve directors were to sit on the boards of both institutions. The hospital was to constitute a part of the medical school which was to be established by the University and which should thus link the two institutions. A training school for nurses was to be made a part of the Hospital, and a place was to be established in the country where patients who were able to do so might go to recuperate, thus leaving more room for the most serious cases. This latter provision, however, has not yet been carried out, though Clifton would seem a highly appropriate place.

The ideas of Johns Hopkins have proved eminently practical, and many of them have been adopted by institutions since founded. It has been said that, like Minerva, the institutions founded by Johns Hopkins "sprang full armed, if not full grown, from the head of their founder." The University was inaugurated February 22, 1876 by an address delivered in the Academy of Music by Thomas Huxley, the great English scientist, and instruction began in October of the same year with eighty-nine students. Mr. Daniel C. Gilman had been appointed as its first President, a man of broad interests and great tact. He was a graduate of Yale, who had won attention by an able though brief administration as president of the University of California. The opening of the Hospital was delayed for some years in order that the income, which alone could be used for buildings, might accumulate until it was possible to erect structures that embodied the latest and
best designs. That was accomplished in 1889 when the formal opening of the Johns Hopkins Hospital took place.

The opening of the school of Medicine, which Johns Hopkins had directed should be established was still longer delayed. It was brought about in 1892 by a generous gift of more than $300,000 by Miss Mary Garrett.

It is not buildings or organizations which make an institution of the first order but the character of the men associated with it and of those graduated by it and sent out into the world. To Mr. Gilman is due the credit of seeing at the outset that the Johns Hopkins University could more quickly establish itself as an institution of unusually high standing by calling to its staff great men rather than by spending money on buildings, and as a university rather than as a college. His slogan was “Men, not buildings,” and he wished research to form an essential part of the work of “The Hopkins.”

With these ideas in mind, Mr. Gilman chose carefully those men who were to shape the policy and establish the standards of this ambitious young seat of learning. On that first staff were Basil L. Gildersleeve, the eminent Greek scholar; Ira Remsen, the chemist to whom the world is indebted for the discovery of saccharine, and who is widely known for his work on the structure of the molecule; Henry A. Rowland, the great physicist, inventor of the spectrum gratings; H. Newell Martin, the biologist; J. J. Sylvester, that brilliant mathematical giant of the Vic-
torian era, formerly professor of Mathematics at Cambridge University, a pupil of Huxley and an exponent of the great English school of biology; and Charles D. Morris, Professor of Latin, late Fellow in Oriel, Oxford. To this staff were soon added Richard T. Ely and Herbert B. Adams, who presided over political and historical studies; A. Marshall Elliott in Romance languages; Simon Newcomb the astronomer, and other men who made names for themselves in the world. It is interesting to note that Woodrow Wilson, one of the early graduates of the Johns Hopkins University, frequently returned to deliver lectures.

The Johns Hopkins became the first American university to give the degree of Doctor of Philosophy for accomplishment in research work. It established an arrangement of studies which allowed wide liberty of choice and it required two years of work, instead of one as in most institutions, for the degree of Master of Arts.

Its high standard brought to its doors as students such men as Walter Hines Page, Woodrow Wilson, William James, Albert Shaw, Josiah Royce, John H. Finley, William Keith Brooks, Thomas Craig, Harmon N. Morse, Richard T. Ely and Herbert B. Adams.

Strangers visiting Baltimore in the early days of the University were amazed to find an institution of such high reputation established in a few inconspicuous houses on Howard Street, and Baltimoreans themselves were bitter against the policy which had apparently ignored the wishes of the founder and opened the
University in the heart of the city instead of at Clifton, as Johns Hopkins had planned. In the First Annual Report of the Johns Hopkins University it is stated that:

"They (the Trustees) also decided to postpone the construction of buildings at Clifton (the prospective site of the University) and to provide the requisite classrooms . . . . in the heart of the city. . . . . The Trustees have not forgotten the importance of developing the Clifton site with reference to the purposes to which it will be devoted."

Dr. A. K. Bond says in his pamphlet, "When the Hopkins Came to Baltimore," "That the Trustees did not carry out in all its details the plan of its Founder is not under criticism anywhere in this book. They were wise and able men, and I believe built better than Mr. Hopkins could have done, informing themselves as to the greater educational needs of the day. I confess, however, being somewhat of a dreamer myself, that I regret the failure of his great University Boulevard, as he saw it in his Dream."

In the early days, Clifton was used as the athletic field of the University, and a familiar sight was a four-horse Hopkins bus filled with football players going out to Clifton for practice.

It was the judgment of Mr. Gilman and a majority of the Trustees, in opposition to a strong minority, however, and to the feeling of the community in general, that conditions prevailing at the time of the opening of the University fully justified them in aban-
doning Clifton as its first site. It must be said for Mr. Gilman that he conducted a great enterprise through almost unequalled difficulties, and that the only instance in which his policy was openly attacked was the one case in which the plans and wishes of Johns Hopkins were not adhered to.

It was pointed out that Clifton at that time, which was in the days of horse-cars, was at an inconvenient distance from libraries and boarding-houses and too far out of the city to make it a desirable location, and that, the Founder having stipulated that no building should be done that could not be paid for out of the interest of the endowment, it was not possible to erect sufficient dormitories and other buildings adequate for the beginning of the University.

In 1901 the stock of the Baltimore and Ohio Railroad, owing to a policy of expansion adopted after the death of Johns Hopkins, had fallen very low, and a critical position for the University became evident. The University had so outgrown the small buildings in the city that in order to go forward it was necessary to put up larger ones on a site which would be permanent. For this there were not sufficient funds. Mr. Gilman, who had been President for twenty-five years, had sent in his resignation and in many ways a turning point had been reached. Through the munificence of a small group of public spirited citizens, including Mr. William Wyman, and Mr. Keyser a tract of land in the northern section of the city was now offered to the University as a permanent site, provided the
citizens of Baltimore would raise one million dollars with which to erect suitable buildings.

This colossal undertaking, as it seemed at that time, was successfully accomplished with the generous aid of Mr. R. Brent Keyser, Mr. Francis M. Jencks, and other citizens of Baltimore. At the same time the city offered to purchase Clifton as a public park for the generous sum of one million dollars. Clifton was sold to the city and the Johns Hopkins University moved out to its present location at "Homewood," a locality taking its name from a beautiful old Colonial mansion built there by Charles Carroll in the early days of Baltimore and still standing. This house has furnished the keynote for the architecture of the other University buildings. A surrounding park is called Wyman Park in honor of the original donor of a part of the land.

In 1925 it again became evident that the needs of the Hospital and University had outgrown their available funds. The Half-Century Fund Campaign was inaugurated and, again proving the loyalty of Baltimoreans to these two institutions, succeeded in collecting seven million dollars.

The total assets of the University today are not far from $35,000,000, and its scheme of building is nearing completion. Besides a vast number of original papers the Johns Hopkins publishes twenty serials; it liberally encourages investigation and research and maintains various fellowships to enable students of advanced standing to pursue their investigations. It has sent men of high standing into all corners of the earth, and
has drawn to Baltimore for participation in the work of its staff, as lecturers or teachers besides those already mentioned, such men as, James Russell Lowell, in romance literature; William D. Whitney, in comparative philology; William James, in psychology; Sidney Lanier, in English literature; Charles S. Pierce, in logic; Alexander Graham Bell, in phonology; William K. Brooks, in biology; Simon Newcomb, in astronomy; Fabian Franklin, in mathematics; William T. Sedgwick, in biology.

Following in their footsteps are men who today are keeping the University in the front ranks of achievement. The students now number nearly 5000 men and women, and the service of the University to American education becomes yearly more significant.

As is true of the University, so it is also true of the Hospital, that it is not the buildings with their clinical institutes and dispensaries nor the great central Medical Library recently established in honor of Dr. Welch, with its 60,000 volumes; but it is the character of the men who have been connected with the Hospital in its early history, and those who are connected with it now, as well as men of note who have been graduated there and who hold important positions in institutions all over the world, who are responsible for the standing and achievement of the Johns Hopkins Hospital. By the men who have worked at this institution many fundamental facts have been discovered which have added to the sum total of medical knowledge.

The importance of this great Hospital to the com-
munity is attested by many available statistics, such as that the present book value of the Hospital and grounds is $4,334,917.75, and the actual value probably twice that amount; that starting in May of 1889 with 15 men on its staff and 272 beds, it now has 128 men on its staff and 620 beds.

It is gratifying to find that 50 per cent of the patients are treated free of cost, that 25 per cent pay a portion of the cost only, and that the Hospital is open to both white and colored patients from any portion of the United States.

To these facts may be added that the Hospital in 1927–8 admitted 582 white patients and 529 colored patients, that the wards took care of 1465 resident patients, and that 1100 babies had been born there.

It is an inspiring tribute to the generosity of private individuals that to the original buildings have been added the Phipps Clinic for psychiatric patients, the Marburg Ward for pay patients, both men and women, the Brady Urological Institute, the Harriet Lane Clinic for Children, the Wilmer Institute for the study and treatment of the eye, and a new Out-Patient and Diagnostic Building erected by the Carnegie Corporation.

It remains now only for the Hospital to erect a Medical and Surgical clinic in order to complete its original program of expansion, and the gift of $3,000,000 from an anonymous donor, announced in 1929 assures the completion of this project.

It is also to be noted that a splendid Social Service Department is responsible for all social problems and
follow-up work of non-resident patients; and that executive offices, a library, and a cafeteria are provided for its use.

But not to all these things must we look for the Hospital’s real inspiration for service. It is primarily to the devotion and self-sacrifice of the men who built up this great organization, as well as to those who are carrying on at present, that we must look for the underlying foundations of achievement. Among these men it is at once Dr. William Osler, later Sir William Osler, its first Physician-in-Chief, that arrests the attention. Great qualities of both heart and mind made him a beacon light in the world of medicine. By Dr. William Osler, together with Dr. William Welch and Mr. Daniel Gilman, who acted as Director of the Hospital when its first opened, and Dr. Henry M. Hurd, its first Superintendent, the policy of the institution was shaped. To Dr. Osler is due the credit for the vision which foresaw that every doctor in the Hospital should also be a teacher, that bedside clinics were of inestimable value to the student doctor, and that qualities of the heart were as necessary to a successful physician as qualities of the mind. He made contacts in many ways with the city in which the Hospital is located, and was especially interested in its libraries. He invited the cooperation of physicians outside of the Hospital and of the country doctors of Maryland. He spoke and wrote continually of the sewage disposal of Baltimore, of the unsanitary conditions which existed at that time, and of their connection with typhoid fever and
he played a large part in securing a new sewerage system for the city.

We are indebted to two men, Dr. Walter Reid and Dr. Lazear, at one time associated with the Johns Hopkins Hospital, who gave their lives to finding the cause of Yellow Fever. Dr. William Welch has spent years of his life in teaching preventive medicine. And to Dr. F. H. Baetjer we are indebted for much of the pioneer work done in the investigation of the X-ray.

Such men, and many others equally prominent, have shown the way not only to better hospital construction, more perfect hygienic conditions, and greater comfort for the sick, but they have set an example of unselfish devotion to the cause of medicine, without which imposing buildings, numbers of students, wards and medicines would count for but little.

It is through men of high caliber, of keen mind, and of good heart that the dreams of Johns Hopkins are being realized.

On the staff of the Rockefeller Institute are more Johns Hopkins graduates than those representing any other medical institution. The Director of the Rockefeller Institute is himself a Hopkins man, and so also is the head of its hospital. Four Hopkins men head departments in the new Henry Ford Hospital in Detroit. The Director of the Hospital of the University of Chicago is a Hopkins man, as also are the heads of the University Hospitals of Maryland and Georgia, of the Cornell Clinic of New York City, of the Barnes Hospital of St. Louis, of the Charles T.
SIR WILLIAM OSLER, REGIUS PROFESSOR OF MEDICINE AT OXFORD UNIVERSITY AND FIRST PHYSICIAN-IN-CHIEF OF THE JOHNS HOPKINS HOSPITAL
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Miller Hospital of St. Paul, of the Hartford Hospital of Hartford, Connecticut, and of the Royal Mental Hospital of Glasgow, Scotland.

All of these men have come, either directly or indirectly, under the influence of Dr. William Osler, an outstanding man of the century. Only a great man can be simple, straightforward, honest, and fearless, and only a great man can speak as Dr. Osler did to his students. “I would urge you,” he said, “to care more for the individual patient than for the special features of the disease. . . . To keep your own heart soft and tender. . . . Keep a looking-glass in your own heart, and the more carefully you scan your own frailties the more tender you are for those of your fellow-creatures. . . . In Charity we of the medical profession must live and move and have our being . . . . Cultivate peace of mind, serenity, the philosophy of Marcus Aurelius. Think not too much of tomorrow, but of the work of today, the work which is immediately before you. . . .

“A physician may possess the science of Harvey and the art of Sydenham and yet there may be lacking in him those finer qualities of heart and head which count for so much in life. . . . While doctors continue to practise medicine with their hearts as well as their heads, so long will there be a heavy balance in their favor in the bank of Heaven . . . . not a balance against which we can draw for bread and butter, or taxes or house-rent, but without which we should be poor indeed.”
Osler has also said: "The whole art of medicine lies in observation. . . . The student begins with the patient, continues with the patient, and ends his studies with the patient. Teach him how to observe, give him plenty of facts to observe, and the lessons will come out of the facts themselves."

How liberal a man was he who could say "In all ages the prayer of Faith has healed the sick. . . . The modern miracles at Lourdes and at Ste. Anne de Beaupré in Quebec, and the wonder workings of the so-called Christian Scientists are often genuine and must be considered in discussing the foundations of therapeutics. We physicians use the same power every day. . . . Faith is a most precious commodity without which we should be very badly off."

This great man seldom revealed the innermost workings of his mind but gives us a glimpse of them in his parting words to his fellow physicians in Baltimore when leaving to assume the duties of Regius Professor of Medicine in Oxford, to which position he had been appointed by the Crown:

"I have three personal ideals. One, to do the day's work well and not to bother about tomorrow. . . . The second ideal has been to act the Golden Rule so far as in me lay. . . . And the third has been to cultivate such a measure of equanimity as would enable me to bear success with humility, the affection of my friends without pride, and to be ready when the day of sorrow and grief came to meet it with the courage befitting a man."
The Hopkins motto is, "If ye continue in my word, ye shall know the Truth; and the Truth shall make you free."

The highest aim of humanity is the search for Truth, and the greatest good which the endowments of Johns Hopkins are conferring upon mankind is to assist in this endeavor.