Part IV: University Components and Activities --- Chapter 48: The Board of Trustees (pages 764-849)

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The Board of Trustees

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"If the Board is to function successfully as a catalyst of University deliberations, it must consist of people of diverse backgrounds."


In a letter dated June 2, 1824, the Board of Trustees of Jefferson College in Canonsburg, Pennsylvania (Figure 48-1), received a request that their institution be the parent to a Medical Department in Philadelphia. Three physicians and a chemist who signed the letter declared they had formed themselves into a Medical Faculty that would establish thereby a second medical school in Philadelphia. These men were George McClellan, M.D., John Eberle, M.D., Joseph Klapp, M.D., and Jacob Green, Esq. (Figure 48-2).

The guiding genius and undisputed leader was George McClellan. He had conducted a private school in Philadelphia in which his pupils had received good practical medical and surgical instruction. His hands were tied, however, in that he could not complete their education, could not graduate them, and could not grant them an M.D. degree. Along with others before him, he had been unable to obtain a college charter from the State Legislature. His efforts were absolutely refused by the powers at Harrisburg through influential people in medical educational circles of Philadelphia who opposed his plan. Frustrated by his own inability to obtain a charter, McClellan conceived the artful device of looking elsewhere for an institution with the necessary authority to grant diplomas in medicine. The petition to Jefferson College at Canonsburg merely asked their Trustees to assume the nominal guardianship of a medical branch in Philadelphia only to the extent of giving it legal standing with right to confer the degree of Doctor of Medicine.

Within the same month the Board at Canonsburg freely accepted the new trusteeship. They saw no impropriety in establishing a medical branch in a distant city. Although a strict Presbyterian institution, they were not parochial; their goal was to promote general education, and this was just such an opportunity. It is historically germane to indicate that the prompt response might have been aided by the fact that one of the
petitioners, Jacob Green, was the son of a prominent member of the Canonsburg Board, the Reverend Ashbel Green, D.D.

The Canonsburg Trustees of Jefferson Medical College (1824–1838)

The Jefferson College at Canonsburg in western Pennsylvania was chartered in 1802 and named in honor of Thomas Jefferson, who at the time was the third President of the United States. In 1824, the President of the Board was Samuel Ralston, D.D., of Williamsport. Other members from the Presbyterian clergy were F. Herron, D.D.; Robert Johnson; E.P. Swift; Thomas D. Baird; Moses Allen; and William Tiffany (all from Pittsburgh); and the Reverend Ashbel Green, D.D., from Philadelphia. Members from the laity were John McDonald, Benjamin Williams, John Litherman, Craig Ritchie, John Reid, James Carr, William Johnson, John Phillips, Samuel Logan, William Cloaky, and Andrew Monro.
The Canonsburg Board gave its Medical Department (The Jefferson Medical College of Philadelphia) an existence only, with the sole addition of moral support. In October 1824 they expressly provided in their "Articles of Union" that they would not assume or support any financial obligations but would commend it to students preparing for the medical profession. McClellan promptly assembled a faculty of five professors, rented and had remodeled the Tivoli Theater (Figure 48-3) at 518–520 Prune Street (now Locust), and initiated the formal first academic session of 1825–1826. The University of Pennsylvania thereupon challenged the authority of the "new school" to grant the M.D. degree, with a formal protest on January 30, 1826, that was read in the Pennsylvania Senate.

To settle the issue, the Trustees at Canonsburg engaged in a legal battle before the State Legislature. When McClellan learned that a vote was to be taken on April 7, 1826, he made his legendary ride in horse and sulky, starting the previous day in order to reach Harrisburg for a personal, last-minute plea. So convincing was Dr. McClellan in the Legislature that the bill was passed and signed by Governor J. Andrew Shulze. This allowed the first commencement, which had been postponed from March, to take place on April 14. It was a stunning victory for Jefferson.

The Legislative Act of April 7, 1826, gave the Trustees at Canonsburg the authority to elect ten "Additional Trustees, who may be residents of the city or county of Philadelphia" to superintend Jefferson Medical College.

"Additional Trustees" of Jefferson Medical College (1826–1838)

Ironically, on August 9, 1826, William Tilghman, as Chief Justice of the Supreme Court of Pennsylvania, found it as probably an embarrassing duty to administer the oath of office to the first "Additional Trustee," Edward King, LL.D. Tilghman was also President of the Board of Trustees of the University of Pennsylvania and had written the document in the Senate that opposed Jefferson Medical College as a Medical Department of Canonsburg College. King, who was President Judge of the First District Common Pleas of Philadelphia, in accord with the law, swore in the other nine members, all of whom

were outstanding in the religious, legal, military, and business community of Philadelphia: Samuel Badger, James M. Broom, Joel B. Sutherland, Samuel Humphreys, Edward Ingersoll, Charles S. Cox, General William Duncan, the Rev. Ashbel Green, D.D., LL.D., and the Rev. Ezra Stiles Ely, D.D. Thus was established the first Board of Trustees that was directly representative of the Medical College. Their proceedings were subject to approval by the parent Board at Canonsburg and with no voice in the councils related to the mother College.

The new Trustees made regulations governing their own body in the transactions of business and also established rules for authority over the faculty. They required all the Professors to accept these rules and hold their respective Chairs subject to

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**FIG. 4-8-3.** The first Jefferson Medical College Building, the renovated Tivoli Theater at 518–520 Prune Street (now Locust).
them. From the outset the Trustees gave closest scrutiny to the qualifications of new candidates for Professorship or to the disciplining of the old.

The first book of Minutes, handwritten, of the Jefferson Medical College Board of Trustees records the proceedings from August 9, 1826, to February 19, 1840 (Figure 48-4). The first minutes indicated that the Rev. Ashbel Green, D.D., a member of the General Board of Trustees of Jefferson College of Canonsburg, was requested to attend the meeting of August 16 and act as President. On August 30, 1826, only two weeks later, a resolution was communicated to the additional Trustees of Jefferson Medical College of Philadelphia, dated August 9, 1826. 

At first, the General Board at Canonsburg was inclined to hold the Additional Trustees to strict account, but with the actions of the local Philadelphia Trustees showing evidence of watchfulness and control, the General Board virtually regarded the determinations of the locals as conclusive. On the other hand, the Trustees gave the faculty wide latitude in matters of policy. The Professors had founded the school and were responsible for its success and financial survival. The school was proprietary, in that students paid for their individual courses directly to the respective Professors. The Professors in turn paid for rent and maintenance of the building, but kept the profit. The local and general Trustees disclaimed any financial responsibility. Although the Trustees had established early that the faculty was not the supreme power of the College, they became increasingly lax in the performance of their duties and permitted the affairs of the school to be managed almost wholly by the faculty. This eventually led to an unfortunate confrontation in 1838 between George McClellan, founder, and the Board.

The Reverend Ashbel Green, D.D., LL.D.; the First Board President (1826–1848)

Dr. Green’s service as President of the Board covered a period of 22 years and was terminated
only by his death in 1848. As a member of the Board at Canonsburg he had witnessed the founding of Jefferson Medical College and was interested in its welfare from the beginning. Before the “Additional Trustees” of Philadelphia were constituted, he represented the mother College at Canonsburg with prayer when the Tivoli Theater “Hall of the Jefferson Medical College” was opened on March 8, 1825. By virtue of his relation with the parent institution, but equally by his ripe experience in educational administration, he was the natural choice to lead the Auxiliary Board of the new Medical School. It was fortunate that such a man was at its head to deal with the struggles of the school, the strife among its Professors, and the difficult personality of George McClellan.

Ashbel Green (Figure 48-5) was born in New Jersey in 1762, the son of a Presbyterian pastor, the Rev. Jacob Green. In 1778, at the age of 16, he was already teaching school. That same year he enlisted in the Revolutionary Army and exposed his life to jeopardy at the attack by the British on Elizabethtown Point, New Jersey. He aspired early to collegiate education, in which he received instruction from his father. He entered the junior class in the College of New Jersey (Princeton) in 1782 and graduated the following year as Valedictory Orator of his class. General Washington was present at the commencement.

Immediately following graduation, Green was appointed to a tutorship in his alma mater and two years later was made Professor of Mathematics and Natural Philosophy until 1787. During this time he studied theology and was licensed to preach in 1786. In 1787 he accepted the call to become co-pastor of the Second Presbyterian Church in Philadelphia, and was elected a member of the American Philosophical Society as well.

In 1792, after only six years as a licensed preacher, the Rev. Green was honored with the degree of Doctor of Divinity by the University of Pennsylvania. The same year he was elected Chaplain to Congress in Philadelphia, an office he held for the next eight years until the removal of Congress to Washington. It is said he came to know President Washington well.

In 1812 Dr. Green was chosen President of the College of New Jersey (Princeton) and thus released from his pastoral charge in Philadelphia. In the same year the University of North Carolina conferred upon him the degree of Doctor of Laws. In 1822, after ten years of vigorous labor as President of Princeton and having reached the age of 60, he resigned with a view to lessening his responsibilities, but in returning to Philadelphia he promptly assumed tasks just as demanding.

Green became editor of the Christian Advocate, a monthly periodical that he continued until 1834. At the time of his appointment to the Presidency of the Board of Trustees of Jefferson he was 64 years of age. His career had been distinguished as influential in the start of Princeton Theological Seminary and Western Theological Seminary. His

![Fig. 48-5. The Reverend Ashbel Green, D.D., LL.D. (1762–1848); First Board President (1826–1848). (Courtesy of the Presbyterian Historical Society of Philadelphia.)](image-url)
name was the first in Presbyterian history to be associated with organized home missions, for which he served in an administrative capacity for 28 years.

Dr. Green was an eloquent preacher and was additionally impressive because of his large frame, shaggy eyebrows, and gleaming eyes. He wore his clerical wig and queue to the end, which came at the age of 86. He outlived his son, Jacob Green, Professor of Chemistry, by seven years. The latter, often called “old Jaky,” died suddenly in 1841 at the age of 51, and was the last of the original Jefferson faculty.

Need for a Permanent College Building

Aside from governing the faculty, setting fees for the Professors' courses, and approving the proper number of lectures to be given, it was evident to the Board that the progress of the College was hindered by the undesirable location of its Tivoli Theater Medical Hall across from the infamous Walnut Street prison. On March 22, 1827, it was “resolved that it is expedient for the Additional Trustees to procure a new and commodious building to be erected before commencement of the next course of lectures for the use of the Professors and students, and to rent the same for a term of years on such conditions as the said Trustees may deem practicable and advantageous.” This resolution was a bold one in view of the fact that the General Board at Canonsburg and the Additional Trustees themselves were free of any financial obligations to the College. As constituted, it was the responsibility of the faculty as a proprietary group to raise their own funds. For start-up they had struggled to renovate the Tivoli Theater at 518–520 Prune Street (now Locust), but they lacked the funds for a proper and permanent building. In this deadlocked situation one member of the Board, the Rev. Ezra Stiles Ely, came forward as Jefferson's first benefactor.

Ezra Stiles Ely, D.D., and "N Medical Hall" (Ely Building, 1828)

At a meeting of the Board on May 12, 1827, the Rev. Dr. Ely reported that he had purchased a lot, 56 feet wide by 93 feet deep, on the west side of Tenth Street between Juniper Alley (later called Moravian, running east and west between Tenth and Eleventh) and George Street (later Sansom) for $6,500. He proposed to build a College edifice of brick, the plan of which was displayed and for which the construction and appurtenances would not exceed $10,500. The offer was immediately accepted, along with agreement to pay a $1,200 yearly rental, subject to confirmation by the Canonsburg Board.

The building was completed and opened for the 1828–1829 session (Figure 48-6). Without detracting from the timely philanthropy, it must be understood that Dr. Ely's benefaction was a provision and not a gift. He created shares of Jefferson Medical College Stock for which he was the trustee. Dr. Ely took a risk that most prudent businessmen would have deemed excessive. As later events disclosed, he proved to be a
compulsive entrepreneur, equivalent to a modern wheeler-dealer. His subsequent speculations in land in Missouri were ruinous, leading to bankruptcy, narrow escape from imprisonment, and loss of trusteeship of the Jefferson stock. Fortunately, no one lost money on the Jefferson venture, but it took until 1871 to clear the College of its debt to the Ely family.

In 1847, in a court trial involving his debts, Dr. Ely was cleared of dishonesty or intent to defraud. His integrity as a clergyman was never questioned. For many years, as Secretary of the Board, he kept the minutes in his beautiful handwriting. Later, in 1847, Dr. Ely was elected President pro tempore to fulfill the duties of the venerable Dr. Green, who died the following year.

Independence of Jefferson Medical College (1838)

Three related and sequential events took place during 1838–1839: Jefferson Medical College became independent of Jefferson College at Canonsburg; Medical Hall was renovated; and George McClellan, the founder, was dismissed. The Additional Trustees became aware that Jefferson was in a crisis and losing much of the prestige of the previous six years. The Medical Hall of 1828, which had been erected hastily, was badly in need of enlargement and renovation. Despite the efforts of Dr. Robley Dunglison as a peacemaker among the faculty, petty bickering between two rival camps (George McClellan, Samuel McClellan, and Samuel Collhoun versus Jacob Green, John Revere, and Granville Pattison) went on even as a power struggle between George McClellan and the Board was being voiced outside the institution.

The Charter of 1838

An economic problem triggered the necessity for a Charter to free Jefferson Medical College from its mother College. From the very beginning the General Board at Canonsburg proclaimed its freedom from any financial involvement with its Medical Department in Philadelphia. The outlay of money to modernize the existing Medical Hall was not forthcoming from the faculty, and the Rev. Ely was himself in serious financial difficulties in Missouri. The only solution was for the Philadelphia Board to acquire the title to the property still vested in Ezra Stiles Ely. In so doing, the property would belong to the Canonsburg Board and violate the constituted financial agreement. The ultimate solution lay in an independent Jefferson Medical College. The Board, always composed of men of the highest integrity and dedication to the welfare of the College, applied in the spring of 1838 to the State Legislature for an independent charter, to which the Trustees at Canonsburg raised no serious objection. When prompt and favorable action was received from the Legislature, the General Board sent the Trustees of the new College "a warm God-speed and a prayer for continued usefulness and prosperity."

The new Charter was accepted at a last meeting of the Additional Trustees on April 19, 1838, with a resolution "that this board will retain a grateful sense of the kind and fostering care ever exhibited towards them by the parent institution."

Under the 1838 Charter it was stated "that the Medical Department of Jefferson College be and hereby is, created a separate and independent body corporate, under the name, style, and title of 'The Jefferson Medical College of Philadelphia,' with the same powers and restrictions as the University of Pennsylvania... to be Trustees of the College created by this Section, with power to increase their number to fifteen." It should be noted that all the members of the General Board at Canonsburg had been Presbyterians as Trustees of a strictly denominational College. Nearly all of the original Additional Trustees were likewise Presbyterian. It is worthy of emphasis, however, that religious preferences were never considered in the choice of Professors, and that after separation from the mother College the Presbyterian element gradually faded out of the Board.

Under its new Charter, the Board of is consisted of President Ashbel Green, five other original members (Samuel Badger, the Rev. Ezra Stiles Ely, General William Duncan, the Hon. Edward King, and the Hon. Joel Sutherland), and previously elected or new members (the Rev.

## Renovation of Medical Hall (1838)

The Board accepted an offer from the Rev. Ely, who was in Missouri but kept his position and interest on the Board by correspondence, for a 20-year lease on Medical Hall. Effective as of November 24, 1838, it granted the privilege of paying off the property, then appraised at $29,500, with the annual rent increased to $1,770, which represented a 6% return on the investment to the stockholders.

The plan of renovation of the College building involved extensive interior and exterior remodeling, including an upper and lower lecture room, each with a seating capacity for 450 students. On June 25, 1838, the building committee reported a final estimated cost by the architect, Mr. Thomas Ustick Walter, of $7,500, but the Board approved only $5,000. Despite these obstacles the work commenced promptly, and the building was ready by November for the 1838–1839 session.

## The Founder, George McClellan, Dismissed (1839)

With newly acquired independence, an enlarged Board of Trustees, and a renovated Medical Hall, it should have followed that Jefferson was poised for increased prestige. The greatly improved stance of the institution was spoiled by old infighting over policy and fees within the faculty, complicated by conflicts of personalities. On April 2, 1839, Dr. Robley Dunglison, Professor of the Institutes of Medicine, and known as the “peacemaker” because of his neutral position among rival factions, wrote a “Letter of Appeal to the Faculty,” which was delivered by the Dean, Dr. John Revere, to the Board. The Board responded immediately by appointing a committee of three “to inquire into the existing state and condition of the Faculty.” Although the exact causes for instability among the faculty are undocumented, it is beyond conjecture that Dr. George McClellan was the central figure in the affair. In spite of his professional prestige and popularity with the students, his personality was compulsive, dictatorial, stubborn, volcanic, and even erratic. Tension increased between the forces of faculty domination and supreme authority of the Board. McClellan disgraced himself by publically denouncing the Board as a “parcel of politicians” and “a blackguard Board of Trustees.” He proclaimed that the institution was “rotten and going to the dogs” and “with the rascally Board, Jefferson must go down.”

On May 2, 1839, the Board “resolved that the present faculty of Jefferson Medical College be dissolved.” During eight subsequent meetings of the next three months, debates with balloting settled the new appointments of all the Professors except for Surgery. The Board members were good parliamentarians, and personal attendance was a prerequisite to a voice and a vote in its councils. On July 10, 1839, a vote of seven for Dr. Joseph Pancoast versus five for McClellan gave the Chair of Surgery to Pancoast and the dismissal to McClellan. On September 3, 1839, action was taken that “any property belonging to Dr. McClellan be delivered to him.”

Within four months of his dismissal, the undaunted George McClellan, using the same strategy as for the founding of Jefferson, obtained a Charter from the State Legislature for yet another Medical School in Philadelphia called “The Medical Department of Pennsylvania College” at Gettysburg. In November, 1839, the school opened with nearly 100 pupils. It became highly competitive with Jefferson and the University of Pennsylvania, but collapsed in 1861 at the start of the Civil War. As at Jefferson, McClellan became involved in a quarrel and had to resign his professorship in 1843. He spent the next four years—the remaining years of his life—in private practice and died in 1847 at the age of 50. Despite incessant work rewarded with professional success, he ended relatively poor as a result of unwise speculation in real estate.
"The Famous Faculty of 1841"

The radical action of the Board of 1839 resulted in only a temporary suppression of discord among the faculty. The old feeling of discontent arose again in 1841, at which time the Board once more exercised its supreme authority by dissolving the faculty. The disturbing element frequently characterized as "Faculty dissension" was permanently put to rest on this occasion and never again appeared in subsequent Jefferson history.

The Trustees organized the historic faculty of 1841, which consisted of a corps of Professors unsurpassed in any other medical school of the country (Figure 48-7). They excelled in their fields, worked in unbroken harmony for 15 years, and made the name of Jefferson Medical College known throughout the world. Only the resignation of Dr. Thomas Dent Mutter in 1856, because of ill health, broke these ranks, but he was replaced by the great Samuel D. Gross. Henceforth, the Trustees remained the recognized power of the institution, earned by their resolute actions, and they deserved to share the honor of subsequent achievements with the members of the faculty.

Renovation of Medical Hall (1846)

In 1846 the Ely Building was again renovated (Figure 48-8). The façade was further modified in the form of a Roman temple with six Corinthian columns resting on a base seven feet above the street level. The Building was widened nine feet to the north and extended at the rear. The two lecture rooms were increased to seat 600 students instead of the previous 450. A large dissecting room was provided, and a connection was made into the upper floor of the adjacent store as a miniature hospital ward. The upper lecture hall was the amphitheater, or "pit," in which surgery was performed and in which years later (1875) the Gross Clinic by Eakins would be portrayed.

The Reverend Cornelius C. Cuyler, D.D.; The Second Board President (1848–1850)

For the ensuing 25 years the transactions of the Board were mainly of a routine nature. The transfer of the Presidency from the aged Rev. Ashbel Green to the Rev. Cornelius Cuyler in 1848 occurred in a period of tranquility. Dr. Cuyler had been appointed as an Additional Trustee in 1834 for replacement of deceased member the Rev. Gilbert Livingston, D.D. His experience qualified him for the honor of President, but at age 65 he had less than two years to live because of progressive dry gangrene of the lower extremity.

Cornelius C. Cuyler (Figure 48-9) was born in Albany in 1783, a descendant of early American colonists. He graduated from Union College, Schenectady, in 1806. His intention to study law changed to theology, and he was ordained a Presbyterian minister in 1809. He served as pastor...
of the Reformed Dutch Church in Poughkeepsie until 1833. In 1828 he received from the College of Schenectady the degree of Doctor of Divinity, and another later by Rutgers College at New Brunswick. On transfer to Philadelphia in 1833 he served in the Second Presbyterian Church for which the Rev. Green had been a pastor for 25 years (1787–1812). Dr. Cuyler’s life was summarized as “marked by unwearied assiduous and punctual devotedness to his duties.” His passing marked the end of Presbyterian tradition on the Board.

The Honorable Edward King, LL.D.; The Third Board President (1850–1873)

The service of Judge King to Jefferson covered a span of 47 years. In 1826, at the age of 32, he was sworn in by Chief Justice Tilghman as the first “Additional Trustee.” Judge King then administered the oath of office to his nine co-members. In 1850, after 24 years on the Board, he was elected the President. Like the two preceding Presidents, he kept his office until his death (at age 79) for 23 years.

Edward King (Figure 48-10) was born in the old Southwark district of Philadelphia in 1794. He studied law under Charles Chauncey and was admitted to the Bar in 1816. In 1823, at age 29, he was appointed by Governor J. Andrew Shulze as President Judge of the Court of Common Pleas of the City and County of Philadelphia, and he served until his retirement from the bench in 1851. He was one of the Commissioners appointed to revise the criminal code of Pennsylvania and for two years was connected with the Board of City Trusts.

Judge King had no superiors in his knowledge of common and criminal law and of the principles of equity. As President of the Court of Common Pleas he was “perhaps and best judge that ever occupied that bench, so far as regarded its criminal jurisdiction, and at least equal to any in the civil department of his judicial duties . . . and his written opinions during a period of more than twenty years were indicative of much research, discrimination, and power.”

Fig. 48-8. The 1846 renovation of Medical Hall (Ely Building), with the addition of a Grecian façade.

Fig. 48-9. The Reverend Cornelius C. Cuyler, D.D. (1783–1850), Second Board President (1848–1850). (Courtesy of the Presbyterian Historical Society of Philadelphia.)
In 1858 there were 59 total shares of the Capital Stock of the College at $500 each, amounting to $29,500. The College had purchased 23 such shares, amounting to $11,500, leaving 36 shares ($18,000) yet to be acquired. In 1860 the Board resolved to raise the necessary funds “by Bond and Mortgage” to pay the balance due to the stockholders and thus secure the title to the real estate of the College. On November 10, 1870, the treasurer was authorized to pay the interest on outstanding shares of the Jefferson Medical College Stock in gold, and by the following year the entire debt was liquidated. It must be remembered that throughout this period of Jefferson history the school was proprietary, meaning that the Professors kept the profit and paid rent for use of the building. The original rent of $1,200 per year increased to $1,770 and in 1866 was set at $2,500.

Only once during Judge King’s Presidency was there any apprehension on the part of the Board with respect to the stability of the College. This occurred just before and during the early years of the Civil War (1861–1865) when Dr. Hunter McGuire led away almost one-half of the students to Southern medical schools or to enlist in the Confederate cause. This exodus of Southern students also affected the University of Pennsylvania, and was a total disaster for McClellan’s second school (the Medical Department of Pennsylvania College at Gettysburg), which closed by attrition in 1861. The loss to Jefferson was only temporary. Its faculty was as competent as any in the country and within a few years restored its previously large enrollment.

The Trustees obtained a faithful ally and dedicated supporter with founding of the Alumni Association by Dr. Samuel D. Gross in 1870. At first the Board was wary of the necessity for such an organization, fearing that it might be a burden rather than a source of help. Mobilization of the graduate forces of the College quickly proved itself a mighty force in counsel and financial assistance. The boost to the Board was enormous, with ready aid in whatever measure was beneficial to the welfare of the school.

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The Honorable Jesse R. Burden, M.D.; President, pro tenore (1873–1875)

The Presidency of the Board for its first 25 years was served by two Presbyterian clergymen. The succeeding 23 years were under the good offices of a member of the legal profession. The next 15 years were to be under the aegis of two physicians.

Jesse R. Burden, M.D. (Figure 48-11), a Philadelphian, was born in 1797. It is of singular interest that he obtained his medical degree in 1819 from the University of Pennsylvania as a classmate of Dr. George McClellan, the founder of Jefferson Medical College. In addition to private practice, he served on the Philadelphia Board of Health (1822–1823) and lectured on Materia Medica when...
the Philadelphia College of Medicine, a fourth medical school, was opened in 1847.

In 1825 Dr. Burden was elected a member of the State Legislature, in which he served faithfully for 15 years. During the latter part of his term he became Speaker of the Senate, where he acquired great reputation as a thorough parliamentarian. After retiring from political life he resumed his medical activities. He served as President of the Board of Prison Inspectors (1835–1855) and for many years was President of the Board of the Guardians of the Poor.

Dr. Burden was appointed to the Board in 1838, at age 40. The following year, when the faculty was dissolved, resulting in the dismissal of George McClellan, Burden with two other Board members had proposed “that the resolution be indefinitely postponed.” He was defeated in the voting, but his loyalty to his fellow physician and classmate was documented in the minutes of the Board.

On the death of Judge King in 1873, Dr. Burden was appointed President, pro tempore, at the age of 76. He would serve until his own death on May 2, 1875. This was a time when the faculty, strongly supported by the newly formed Alumni Association, proclaimed the need for a separate hospital facility to take care of the unwieldy patient load that the College had been struggling to house in the adjacent floors of the two stores at the corner of Tenth and Sansom and other nearby buildings. Patients that should have been hospitalized were being taken home in carriages and cared for by the Professors' assistants and students. Cost was a major problem, and the advisability of moving Jefferson's location was another consideration. A possible new site at Broad and Wood was explored and rejected on the basis of price and accessibility. The Board joined forces with the faculty and Alumni Association in an appeal for funds.

In 1873 Dr. Francis Fontaine Maury (Jefferson, 1862) secured an appropriation of $100,000 from the State Legislature toward a separate hospital building, on the basis of matching by a similar sum from the College. Dr. John Hill Brinton, aided by Dr. Samuel D. Gross, undertook to raise $150,000 through the Alumni. The Board rose to the occasion by liquidating all previous debts to the Ely family in connection with the College building, by generous personal contributions, and by a public appeal for funds. The University of Pennsylvania at this time was active with the same problem and were able in 1874 to erect their hospital in West Philadelphia, which was the first in the country to be directly part of a medical school. Jefferson became the second in 1877 when the detached hospital was opened on Sansom Street, between Tenth and Eleventh Streets, where the Thompson Annex now stands.

Emile B. Gardette, M.D.; the Fourth Board President (1875–1888)

Emile Blaise Gardette, M.D. (Figure 4-12) was a unique Board President in that he was a graduate...
of Jefferson Medical College in the Class of 1838. A native Philadelphian, born in 1803, he was first trained in dentistry by his father, Jacques Gardette (1756–1831), who practiced in Philadelphia for more than 45 years, having started in 1784. The father enjoyed the friendship of many eminent physicians of his day, among whom were Drs. Benjamin Rush, Adam Kuhn, William Shippen, and Caspar Wistar. His son, Emile, was brought up in the professional tradition of dentistry under the preceptorial system. (The first dental school in the world was not founded until 1840 in Baltimore). The father was 47 years old at the time of Emile’s birth and died seven years before the latter’s graduation from Jefferson. Emile went on to become a celebrated surgeon-dentist.

On becoming a member of the Jefferson Board in 1856, Dr. Gardette took the customary oath before an Alderman of the City of Philadelphia as follows: "... who being duly sworn by me on the Holy Evangelist of Almighty God, did depose and say that he would support the Constitution of the United States of America and the Constitution of the Commonwealth of Pennsylvania and that he would perform and execute with fidelity the duties of Trustees of the Jefferson Medical College of Philadelphia." This oath was required by Section two of the State Legislature Act of 1826, which gave Jefferson Medical College the official sanction to grant the M.D. degree. Taking the oath conferred a position on the Board as a “Life Trustee.” After July 1, 1969, when Jefferson became a University, the life trusteeship was abolished, and the oath was no longer administered. Members were then elected as Term Trustees for a period of not more than three years but could be subsequently reelected to succeed themselves. Senior members by virtue of long and devoted service could be honored as Emeritus for life but without the right to vote.

Gardette was a Fellow of the College of Physicians of Philadelphia and a member of the Academy of Natural Sciences, the Historical Society of Pennsylvania, and the French Society of Bienfaisance of Philadelphia. The College of Physicians possesses several of his publications, one of which is The Professional Education of Dentists (1852).

Dr. Gardette assumed the Presidency of the Board on May 15, 1875, just one year before the Grand Opening of the Centennial Exposition in Fairmount Park on May 10, 1876. Dr. Samuel D. Gross was unanimously elected President of the International Medical Congress held in connexion with the Centennial. For this event Gross also wrote the history of American surgery from 1776 to 1876.

A big accomplishment for the Board was the opening on September 17, 1877, of the first detached Jefferson Medical College Hospital (Figure 48-13). Dr. Joseph Pancoast, already retired for three years and the only survivor of the “Famous Faculty of 1841,” gave the address. This hospital was the second in the country to be connected with a medical school for teaching purposes. It was located on Sansom Street behind the old Tenth Street College building where the Thompson Annex now stands. A five-story structure of Gothic design with 125 beds and a large clinical amphitheater (Figure 48-14), it would serve Jefferson's hospital needs until the opening of “Old Main” at Tenth and Sansom in 1907.
During its first year it admitted 441 inpatients and treated 4,649 outpatients.

An event of seemingly minor importance at the time was the purchase by the Alumni Association of Eakins' *Gross Clinic* in 1878 for $200. It was presented to the Board the following year. Eakins had executed this world-famous portrait in 1875 on a voluntary noncommissioned basis as a consequence of his studies in anatomy at Jefferson and his admiration for Dr. Gross. It was rejected for display in the Art Gallery of the Centennial of 1876 but accepted in the Medical Department of the U.S. Government Building at the Exhibition. The Alumni Association had long been interested in acquiring this masterpiece, but all its funds were committed to building the new 1877 Hospital. The preservation of this historic Jefferson scene within its own halls through all the ensuing years has enhanced the name of the institution. In capturing the College's spiritual heritage it became the "holiest of holies," appropriately honored and ultimately handsomely displayed in the special Eakins Gallery, dedicated in 1982.
Along with Lister's promulgation of *The Principle of Antisepsis* in 1867 and Darwin's publication of *The Descent of Man* in 1871, a transitional period was developing in which science would enhance the art of medicine. Up to this time at Jefferson the laboratory experience of its students had been limited to anatomy and use of the pathology museum. As an ongoing endeavor after construction of the 1877 Hospital, the Board was able to secure the property at the southwest corner of Tenth and Sansom Streets, adjacent to the College of that time, for construction of facilities for studies in the basic sciences. The new Laboratory Building (Figure 48-15) was completed for the 1879–1880 session. It provided rooms for operative and minor surgery, practical chemistry, microscopy, and physiology.

In 1881 the Grecian façade of the College was replaced by one of Victorian design (Figure 48-16). This allowed an extension of the front by which the seating capacity of the lecture rooms was increased. A new story was added to accommodate extra laboratory rooms.

A complete Maternity Department was organized within the Hospital in 1885, under the immediate charge of the Professor of Obstetrics (Theophilus Parvin, M.D., LL.D.). This afforded clinical experience to the students, whose instruction in that field had previously been limited to the laboratory of practical and manipulative obstetrics of the College.

Dr. Ellwood Wilson, a Jefferson graduate in the Class of 1845, became a member of the Board when Dr. Gardette assumed the Presidency in 1875. He was one of the leading practitioners in Philadelphia in obstetrics and gynecology and President of the Philadelphia Lying-In Charity. He had been one of the most active and foremost of those interested in the construction of Jefferson's 1877 Hospital. Three of his sons graduated from

Fig. 48-15. The new Laboratory Building opened in 1879 at the corner of Tenth and Sansom Streets, a space previously occupied by two stores.
Jefferson, one of whom, James Cornelius Wilson (Class of 1869), became the Professor of Medicine in 1891. With the deaths of Dr. Gardene in 1888 and Dr. Wilson in 1889, the Board would not have another member of the medical profession in its ranks until the appointment of Alumni Trustees in 1965.

The Honorable James Campbell; The Fifth Board President (1889–1891)

James Campbell (Figure 48-17) was born in Philadelphia in 1818, the son of a prosperous storekeeper. His parents were Irish and Roman Catholic. His industry and bookish inclinations led him to study law and find recreation in the Philadelphia Library, the Athenaeum, or the debating society. He was admitted to the bar (1833), became school commissioner (1840), and was appointed to the court of common pleas (1842) before he was 30. While on the bench for ten years, he was often called upon to suffer bitter anti-Catholic feeling that dominated the local partisanship of that day. Although not strict in religion, Campbell was loyal to his church and became the best known leader of the Catholic Democrats of Philadelphia. In 1831 he was nominated for Supreme Court Justice but defeated by anti-Catholic prejudice. The following year he was appointed Attorney General of Pennsylvania. In 1853 he became U.S. Postmaster General. While serving in this post for the next four years he attempted to get better rates and more efficient service from the railroad and steamship companies carrying mail. Upon his recommendation the registry system was established, and he laid the foundation for cheaper foreign postage rates. It is of interest that a later Board President, the

![Fig. 48-16. The renovation of Medical Hall (Ely Building) in 1881, replacing the Grecian façade with one in a Victorian style.](image)
illusrious Honorable William Potter, would also be involved in international postage connected with steamship lines.

Although he would nearly be elected to the U.S. Senate during the Civil War, Campbell's return from Washington in 1857 ended his political career. Thereafter he spent his life in the practice of law and as a trustee and director of various charities and institutions. Among these were Girard College and Jefferson Medical College, to the latter of which he was elected to the Board in 1867. His devoted duty and usefulness led to his appointment as President upon the death of Dr. Gardette in 1888. Just as the first two Presidents had exerted no Presbyterian bias, so the question of Campbell’s Catholic religion never became an issue on the Board or faculty. Described as “a fat jolly man who tended strictly to business,” he resigned on November 25, 1891, and died on January 27, 1893.

The year 1891 witnessed an important extension of the college curriculum from the traditional two-

The Honorable Joseph Allison, LL.D.; the Sixth Board President (1891–1892)

Joseph Allison (Figure 48-18) was a Philadelphian, born in 1819. For over 40 years he was a foremost figure in the history of jurisprudence in Philadelphia and Pennsylvania, and his name in his native city was a household word for nearly half a century. Equity, common law, criminal jurisprudence, trusts, municipal law, and the Orphans court were all in his hands. The system in Philadelphia regulating streets was shaped by him and still constitutes that body of law. He was considered by many as a veritable city father. A distinguished leader of the Bar characterized him as having “the typical qualities of the model...
Judge; that he is learned without pedantry; patient without sluggishness; genial without frivolity; suggestive without loquacity; dignified without haughtiness; and firm without harshness."

Judge Allison became a member of the Board in 1874 and served for 18 years, during the last of which he was the President. He resigned on November 23, 1892, and died on February 8, 1896.

In 1892 a voluntary fourth year, not required for the degree, was offered to Jefferson graduates with advanced courses in medicine, surgery, gynecology, dermatology, obstetrics, ophthalmology, and pathology. Within the hospital, Clinical Professorships were established in the specialties of gynecology, dermatology, orthopedics, diseases of children, diseases of the nervous system, and ophthalmology.

As in previous years, classes were available to Jefferson students at the Pennsylvania Hospital, Philadelphia (General) Hospital, St. Agnes's, St. Joseph's, the German (Lankenau), Orthopaedic Hospital and Infirmary for Nervous Diseases, and Wills Eye. These were at that time informal teaching arrangements. During the first half of the twentieth century they became more regularly scheduled but not strictly formalized administratively until the 1960s.

The Honorable Edwin H. Fitler; the Seventh Board President (1892–1894)

Edwin Henry Fitler (Figure 48-19) was born in Philadelphia in 1825, the son of a prosperous leather merchant and tanner. His academic education was excellent, and he spent four years of legal study in a private law office; mechanical pursuits led him to abandon law and to engage in the cordage business. Through his labor-saving inventions and wise management of employees, his Philadelphia Cordage Works prospered into one of the largest in the United States.

Fitler became one of the best known businessmen of his time, and he was repeatedly
elected President of the American Cordage Manufacturers Association. Intensely patriotic, he sponsored and outfitted a company from his employees for the Union cause in the Civil War. He also served as Vice President and President (1891–1892) of the Union League.

For the Centennial Exposition of 1876 Fitler was a member of its board of finance. He was also one of the founders of the Philadelphia Art Club. In 1887 he was elected the Mayor of Philadelphia with a large majority vote, a position he held until 1891. As the first Mayor under the new city charter he instituted many reforms and improvements in all branches of the city government. At the Republican National Convention of 1888 in Chicago he received the vote of the entire Philadelphia delegation, some parts of Pennsylvania, and a few from other states as their choice for President of the United States.

Fitler was elected to the Jefferson Board in 1891 and became its President on December 5, 1892. He resigned in April, 1894, because of a long illness that claimed his life on May 31, 1896. He is buried in East Laurel Hill Cemetery (listed on the National Register of Historic Places in 1977), where a large monument attests to his prominence.

In 1893 the tuition of the Medical College was $140 for the first year, the same for the second year, and $100 for the third year. The voluntary fourth year also cost $100. There was a matriculation fee of $5, paid only once, and a diploma fee of $30. The yearly tuition would be more than 100 times greater by 1985, namely $14,100. Students could board comfortably near the College for from $4 to $5 per week with heat and light included. The College Clerk made board arrangements for the students upon their arrival.

Every year, five Resident Physicians to the Jefferson Medical College Hospital and five substitutes were elected from the graduating class, chosen from those standing highest in their examination.

In 1894 the Board of Lady Managers (the forerunner of the Women's Board), given approval by the Board as an organization on April 1, 1890, furnished a house at 224 South Seventh Street on Washington Square for maternity patients (Figure 48-20). The Lady Managers paid the annual rent of $1,000, the costs for food, domestic services, and part of the salary for two nurses. The Board of Trustees covered the expenses for fuel, light, medical needs, and the remainder of the nurses' salaries. The purpose of this facility was not only for patient care but for bedside instruction in midwifery to the medical students.

Joseph B. Townsend, Esq.; the Eighth Board President (1894–1896)

Joseph B. Townsend (Figure 48-21), a Philadelphian, was born in 1822. Attracted to law as his life work, he was admitted as an attorney of the Philadelphia courts in December 1842. For more than 50 years he remained active in all branches of legal practice, but lived to be among the last of his associates who could properly be termed "real estate lawyers." He was honored by
membership on the Board of Examiners for admission to the Bar, and was elected Vice-Chancellor of the Law Association of Philadelphia (1891) and Chancellor (1894), a position dedicated to the maintenance of proper standards of professional learning and honor.

For more than 30 years Townsend was on the Board of Managers of the Western Saving Fund Society. For the same period he was a charter member and charter director of the Union League. His four sons engaged in the active practice of or in allied work connected with the legal profession. One of them, Charles C. Townsend, served on the Jefferson Board from 1899 to 1915.

Townsend was elected a Trustee in 1878 and served as Board President from 1894 until his death in October 1896. His legal talents and expert diplomacy served well to secure more land, to extend the medical curriculum to a mandatory four-year course, and to change Jefferson's proprietary status to a nonprofit sharing corporation. Each of these issues were of major importance and warrant more discussion.

Plan for Expansion

Medical Hall, erected as the Ely Building in 1828, had undergone renovations and enlargements in 1838, 1846, 1879, and 1881 that changed its façade from that of a church to a Greek temple, and finally to a florid Victorian style. Around 1894 it was evident to the Faculty and Board that the hodgepodge of College and Laboratory buildings at the corner of Tenth and Sansom Streets was bursting at the seams and that a new Medical College worthy of Jefferson's mission and progress was needed. The Hospital of 1877 was overloaded with inpatients and the dispensaries were greatly overcrowded. The finances of the institution were well in the black, augmented by legacies on ground rents, bonds, and memorials. As on previous occasions, the question of changing Jefferson's location arose, especially critical at this time since the adjacent areas were held by disinterested parties, precluding expansion south or west. Worse still, there was a proposition pending with the Transit Company to build an elevated railroad on Sansom Street that would have rendered operation of a hospital there impossible. New York entrepreneurs had purchased the corner of Eleventh and Walnut

Fig. 48-20. The Maternity facility at 224 West Washington Square, established in 1894 for patient care and student instruction. The adjacent property at 226 was secured in 1894 for lodging Jefferson's student nurses.

Fig. 48-21. Joseph B. Townsend, Esq. (1822–1896), Eighth Board President (1894–1896).
Streets with a view toward commercial development. A large desirable lot on the northwest corner of Tenth and Walnut Streets had been willed to St. Charles Borromeo Seminary. From this locked-in situation the Trustees purchased land for a reasonable price on the west side of Broad and Christian Streets (about one mile south of City Hall). The faculty, represented by Dean James W. Holland, recommended the Broad Street move. The Board rented out the site in the interim at a profit.

The tide turned in Jefferson's favor when the New York investors lost money and abandoned their project. A protest from the Board to the Philadelphia Council convinced the Transit people of the harm from their “el” on Sansom Street. The owners of property on the north side of Walnut Street saw their land value drop and were willing to sell. The huge Theological Seminary of St. Charles Borromeo, located at Lancaster Pike and City Avenue, had already opened for students of the priesthood in 1871 and had no real need for the land at Tenth and Walnut. The faculty reversed its previous opinion and petitioned the Board to sell the Christian Street property and procure the Walnut Street site. Wisdom prevailed and the Board acted accordingly.

The Four-Year Medical Curriculum

The 70th Annual Announcement for the Session of 1894/95 stated that “all persons beginning their medical studies by matriculation after June 1, 1895, must take four annual courses.” This was the culmination of the introduction of science into the art of medicine. Before 1832 the longest term allotted for the year's “Session” of lectures was four months (November through February). In each of the two “Sessions” required for graduation the lectures were identical, the rationale being that the repetition would lead to better understanding and longer remembrance. This was the standard curriculum in the medical colleges of the United States, although in the professional schools of Europe the term was six months. Jefferson took a forward step in 1832 by adding an optional course of two months during April and May for which there was no extra tuition. The M.D. degree still required three years of preceptorship “under the direction of a respectable Practitioner of Medicine,” including the two regular “Sessions” of lectures. The candidates had to be at least 21 years of age, pass an oral examination before the Faculty, and submit a satisfactory thesis. In 1849 the regular required “Session” added two weeks by starting in mid-October instead of the first Monday of November. In 1866 the faculty instituted a “Summer Course” with additional staff to reinforce and supplement the regular curriculum. It was actually an added spring and fall session of April, May, and September, with omission of the intolerably hot months of July and August. In 1881 the regular winter session of five months was extended to an obligatory six, with an optional voluntary additional three months. In 1883 a “postgraduate course” was announced for “promoting higher medical education” in medical and surgical specialties for the graduates. This was continued until 1890 as “special instruction for practitioners.” A “graded course” was established in 1884, in which students could elect to distribute their lectures over a three-year period instead of the standard two. In 1885 the final oral examination before the faculty was changed to a written one for the Professor in each branch. At the same time the requirement for a written thesis was abolished except in competition for a prize. In 1891 the curriculum became a mandatory three-year course. Requirement for admission to the College was still only a high school diploma or its equivalent. It would be 1914 before the requirement was one year of college. In 1929 it was three years of collegiate work, and in 1940, a bachelor's degree.

The five-year period of 1890-1895 witnessed many other changes in the teaching force that contributed to its variety, thoroughness, and practicality. These improvements placed and maintained Jefferson on a basis equal to any similar institution in the country. Jefferson was among the forefront of medical schools adopting the compulsory four-year course.

In the session of 1894-1895 there were ten Chairs (Professors), two Emeritus Professors, eight Honorary and Clinical Professors, one Adjunct Professor, seven Lecturers, nine Demonstrators, and 36 Instructors and Assistant Demonstrators, an aggregate teaching force of 73. Of the 711 students, 219 were in the first year, 237 in the
second, and 229 in the third, with an additional 26 special students. At the 1895 commencement the M.D. degree was conferred on 148 graduates, and the total to that time was 10,398.

Change from Proprietary to Nonprofit Sharing Corporation (1895)

Until 1895 each Professor of the College collected a fee that students paid for the ticket to his lectures. The faculty at this time were paying a rental fee of $3,993 to the Board for use of the College and Hospital. The Board administered the taxes and maintenance costs of the buildings. The profit went to the Professors and was known as “The Professorial Jackpot.” Contrary to what might be thought about such profits, the Professors seldom became affluent from this system (Figures 48-22a and b) and at times had to add funds from their own resources to maintain an up-to-date Department. The College was in need of funds for land, new buildings, and laboratory equipment. Public appeals were not appropriate if the Professors were to benefit personally from the donors.

Mr. William Potter, who became a member of the Board in 1894, was a prime mover in negotiations with the faculty to accept fixed salaries as their measure of compensation for services. The surplus funds would thereafter inure to the benefit of the School. This arrangement changed the character of the college from a “proprietary school” to a truly collegiate institution. Harvard Medical College had adopted this policy around 1871, and the University of Pennsylvania followed in 1876. With surprisingly little opposition, there was accord among the College faculty, Hospital staff, and the Alumni Association. The plan of reorganization was adopted by the Board on February 1, 1895, and became effective on June 1 of that year. The Board was now assuming financial responsibility for an integrated College and Hospital.

The Honorable William Potter, LL.D.; the Ninth Board President (1896–1926)

William Potter (Figure 48-23) was born in Philadelphia in 1852, the son of a prosperous manufacturer of oilcloth and an eminent citizen. On his maternal side he was a descendant of Brigadier General Bower, who served under Washington in the Revolutionary War. After early education in private schools, Potter entered the University of Pennsylvania in 1874. His father’s illness compelled him to leave college to aid in running the firm of Thomas Potter’s Sons and Company, and he became a successful director for many years. While engaged in this business for 18 years he studied law and political science. Although admitted to the Bar in 1896, he never indulged in active practice. The University of Pennsylvania granted him a Bachelor of Arts in 1919, and two years later Washington and Jefferson College awarded him a Doctor of Laws.

Figure 48-22a. Receipts (1887) for division of teaching fees to Professors Samuel W. Gross (Surgery) John H. Brinton (Surgery) and Henry C. Chapman (Physiology).
Potter entered politics in 1890 at which time President Harrison appointed him the special commissioner to London, Paris, and Berlin on behalf of the Postal Service to facilitate the handling of transatlantic mail by steamship. The same year he was a delegate to the Postal Union Congress in Vienna and signed a new Postal Treaty. In 1892 he was appointed Minister to Italy, a post he held for two years. He retained a fondness for Italy and its people, enhanced by an interest in archeology. This led to his Vice Presidency of the American and British Archeological Society of Rome and subsequent membership on the Committee of the American Schools at Rome for the Study of Archeology. King Umberto and King Victor Emanuel of Italy both bestowed decorations upon him. In 1896 Potter ran for Mayor of Philadelphia as an antiorganization Republican and was defeated. An invitation by President McKinley in 1897 to be Ambassador to Berlin was declined as well as a later offer to St. Petersburg. His continued interest in civic affairs was manifested by his membership on the Board of City Trusts, Manager of the Pennsylvania Institute for the Deaf and Dumb, membership on the Citizens Permanent Relief Committee, and Chairmanship of the Advisory Board for Philadelphia Mayor Weaver (1905). President Wilson made him Fuel Administrator during World War I to conserve coal and other fuels in Pennsylvania. He became a member of the Board of Directors of the Union League and counselor of the Pennsylvania Historical Society.

In 1894 Potter, at age 42, was elected to the Jefferson Board. With the resignation of Joseph Townsend in 1896 he became President for the next 30 years. His role in Jefferson's change to a nonprofit corporation was only one of many other achievements that marked him as a truly great Board President. Some of these require more detailed review. His son-in-law, Joseph W. Wear (Figure 48-24), served on the Board from 1931 to 1941, and his grandson, William Potter Wear (Figure 48-24), was a distinguished third-generation member from 1941 to 1985.
On April 24, 1926, Potter was admitted to Jefferson Hospital with a ruptured appendix. In spite of an immediate operation he died four days later. He was buried in East Laurel Hill Cemetery where also lie the remains of George McClellan, the founder, and Robley Dunglison, the “peacemaker,” one of Jefferson’s greatest deans and personal physician to Thomas Jefferson.

At the suggestion of Dr. Chevalier Jackson, who brought fame to Jefferson for his discoveries in bronchoscopy and esophagoscopy, a William Potter Memorial Lectureship was endowed by his beloved grandson, William Potter Wear. The first was delivered on April 25, 1928, by Sir St. Clair Thomson, M.D., of London, whose topic was The Strenuous Life of a Physician in the 18th Century.

Mr. Potter in a tribute was called “A man whose life makes a great difference for all. . . . it does not die with him—that is a true estimate of a great life.”

Jefferson Medical College Moves to Tenth and Walnut Streets (1898)

Inauguration of the graded four-year course, starting with the 1895–1896 session, created a requirement for new buildings. On the accession of Mr. Potter to the Board Presidency, the Trustees acted on the plans that had been in progress during the previous three years. A commodious College with an adjacent laboratory building was envisioned to comply with the most modern requirements of medical education from both theoretical and practical standpoints. This meant the demolition of the Ely Building at Tenth and Sansom Streets, which had served so admirably for 70 years (1828–1898), and its subsequent replacement by a new hospital (“Old Main” of 1907). The new College and laboratory would locate on the land purchased at Tenth and Walnut.

Jefferson would now extend the entire length of the west side of Tenth Street between Sansom and Walnut, and on Sansom Street from Tenth for about three-fourths of the distance to Eleventh. The street on Jefferson’s property running east and west between Sansom and Walnut, which had originally been called Juniper Alley, became Moravian, and then was renamed Medical Street (Philadelphia map of 1885). At present it is the anonymous ambulance and vehicle access between the Curtis Building and “Old Main” Hospital, simply referred to as “the alley.”

The new College of 1898 fronted on Walnut Street for 118 feet with a formal English Renaissance facade (Figure 48-25). It had a vertical
division of three parts corresponding to the arrangement of the interior. The two lateral parts were symmetrical. The central part began with a classic porch that admitted to a tile-floored vestibule and a lobby for the main stairs and elevator. The basement contained a gymnasium, billiard room, reading room, space for lockers and bicycles, and the Library (Figure 48-26). On the walls of the Library hung the few portraits of Jefferson's infant art collection, but prominently the Gross Clinic, which occupied almost all of the space between the floor and the ceiling. The first floor was occupied by administration offices, a recitation room, and the first story of the lower amphitheater. The second floor contained the museum, a laboratory of pathology and the second story of the lower amphitheater. The third floor contained a large west lecture hall. Here also was a small east lecture hall, chemical apparatus room, and a laboratory of physiology. The fourth floor completed the upper part of the two lecture halls and a room for instruction in bandaging and obstetric manipulations, as well as for storage. The fifth floor contained the lower portion of the upper amphitheater, the dissecting room (two stories high), a laboratory of operative surgery, private rooms for professors, and locker rooms for students. The sixth floor housed the upper part of the upper amphitheater, upper part of the dissecting rooms, and an incinerating furnace.

The Tenth Street side of the new College was adjacent to a new laboratory building, by which the two buildings together extended for 108 feet to Moravian Street (Medical Street). Between the two buildings was a large light well. The laboratory building was also six stories high, with ten large laboratories for students and 17 smaller private rooms for individual research. Facilities for pharmacy, medical chemistry, toxicology, physiology, normal and pathological histology, anatomy, bacteriology, research, and recitations were optimal. The laboratories were lighted by windows on three sides, besides incandescent electric lights. There were individual desks equipped by funds partly subscribed by the Alumni. Mr. Louis C. Vanuxem, a Board member from 1895 until his untimely death in 1903 at age 44, at his own expense equipped the physiology laboratory in a manner that placed it in the first rank of such laboratories. Also provided were 150 microscopes of the most recent make for student use, as well as an electric lantern projector, equipment for photography, and other apparatus.

Fig. 48-25. The Jefferson Medical College Building of 1898 at Tenth and Walnut Streets, with the adjoining Laboratory Building at the rear on Tenth Street.

Fig. 48-26. The Library in the basement of the 1898 College. The edge of the Gross Clinic is seen at the left.
A committee of the Lady Board of Managers (the future Women’s Board) enhanced the amenities of the library, parlor, and clubroom for recreation and student society meetings. They also contributed more than 800 volumes to the library in less than a year.

These new facilities would be among those inspected in 1909 by Abraham Flexner of the Carnegie Foundation for the Advancement of Teaching that contributed to Jefferson’s favorable national rating.

The 1907 Hospital (“Old Main”)

On completion of the 1898 College and Laboratory Buildings, Mr. Potter and his fellow Trustees turned their attention to improving the medical and educational work of the 1877 Hospital. That first detached hospital provided beds for 140 patients and a clinical amphitheater (“pit”) capable of seating 600 students. In 1898, in the outpatient services (Figures 4-8-27 and 4-8-28), 75,304 patients were treated for surgical, gynecologic, ophthalmologic, laryngological, aural, genito-urinary, and orthopedic conditions. For medical diseases, including neurological, dermatological, and pediatric, 19,274 were treated. These, added to the 1,783 inpatients, totaled 96,361 for that year.

The grand total for the previous 20 years was 1,191,931. Also in 1898, the Maternity Department (Figures 4-8-27 and 4-8-28), treated 140 patients and a clinical amphitheater (“pit”) capable of seating 600 students. In 1898, in the outpatient services (Figures 4-8-27 and 4-8-28), 75,304 patients were treated for surgical, gynecologic, ophthalmologic, laryngological, aural, genito-urinary, and orthopedic conditions. For medical diseases, including neurological, dermatological, and pediatric, 19,274 were treated. These, added to the 1,783 inpatients, totaled 96,361 for that year.

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FIG. 4-27. The Men's Waiting Room of the Surgical Clinic of the 1877 Hospital.

FIG. 4-28. The Clinic of the Ear Department of the 1877 Hospital.
Institute also aided the movement. The result was that 76 medical schools went out of existence between 1906 and 1920 either by ceasing to function or by merging with stronger institutions. Jefferson was visited in March, 1909. Although its rating was favorable, it too would experience an impact from the general suggestions for reform.

The salient features of the report regarding Jefferson were: (1) of all the independent schools outside New York State, Jefferson came nearest to obtaining its published entrance requirements; (2) its enrollment of 591 students was the largest of the eight medical schools, plus one postgraduate school, in Pennsylvania; (3) the teaching staff of 122 included 22 professors and seven instructors who devoted their entire time to the school; (4) student fees amounted to $102,995, of which a part was diverted to paying off building mortgages, while the hospital had independent sources of support; (5) the laboratory building contained separate areas for the various basic sciences with modern and adequate equipment; (6) there was an attractive library, museum, and other teaching accessories; (7) Jefferson Hospital with 223 teaching beds was connected with a dispensary that supplied an abundance of material; and (8) the Maternity Department, with 17 beds, occupied a separate building (224 South Seventh Street). The conclusion was that “the plant of the institution is therefore modern and compact” (Figure 48-30).

On a national basis, the school with the largest enrollment was the University of Louisville, Kentucky, with 600; Jefferson was second with 591; and the University of Pennsylvania was third with 446. For that time the University of Louisville, although the largest of the American schools, was among the worst “which turned out physicians with little regard for their competence.” The main thrust of Flexner’s overall recommendations was that many of the medical schools should be closed and that others be merged with stronger institutions, preferably universities. He concluded that there should be fewer but better educated medical graduates.

An Invitation from Medico-Chirurgical College to Amalgamate (1910)

The enrollment (480 students) of the Medico-Chirurgical College at the time of Flexner’s visit was the third largest in Philadelphia. The entrance requirement was less than a four-year high school education. None of the teaching staff devoted their entire time to medical instruction. The laboratories were well equipped, but with some limitations in anatomy. Except in bacteriology, little or no effort was made to cultivate original scientific activity. The clinical facilities in the hospital and dispensary were adequate, but the library was small. From this setting of a mediocre rating, Mr. Potter received a letter dated January 18, 1910: “Whereas the tendency of medical education is toward..."
elimination of the independent medical school, 
Resolved that the Board of Trustees of the 
Jefferson Medical College be invited to confer 
with the Committee on Amalgamation of the 
Board of Trustees of the Medico-Chirurgical 
College upon the subject of affiliation of Medical 
Colleges." On January 20, 1910, Mr. Potter 
appointed four other Trustees to constitute with 
him a committee for joint discussion. No report of 
the committee appeared in minutes of subsequent 
meetings of the Jefferson Board, and the matter 
was apparently aborted.

In 1912 the President of the Board of the 
Medico-Chirurgical College approached the 
Provost of the University of Pennsylvania to 
consider a merger. The school, at Seventeenth and 
Cherry Streets, was in the path of the proposed 
Franklin Parkway and would require removal to 
new buildings. Agreement was reached for the 
University to absorb the entire teaching staff as 
well as the dental faculty. The University would 
aquire all the property and funds of the other 

school. The latter's pharmacy school was absorbed 
(1916) by the Philadelphia College of Pharmacy.

In 1917 the Philadelphia Polyclinic and College 
for Graduates in Medicine, founded in 1883 and 
located on Lombard Street between Eighteenth 
and Nineteenth, joined in the University merger. 
Medico-Chirurgical was combined with the 
Polyclinic as a single graduate school, which 
 instructed as such in 1919.

Osteopathic "Intruders" (1915)
The Flexner Report took note that "The catalogue 
of the Philadelphia College and Infirmary of
Osteopathy announces that its students have the 'privilege of witnessing operations at the University Hospital, Jefferson Hospital, etc.' This is not the case. These students are intruders, without rights or privileges of any description whatsoever."

On February 3, 1910, a resolution from the faculty was read to the Jefferson Board protesting the inclusion of Jefferson's name in the Osteopathic catalogue as "damaging to the ethical standing of the school and libelous." The Board arranged to have its name deleted from the catalogue. The explanation given by the Osteopathic College was that the Jefferson name had been placed by a previous management and "we do not know upon what authority it first was placed there."

- **Offer from Temple University of Union with Jefferson (1910)**

At the time of Flexner's report, the Medical School of Temple University was in dire financial straits and its facilities given an unfavorable rating. On February 23, 1910, The Reverend Russell H. Conwell, President of Temple University, wrote a letter to Sub-Dean Ross V. Patterson proposing consideration of a union of Jefferson Medical College with Temple University: "It occurs to me that the Jefferson College, with all its honorable history, would secure all its influence for the future if it were connected directly with a University. It may sound absurd on its first suggestion but I think it is a wise measure to meditate upon whether the Jefferson might not be connected with the Temple University and perhaps the Medco-Chi in such a way as to make the greatest medical college in the world. . . . It occurred to me on rather superficial thought that the name of the Temple University could be very easily changed by the State so as to carry the name of the Jefferson University and thus secure not only a venerable name for the University, but in union with Jefferson Medical College, would carry your institution on into the future as a University and give it, and all connected with it, a mightier influence in the future centuries. . . . As the University is now thoroughly established for a great future work, it should have some settled name and the Jefferson College should also have all the rights and dignity of a University. There is no probability that another charter for a University in Philadelphia can ever be obtained, and if ours were used, it carries with it a prestige of 3500 students and its great organized work."

The overture from President Conwell would have greatly benefited Temple University at the time, but Jefferson under its 1838 Charter already had "the same powers and restrictions as the University of Pennsylvania." The long run was more advantageous for Temple, however, in that it solved its own financial crisis, preserved and developed its own excellent Medical School, kept its name, and served well the needs of an expanding Philadelphia.

- **First Endowed Professorship (1910)**

In April, 1910, Mrs. Maria Gross Horwitz of Baltimore endowed Jefferson's first Chair, "The Samuel D. Gross Professorship of Surgery," in honor of her father, with a gift of $60,000. On June 2, 1910, Dr. John Chalmers DaCosta (Jefferson, 1885) was unanimously elected as the first Gross Professor of Surgery, "it being understood that he shall not hereafter receive any compensation other than that derived from the fund given by Mrs. Horwitz for that purpose."

A bronze plaque bearing testimony to this endowment is on permanent display in the Samuel D. Gross Conference Room of the College (Figure 48-31).

- **Jefferson's "Medical Preparatory Course" (1913–1916)**

The Board of Trustees, upon recommendation of the faculty, advanced the requirements for admission to the medical course, beginning with the academic year 1914–1915, to include one year of college credits in German or French, Chemistry, Physics, and Biology. The arrangement of curricula of most lay colleges would require two years to secure these credits. In order to save a year of a student's time, Jefferson established a preparatory course in which these sciences and
language requirements could be met satisfactorily in one year. These courses were established under the provisions of Jefferson's University Charter of 1838. They started on September 24, 1913, so that students planning to matriculate in 1914 could have proper entrance credentials. The preparatory course was parallel in time with the regular medical course. The taking and passing of this course was a secure step in gaining admission to the College medical course, although not so stated in the catalogue.

Jefferson's one-year course in liberal arts lasted three years through the 1915–1916 session. For the session of 1916–1917, two years of study in an approved College of Arts and Sciences, with specified courses in Physics, Chemistry, Biology (with laboratory in each science), and either German or French were required.

- The A+ Rating of Jefferson by the AMA (1914)

The minutes of the Board for October 18, 1914, recorded the following: "The Jefferson Medical College has finally received tardy justice from the American Medical Association in being placed, the early part of this year, in the A+ Class of American Medical Colleges." A deciding factor in this highest rating was the Daniel Baugh Institute of Anatomy, which increased the basic science facilities.

- A Proposed Union of Jefferson and University of Pennsylvania (1916)

A situation of serious proportions arose in December, 1915, when Dr. Henry S. Pritchett, President of the Carnegie Foundation, urged...
Provost Edgar Fahs Smith of the University of Pennsylvania to open conversations with the Jefferson Board of Trustees regarding a possible union of the two institutions. Earlier that year, negotiations of the University with the Medico-Chirurgical College led to considering the idea of including Jefferson Medical College in a possible sweeping merger. This would be a type of union as recommended by the Flexner Report of 1910. Jefferson with 650 students had become the largest medical school in the country. A merger was expected to gain a large financial support from the Carnegie Foundation and perhaps the Rockefeller Foundation.

The year 1916 saw the start and end of the negotiations. Discussions began in January, with enthusiasm on the part of the University and with cautious reserve on the part of Jefferson. In May, a report was approved by a joint committee of three representatives from both institutions. It provided for joint operation under which the combined schools would be called “The Medical School of the University of Pennsylvania and the Jefferson Medical College of Philadelphia.” The internal affairs were to remain under the control of their respective Boards, but the combined school would be governed by a committee of eight Trustees, with four from each Board. The Provost of the University would be Chairman. The two faculties were to be combined under a single dean from one institution with a vice-dean from the other. The curriculum, examinations, and current expenses would be administered jointly. Previous endowments would be kept separate. The University’s plan to put the united school under its own aegis and Jefferson’s understanding to preserve its identity were hardly compatible.

On June 1, 1916, the Boards of the University and Jefferson met separately and voted in favor of the plan. On the same day the Trustees of the Medico-Chirurgical College also agreed to join with the University. The daily press immediately announced both “mergers.” On June 7, Provost Smith wrote a letter of congratulation to President Pritchett for what he believed was a consummation of the unions.

At the first meeting of the United Medical Committee of the Trustees, Dr. William Pepper was elected Dean of the combined school and Dr. Ross V. Patterson of Jefferson the Vice-Dean. At a second meeting of the Joint Trustees that summer, while the arrangement still appeared amicable, certain large expenditures were agreed upon. Ongoing discussions revealed more clearly that the University faction assumed that the combined school was part of the University, whereas the Jefferson group viewed it as a new independent school. This meeting adjourned unhappily. At the third meeting that summer the Jefferson Trustees galvanized their stand against University control and insisted on an independent new combined school. Provost Smith wired this basic disagreement to Dr. Pritchett of the Carnegie Foundation, who responded by telegram that the government should rest in the University. Pritchett thereupon wrote letters to the Provost and to Mr. William Potter “that the Carnegie Foundation for the Advancement of Teaching took no interest whatever in any plan not based on University leadership.” At a fourth and final meeting that summer it was decided that each school should proceed as in the past, pending a further meeting in the fall. According to Bauer, “At a meeting of the Joint Trustees that summer it was decided that each school should proceed as in the past, pending a further meeting in the fall. According to Bauer, Mr. Daniel Baugh passed a note to Mr. Potter: “Make no commitment until I talk to you. I pledge my fortune to keep Jefferson independent.” To the credit of Mr. Baugh should also be added the influence of the Alumni Association, Dr. Henry K. Mohler, and Dean Ross V. Patterson. There were no further meetings with respect to a University-Jefferson merger.

The Faculty Endorses Coeducation at Jefferson: Overture to the Woman’s Medical College (1918)

At a meeting of the Faculty in the College library on November 25, 1918, Dr. Edward P. Davis, Professor of Obstetrics, made a motion that the faculty of Jefferson Medical College approve of coeducation. It was passed unanimously. In demonstrating a willingness to adopt coeducation, it was then voted that a Committee of the faculty be appointed to confer with the faculty of the Woman’s Medical College of Pennsylvania, to
ascertain what way and to what extent they desired to cooperate with the Jefferson Medical College in the medical education of women. The Committee consisted of Drs. Davis, Albert P. Brubaker, and Ross V. Patterson.

At a meeting held January 13, 1919, there were present from the Women's Medical College: Dr. R. W. Lathrop, Professor of Physiology; Dr. Martha Tracy, Professor of Chemistry and Dean; and Dr. Harry Deaver, Professor of Surgery. The Jefferson Committee, after combined discussion, submitted the following report to the faculty on January 27, 1919.

"1st. The interchange of teachers and teaching facilities between the Woman's Medical College of Pennsylvania and The Jefferson Medical College of Philadelphia, would not be advantageous or desirable.

2nd. If affiliation is desirable, it must be complete without the loss of identity, and must secure better teaching for both groups of students with economy of administration. The most obvious economies and advantages may be expected in combining the facilities and personnel in both laboratory and clinical departments in both institutions."

The Jefferson faculty voted to receive this report, upon which no further action was taken and in which no record of these overtures appeared in the minutes of the Board of Trustees. It had been 45 years since John Barclay Biddle, as Dean in 1873, had turned down the application of a woman. It would take another 43 years, until 1961, for women to be accepted as Jefferson medical students.

Daniel Baugh (1836–1921) and His Institute of Anatomy (1911)

The extraordinary commitment and contributions to Jefferson of Daniel Baugh warrant recognition equal to that of any Board President, although in his 25 years as Trustee (1866–1921) he never served in that capacity. The Rev. Ezra Stiles Ely has been designated as “Jefferson's First Benefactor,” and Mr. Baugh was named as “Our Greatest Benefactor” in the Memorial Tribute to him in the minutes of the Board at his death in 1921. Board President William Potter characterized him as “the most valuable man ever connected with the Board.”

Born in 1836 in Chester County, Pennsylvania, Daniel Baugh (Figure 48-32) was educated in private academies but omitted college to engage in a rapidly enlarging family enterprise of Baugh and Sons Company, manufacturers of chemicals and fertilizers. He continued his own education, however, to such an extent that he was elected to the American Philosophical Society, America's highest ranking learned body.

On joining the Jefferson Board in 1896, Baugh set out to improve its financial base. Through his own generosity and solicitation from others, he raised a great deal of the funds to build the 1907 Hospital (“Old Main”) at Tenth and Sansom. By supervising the actual construction he saved $300,000 of the $1,250,000 bid for the project. He donated horse-drawn and electric ambulances (Figure 48-33), the latest x-ray equipment, and many other important items. During the first 12 years of his Trusteeship the assets of the institution increased more than fivefold.

In 1898 it had become necessary to reduce the salary of the “Non-practicing Chairmen” from $5,000 to $1,700. In 1899 that salary was stipulated at $4,000 and continued at this level for several years. Mr. Baugh induced his fellow Trustees to reinstate the $5,000 level by pledging to make up any deficit from his personal funds.

The most recognized of Mr. Baugh's
benefactions was his purchase in 1910 of the building at Eleventh and Clinton Streets (Figure 48-34), recently vacated by the Pennsylvania Dental College. He had it completely renovated, enlarged, and equipped for teaching of anatomy and conduct of research. “The Daniel Baugh Institute of Anatomy” (Figure 48-35), so named by his fellow Trustees, was opened in 1911 with an impressive ceremony. To provide even more space for anatomic research and offices, Mr. Baugh purchased the adjoining building at 1023 Clinton Street. The final cost amounted to $160,000 and rose to $200,000 by the time of his death. The Chairman’s title was changed to “Professor of Anatomy, Head of the Department of Anatomy, and Director of the Daniel Baugh Institute.”

The Institute allowed for expansion of the other basic sciences by freeing up two floors of the 1898 College building. When Jefferson Alumni Hall opened in 1968, the Daniel Baugh Institute moved to its fifth floor. The large marble slab acknowledging Mr. Baugh’s gift of the Institute to Jefferson was mounted on the wall at the head of the escalator to ensure continued memory of his legacy.

The 1914 Class Yearbook was dedicated to Mr. Baugh, and he was labeled “The Benefactor.”

On June 15, 1915, Baugh pledged $100,000 of unrestricted funds to start a general endowment. His stipulation for contribution of an equal amount was matched within one year by his fellow Trustees, faculty, alumni, and friends of the College.

Baugh’s will, following his death in 1921, left $150,000 in trust for the salary of the Professor of Anatomy. Actually, he had paid the salary of the Anatomy Professor since 1911. The Chair was in reality endowed one year after the Gross Professorship of 1910, but not officially identified as such until the researches of Dr. Andrew J. Ramsay in 1981 highlighted this benefaction. At a ceremony on September 18, 1981, Dr. Ramsay was named the first Daniel Baugh Professor of Anatomy, and the recently restored portrait of Mr. Baugh with two of his grandsons (“The Three Daniels”) was displayed (Figure 48-36). This portrait was then hung at the top of the stairs to the second floor of the College on the wall outside of McClellan Hall where, for so many years, the Gross Clinic had hung.

Baugh did not limit his benefactions to Jefferson. He was also a Trustee of Rush Hospital and the Philadelphia Museum; member of the Board of Managers of Howard Hospital and the Permanent Relief Committee of Philadelphia; President of the Sanitarium Association and for 25 years President of the School of Design for Women (later the Moore College of Art); organizer and President for many years of the Philadelphia Art Club; initiator and first President of the Art Federation, which by joining into a Parkway Association, led to completion of the Benjamin Franklin Parkway between City Hall and the Philadelphia Museum of Art. He was a founder of the Archeology and Paleontology Association, serving as one of its Presidents, and gave the address at the presentation of the Museum of Archeology and Paleontology to the University of Pennsylvania. As President of the Philadelphia Medical Publishing

Fig. 48-32. Daniel Baugh (1836–1921), Trustee (1896–1921).
Company he published the highly regarded *Philadelphia Medical Journal* until its merger in 1904 with the *New York Medical Journal*.

**The Jefferson Centennial (1924)**

When the 1907 Hospital ("Old Main") at Tenth and Sansom was opened, it seemed certain that ample allowance had been made for growth of its services well into the future. By 1917, only ten years later, lack of adequate hospital accommodations resulted in patients being turned away. In March of 1920 the Board received a letter from the Alumni Association stating that 130 patients were waiting for admission to the Hospital and that over 700 applications were received for admission to the freshman class. The Alumni urged the Board to enlarge the institution and pledged to assist in securing funds for extension of the buildings.

Jefferson’s education and clinical facilities at that time were as follows:

1. The 1898 Medical College Building and Laboratory, located at the corner of Tenth and Walnut Streets.
2. The Main Hospital (1907) at Tenth and Sansom Streets.
3. A Maternity Hospital and Dispensary at 224–226 South Seventh Street.
4. A Maternity Dispensary at 2545 Wharton Street in South Philadelphia.
5. A Department for Diseases of the Chest at 236–238 Pine Street.
6. Buildings at 1023 to 1029 Walnut Street as an Annex Outpatient Department.
7. A Nurses’ Home occupying the four-story buildings at 1012 to 1018 Spruce Street.
8. The original 1877 Hospital on Sansom Street, in which the clinical amphitheater

![Fig. 48-33. Electric and horse-drawn ambulances of the Emergency Department (ca. 1909).](image-url)
FIG. 48-34. The Daniel Baugh Institute of Anatomy at Eleventh and Clinton Streets. was still being used and in which the remainder had been converted for nursing education and quarters in 1907.


As the Board under the energetic Presidency of William Potter was considering many plans, an important communication from the Pennsylvania Company was read on January 17, 1921. It stated that the will of Mr. William E. Thompson provided a bequest of $200,000 to the Jefferson Medical College, "paid upon condition that the Jefferson Trustees shall erect an additional building to its hospital property, as a memorial to Samuel Gustine Thompson." Under this impetus it was finally decided in the autumn of 1921 that the most available location for an addition to the 1907 Main Hospital would be the site of the 1877 first Jefferson Hospital on Sansom Street. In July, 1922, demolition was begun to make way for the 16-story Samuel Gustine Thompson Annex. A loan of $1,300,000 was secured from the Philadelphia Saving Fund Society, "payable at the expiration of five years, at the rate of six percent per annum."

FIG. 48-35. The upper amphitheater of the Daniel Baugh Institute.
Jefferson would observe its Centennial in 1924. Mr. Alba B. Johnson, Chairman of the Hospital Committee, spearheaded the Jefferson Centennial campaign to raise funds for the new hospital annex.

The Samuel Gustine Thompson Annex of the Jefferson Hospital

The namesake of the 1924 Annex, the Hon. Samuel Gustine Thompson (Figure 48-37), was appointed a Jefferson Trustee in 1895. His father, the Hon. James Thompson, had also served on the Board (appointed in 1862), had been Speaker of the House of Representatives and a member of Congress for several terms, and had acted for many years as Chief Justice of the Supreme Court of Pennsylvania. The son, Samuel, born in 1837, studied law and became prominent in litigations relating to large financial interests of railroads and corporations. Following in his father's footsteps, he served as Chief Justice of the Supreme Court of Pennsylvania in 1893 and 1903. Judge Thompson's faithful service on the Board was terminated by his death on September 10, 1909, due to "liver obstruction." The minutes of the Board took little note of his passing other than to record on November 30, 1909, that "Mr. J. Percy Keating was nominated for the vacancy in the Board occasioned by the death of Hon. Samuel Gustine Thompson." The name of this Thompson probably would have remained obscure in Jefferson History had it not been for the legacy of his brother, William, which stipulated his memorial.

The new building was dedicated on October 30, 1924, "to the Glory of God, the Relief of Human Suffering, and the Saving of Precious Lives."

Fig. 48-36. "The Three Daniels"; Daniel Baugh and two of his grandsons.

Fig. 48-37. The Hon. Samuel Gustine Thompson (1837–1909), Trustee (1895–1909).
High-ranking members of the three major religious faiths in the city participated in the ceremonies. The opening prayer was offered by the Right Reverend Thomas J. Gartland, D.D., Episcopalian Bishop of the Diocese of Pennsylvania. An address was delivered by the Right Reverend Monsignor Edmond J. FitzMaurice, D.D., Rector of the Philadelphia Theological Seminary of St. Charles Borromeo at Overbrook. An address and benediction by Dr. Abraham A. Neuman, M.A., Litt. H.D., Rabbi of the Congregation of Bnai-Jeshurun, concluded the occasion. There had been remarks by Alba B. Johnson, who presided, an address by President Potter, and an address, written by Dr. William W. Keen, who was confined to his home by illness, was read by Dr. Hobart A. Hare. It was pointed out that in spite of the generous liberality of the Trustees, Alumni, Staff, and a gift of $73,000 from the Jewish community for construction of the Mayer Sulzberger (former Trustee) Pathological Laboratories, there was still a need for $750,000 for the completion and equipment of the Annex. A plea for contributions from the public-spirited citizens of Philadelphia was issued. Only one-half of the Centennial Fund goal of $1,500,000 had been met.

At the time of its construction the Thompson Annex with its 16 floors was the tallest such hospital in the world (Figure 48-38). It connected with the first seven floors of the 1907 Main Building. A clinical amphitheater (Figure 48-39) occupied the southeast portion of the basement, first and second floors, with a seating capacity of 500 as a replacement for the amphitheater ("pit") of the 1877 Hospital. The basement also had an anesthetizing room, surgeon's dressing room, and sterilizing room all on a level with the floor of the amphitheater. The neurological, orthopedic, clinical medicine, and gastroenterological outpatient departments were in the basement. The subbasement contained the storerooms, engine room, and laundry.

The first floor housed the administration and business offices, staff room, social service department, and rooms for occupational therapy. Additional x-ray rooms, the dental clinic, and the bronchoscopic clinic were on the second floor. The third to sixth floors were for temporary lodging of pupil nurses while a nurses' home of six stories (opened for occupancy on May 15, 1925) was being built in the yard space in back of the 1012-1016 Spruce Street buildings. The seventh floor contained a kitchen and dining facilities for nurses. The eighth, ninth, tenth, eleventh, twelfth and star (thirteenth) floors each provided 19 private rooms, a service room, diet kitchen, and nurses' office.

Three surgical operating rooms and two delivery rooms were located on the fourteenth floor. In the adjacent space were the surgeon's dressing room, anesthetizing rooms, nurses' work room, and sterilizing room. The fifteenth floor contained an open roof garden with an enclosed portion for inclement weather. The sixteenth floor surmounted the enclosed portion of the roof garden for the Pathology Laboratories.

The confidence of the Trustees in the support of...
the Jefferson family, the citizens of Philadelphia, and the State of Pennsylvania, was rewarded by a building that 30 years later would also connect on its west side with an even newer hospital (Foerderer Pavilion, 1954). The Thompson building would serve patients of such outstanding Professors as DaCosta, Bland, McCrae, Reimann, Rehfuss, Mueller, Shallow, Gibbon, Clerf, the Montgomerys, DePalma, and Keyes.

Alba Boardman Johnson, LL.D., the Tenth Board President (1926–1935)

Alba B. Johnson (Figure 48-40) became President of the Board following the death of William Potter. He had previously served as a Trustee since 1904. Born in 1858, he graduated from Central High School in 1876 and found employment in the Baldwin Locomotive Works. He grew with this well-known manufacturing organization and as its President (1911) saw it emerge from comparative obscurity into a leading position in its field.

Johnson brought to Jefferson a rich background of business and administrative experience. His interests were widely dispersed in financial, political, scientific, and charitable organizations. He was a Director of the Federal Reserve Bank in Philadelphia, President of the Pennsylvania State Chamber of Commerce, Director of the

FIG. 48-39. Dr. Robert I. Wise, Magee Professor of Medicine, with students in the clinical amphitheater of Thompson Annex. In 1968 this third and last “pit” was replaced by the Thompson Auditorium and a new Emergency Room.


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Philadelphia Art Alliance, and Vice President of the Y.M.C.A. of Philadelphia. His memberships also included the American Philosophical Society, American Academy of Political and Social Science, Union League of Philadelphia, and the University and Manufacturers' Clubs. Johnson was awarded the honorary degree of Doctor of Laws by Ursinus College in 1909. His portrait was presented to the Jefferson Medical College in 1930 at the annual business meeting of the Alumni Association.

During his 30 years on the Board, Johnson witnessed the dedication of the 1907 “Old Main” Hospital, was Chairman of the Hospital Committee for the Centennial Fund (1924) of the Samuel Gustine Thompson Annex, and was President during the opening of the 1929 Walnut Street Medical College (1929) and the Curtis Building (1931). In this expansion of the buildings he gave freely of his time and generously of his means. In addition to the liberal contribution of funds during his lifetime, he bequeathed upon death on January 8, 1935, the sum of $250,000 for the Medical College.

The Ivycroft Farm and Convalescent Home for Men (1917–1948)

The Ivycroft Farm (Figure 48-41) in Wayne, Pennsylvania, was given to Jefferson Hospital by Alba B. Johnson and Mrs. Johnson. Opened on May 5, 1917, as a Convalescent Home for Men, it was the first scientifically conducted institution of its kind in or about Philadelphia. Not only did the Home care for patients convalescing from illness or injury, but also patients not in good health, who, not being sick enough to enter a city hospital, were sent there to receive what was considered “preventive convalescence.”

Ivycroft Farm was a pioneer effort in this work in Philadelphia, and was developed under the administration of the Social Service Committee of the Women's Board. Male patients were welcomed from any hospital or physician in Philadelphia or vicinity. The operation started with funding of about $16,000, of which $10,000 was handed to the Trustees for investment as the beginning of an endowment. The remainder was kept as cash flow for running expenses.

In 1927 it was reported that 135 patients had been at IVycroft during the previous year, of whom 23 were cardiax. Many rheumatic fever cases were given several months of extended care. Fourteen hospitals and ten other agencies had referred patients. The Farm, with its occupational therapy in a workshop along with recreational facilities (Figure 48-42), had restored healthy nutritional status and allowed men to return to work who would have found that impossible without this aid.

The Farm ceased to operate on December 1, 1948, and in the following year the Department of Preventive Medicine of Jefferson cooperated in the operation of the Fife-Hamill Memorial Health Center at Seventh and Delancey. In this modern outpatient facility Jefferson students received instruction and experience in the conduct of periodic health examinations.

- Plans for a New Medical College and Outpatient Building

In November, 1923, Dean Ross V. Patterson reported to the Board that 175 out of 1,900 first-year applications had been accepted. The Alumni Association had approximately $40,000 in its fund and was raising around $5,000 each year. Although the Thompson Annex under construction would keep Jefferson abreast of its clinical needs, this was not true for the College. In April, 1926, a special committee reported that “in order that Jefferson Medical College may retain its high standing among Class A colleges, the committee is of the unanimous opinion that the facilities of the College need to be enlarged and modernized as soon as convenient to the Board of Trustees . . . and suggest that a new Laboratory Building of suitable size be provided and suitably equipped for the accommodation of the fundamental sciences and for special lines of research in connection with clinical departments.” William Potter, who, as Board President for the previous 30 years had been so effective in aiding the expansion of the institution, died later that same month. A tablet was erected to his memory in the Thompson Annex.
A campaign goal of $2,000,000 for public solicitation was approved in January, 1927. Alba Johnson, the new President, was empowered to make application to The New York Life Insurance Company for a mortgage loan of $2,000,000 at 5½% interest, maturing in ten years. The plans for the new building called for 12 stories costing about 60¢ per square foot. The upper four floors were to remain unfinished pending future developments. A proposition to have Wills Eye Hospital located in the new College Building was not considered practical at that time. The existing 1898 College Building at Tenth and Walnut was to be altered for outpatient departments and nursing education. In that year (1927) the corporate officers were authorized and directed to pay off all indebtedness of the corporation, matured and unmatured. In addition, the tuition was raised from $300 to $400. It would remain at that level until 1948, when thereafter it pursued an inflationary course.

In October, 1928, Mr. Horace Trumbauer, the architect, informed the Board that the cost of altering the old college building to adapt it for outpatient departments would exceed the cost of a new building. He estimated the cost of a new building at approximately $1,000,000.

At just the right time Mr. Cyrus H. K. Curtis (Figure 48-43), owner of the Curtis Publishing Company, generously offered to contribute $500,000 on behalf of the estimated cost of a new outpatient building, provided the Trustees would agree to subscribe or raise the remainder. The Trustees welcomed this proposition in a letter of resolution to Curtis. The architect was thereupon directed to make such changes in the plans for the college building already under construction as to bring the two into harmony and effect the greatest savings in cost (Figure 48-44).

Fig. 48-44. The Ivycroft Farm and Convalescent Home for Men (1917–1948).
The Committee on Research and Research Funds

The Board was increasingly aware that research for advancing the science of medicine in its various branches was an important part of Jefferson's work as a teaching institution. The new College building was being designed to provide facilities for research not hitherto available. The Board accordingly wished to make it known that appropriations from private sources for this purpose were welcomed, but that the use of such money should be under the direction and control of the Trustees, leaving the widest latitude possible to the faculty. On May 23, 1928, it was resolved "that the Chairman of the Faculty be requested to appoint a Committee of three or more of the Faculty to which shall be submitted suggestions or proposals of the subjects for research, who shall estimate the cost of the same and report their recommendations to the Trustees. Acceptance of all gifts or compensation for conducting research must be authorized by them. This does not apply to ordinary departmental research work by staff or students not involving appropriations or donations." Three days later a Research Committee was appointed consisting of Dean Ross V. Patterson, Chairman, Randle C. Rosenberger, Virgil H. Moon, J. Earl Thomas, Elmer H. Funk, and J. Parsons Schaeffer.

The Medical College (1929) and the Curtis Clinic (1931)

The New Medical College Building at 1025 Walnut Street, completely equipped and furnished, was opened on October 7, 1929. It occupied a plot of ground having a frontage of 158 feet on Walnut Street, east of Clifton Street, and depth of 108 feet to Moravian Street. At that time the 1898 College Building at Tenth and Walnut had been demolished and upon its site an east wing (the Curtis Building) to the new College was under construction. The combined structures occupied a plot of ground valued at $1 million, having a frontage of 276 feet on Walnut Street, and a building cost of $3 million.

The new College of approximately 2,200,000 square feet was of steel frame and was fireproof throughout. The central portion was elevated into a tower to provide for the elevator machinery, tanks, and other accessories. The first eight stories were completed, but the roof was so planned that four additional floors could be added as necessary.

The ground floor contained the students' lockers, a commodious students' lounge, a stack-room for the library, and a large auditorium (later Herbut Auditorium) that extended upward to the main floor and accommodated nearly 200 persons (Figure 48-45).
On the main floor were the executive and administrative offices, the Board Room (Figure 48-46) and the Library (Figure 48-47).

Two large lecture rooms (north and south), a demonstration room (the future Kellow Conference Area), and a large Assembly Hall (the future McClellan Hall) occupied the second floor. Eakins' *Gross Clinic* was hung on the north wall at the top of the stairs and could be seen from Walnut Street through the glass of the main entrance (Figure 48-48).

The Departments of Chemistry and Clinical Medicine were housed on the third floor. Professors' rooms, preparation rooms, workrooms, and a recitation room were winged off from the main laboratory.

The Departments of Physiology and Pharmacology, including a mammalian laboratory, demonstration rooms, preparation rooms, recitation room, and a machine shop occupied the fourth floor.

The fifth floor was devoted to the Department of Pathology. Besides the large students' laboratory there were several smaller laboratories, a recitation room, darkrooms, departmental offices, and the museum of 1500 square feet for the display of study specimens (Figure 48-49).

The Department of Bacteriology was housed on the sixth floor (Figure 48-50). The Alumni Association donated $100,000 for construction of the Department of Experimental Medicine, also on the sixth floor, as a tribute to one of its greatest teachers, Dr. John Chalmers DaCosta. At that time, although disabled from arthritis, he still lectured from a wheelchair as the Samuel D. Gross Professor of Surgery in the Thompson Annex amphitheater (Figure 48-51).

The new College Building was dedicated on February 22, 1930. George B. McClellan, Ph.D., Professor of Economic History at Princeton University (Figure 48-52) gave an inspiring address in which he extolled the character of his great-

![Fig. 48-43. Mr. Cyrus H.K. Curtis, benefactor of the Curtis Building.](image)

![Fig. 48-44. The Medical College of 1868 at Tenth and Walnut, before demolition to become the Curtis Clinic (ca. 1928).](image)
grandfather, George McClellan, the founder of Jefferson and the rich tradition that followed.

On May 20, 1929, it was resolved by the Board that the new building for outpatients, to which Mr. Cyrus H.K. Curtis had contributed one-half million dollars through 4,400 shares of preferred stock in his publishing company, should be designated the “Curtis Clinic of Jefferson Medical College and Hospital.”

The Curtis Building of 1015 Walnut Street was completed and opened for treatment of patients on November 21, 1931 (Figure 48-53). Its architecture conformed to that of the completed College Building to which it formed an east L-shaped wing. The first floor contained the admission desks, drugstore, waiting room for new patients, and special examining rooms. An emergency ward was located on the Tenth Street side, first floor, and had a four-bed ward each for men, women, and children, and two operating and treatment rooms. It was accessible from the courtyard that extended from the narrow street (Moravian, later called “the alley”) between the Hospital and College.

The second floor had seven offices for the Social Service Department and x-ray facilities for inpatients and outpatients. An overhead passageway connected this floor with the Main Hospital at Tenth and Sansom. A special elevator connected the emergency room of the first floor with the X-ray Department of the second floor, so that patients could be transferred from either area to the general hospital.

The third floor housed the Maternity and

Fig. 48-45. College Auditorium in 1930 (named Peter A. Herbut Auditorium in 1979).
Children's Department; the fourth floor provided Ear, Nose, and Throat, and Ophthalmology quarters; the fifth floor accommodated General Surgery, the Tumor Clinic, and the Gynecologic Department; the sixth floor contained Orthopedic, Neurological, and Immunology areas; the Genito-urinary, Skin Department, and Syphilis Clinic were on the seventh floor; and the eighth floor provided for the Department of Medicine and Clinical Laboratory for the entire building.

The Department of Dentistry occupied the ninth tower floor, which also contained a small apartment for the Medical Director of the Hospital. The tenth, eleventh, and twelfth tower floors were used for the Training School of Nurses. The basement housed the Department of Physical Therapy.

The Curtis Clinic was dedicated on December 17, 1931. Dr. Pascal Brooke Bland on behalf of the Medical Staff presented an oil portrait of Cyrus Curtis to the Board of Trustees, represented by President Alba B. Johnson. The exercises were presided over by James M. Wilcox, Chairman of the Hospital Committee of the Board, who characterized Curtis as a "captain of the victories of peace."

Over the ensuing 50 years the Curtis Clinic, one of the largest in the world, provided treatment for millions of outpatients and maintained its superb structural integrity. As the character of medical care changed and advanced, the building underwent numerous modifications in which expansion of the College Departments and research activities displaced the outpatients into Jefferson's even more sophisticated facilities such as the Edison Building (1974) and the New

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Fig. 48-46. The Board of Trustees' Room in the 1025 Walnut Street College (ca. 1931).
Hospital (1978). Patients who were formerly treated in the clinics received private patient care.

Wilfred Washington Fry, LL.D.;
the Eleventh Board President
(1935–1936)

Mr. Wilfred W. Fry (Figure 48-44) was elected President at a special meeting of the Board on January 31, 1935. He had been a Trustee since 1931. Born on August 14, 1875, in Mount Vision, New York, he was the son of a Protestant clergyman. This religious influence persisted throughout his life and expanded into a score or more of social welfare, philanthropic, business, educational, and administrative interests. In all these endeavors he was unselfish, untiring, and progressive. His success in the business world was achieved as President of N.W. Ayer and Son, Inc., an advertising organization.

In 1892 Fry entered the Mount Hermon School in Massachusetts but was compelled to leave in his junior year in order to support his widowed mother. Thirty-eight years later, in 1932, he was awarded his bachelor's degree from that school on the same platform with his son's graduating class, the first time this honor had ever been conferred upon a nongraduate.

Immediately upon leaving school, Fry became connected with the Young Men's Christian Association. As general secretary of the Trenton,
New Jersey, branch he met and married Anna Gilman Ayer, daughter of F. Wayland Ayer, head of the nationally prestigious advertising firm. He started to work for the firm in 1909, became a partner in 1916, and its President in 1929. He also became President of the same firm in Canada, and a governing director of the firm in London.

Fry's business interests diversified into one of the largest Jersey cow breeding establishments in America, accompanied by directorships in banks, insurance companies, and railroads. These business responsibilities failed to lessen his interest in a galaxy of philanthropies especially oriented to youth and education. In 1927 he was awarded the honorary degree of Doctor of Laws by Colgate University. He was also a Trustee of Brown University, Vice President of the Board of Crozer Theological Seminary, and member of the Board of Managers of the Franklin Institute. Playing the organ was one of his hobbies, which led to his becoming an Honorary Associate of the American Guild of Organists in New York, and he served as President of the Musical Art Society of Camden, New Jersey.

It was most unfortunate that this brilliant, dedicated, and experienced administrator, who took the Jefferson Presidency in apparently good health at age 60, would be fatally stricken after only eight months in the office. He presided at all regular and special meetings of the Board until November 19, 1935, when his absence was recorded as “Fry indisposed.” He suffered an attack of influenza that lingered into complications and terminated his life on July 26, 1936. Mr. Robert P. Hooper, who had acted as President pro tempore, was elected to succeed Fry on November 16, 1936.

Robert Poole Hooper, LL.D.; the Twelfth Board President (1936–1949) and the First Board Chairman (1949–1950)

Robert P. Hooper (Figure 48-55) was the natural successor to Fry. As a Trustee since 1920, he was...
the senior member, and had always been active in the affairs of both College and Hospital. He was born in Baltimore, Maryland, on July 15, 1872, a member of a well-to-do family that for three previous generations had been prominent in civic affairs. After private education at the Hill School, he began his business career as a draftsman in the engineering department of the Poole and Hunt Engineering Company in Baltimore. For part of this time he also taught night school at the Maryland Polytechnic Institute.

Hooper became a selling agent in New York for southern manufacturers of cotton products and in 1896 formed a commission house in Philadelphia to handle this business. In 1902 he joined in the organization of Hooper Sons’ Manufacturing Company as President and Treasurer. This had been a family business, founded by his great-grandfather in 1800, that originally made sails for clipper ships. Under Robert Hooper’s leadership a resistant finish for textiles against fire, water, and mildew was developed. All the canvas used by the Armed Forces during World War I contained this protective coating that Hooper had patented. His business sagacity led further to his membership on the boards of several banks and insurance companies.

As owner of one of the first automobiles in Philadelphia, Mr. Hooper became a pioneer in the promotion of good roads. He was Chairman of the American Automobile Association Good Roads Board in 1906 and its President in 1911 and 1912. President Hoover appointed him a Chairman of the Subcommittee on Parking, Garages, Terminals, and Loading Facilities. While President of the Pennsylvania Motor Federation from 1908 to 1926, the motor clubs within the state became the strongest and largest in the country. He was a member of the Automobile Club of Philadelphia for 50 years and its President for 15.
In 1947 he received a lifetime appointment as Chairman of its Board.

During Hooper’s 13 years as President of the Jefferson Board of Trustees his leadership was outstanding, and his commitment was tireless. He devoted more time to this office than to his business or to other activities. His administration, with force bordering on dictatorship, enabled Jefferson to continue its growth and development during the difficult prewar, war-time, and postwar years.

The Charlotte Drake Cardeza Foundation was organized in 1938 as the Division of Hematology in the Department of Medicine. In 1941 the generosity of Mr. Thomas Drake Cardeza, a Trustee, enabled the Foundation to engage in the study of diseases of the blood and allied conditions. This included a Research Professorship, research laboratories, blood bank, and a biologic photographic unit. In 1946 the Trustees received a bequest from the Pendleton-Barton family that provided funds for the purchase of the former Broad Street Hospital at Broad and Fitzwater Streets. This was designated the Barton Memorial Division of Jefferson Medical College for Diseases of the Chest (Figure 48-56). It provided greatly improved facilities over the previous 236–238 Pine Street building for medical and surgical patient care, nursing care, teaching, and research.
Reorganization of the Board (1949)

It became evident to Hooper after 13 years as Board President that the business and affairs of Jefferson were so complex that full-time duties were required of its chief officer. The Board concurred that an operating executive of the institution as President should be appointed, and the leadership of the Trustees be under a Chairman. Accordingly, on April 7, 1949, Hooper was elevated to the position of Chairman of the Board and on May 1 of that year Vice Admiral James L. Kauffman, U.S.N. (Ret.), became Jefferson’s first full-time President.

Robert Hooper served in the new capacity as Chairman of the Board until March 20, 1950, at which time he was succeeded by Percival E. Foerderer. He had labored for Jefferson until the age of 78. The College awarded him an honorary degree of Doctor of Laws in 1940. Despite his busy life he took time to indulge in private clubs and yachting. This loyal leader, who found a place in almost every speech to say “I love Jefferson,” died on July 5, 1958, at the age of 86.

James Laurence Kauffman, Vice Admiral, U.S.N. (Ret.); Jefferson’s First Full-Time President (1949–1959)

James L. Kauffman was born in Miamisburg, Ohio, in 1887. After attending the Pennsylvania Military Academy he entered the U.S. Naval Academy at Annapolis in 1904 at the age of 17. Following graduation, he was commissioned an Ensign in 1910.

Fig. 48-53. The Curtis Clinic Building (1931).

Fig. 48-54. Wilfred W. Fry, LL.D. (1875–1936), Eleventh Board President (1935–1936)
Kauffman became famous as a fighter of enemy submarines in both World Wars. In World War I he was awarded the Navy Cross for distinguished service as commanding officer of the U.S. destroyer Jenkins based at Queenstown (now Cobh), Ireland. Between the wars he held assignments at sea and ashore, four years of which were with the U.S. Naval Mission to Brazil. During World War II he continued his antisubmarine service in many parts of the world. He was commander of destroyers of the Support Forces of the Atlantic Fleet during the famous meeting of Churchill and Roosevelt, and established the U.S. Naval Operating Base in Iceland. For his conduct of antisubmarine warfare in the entire Gulf of Mexico and the Caribbean he was awarded the Legion of Merit. For outstanding service as Commander of destroyers and cruisers of the Pacific Fleet, Kauffman received in 1944 the Gold Star in lieu of a Second Legion of Merit. His greatest performance was in the Leyte Gulf operations through which the United States recaptured the Philippines. Following this operation he succeeded Admiral Kincaid as Commander of Naval Operations in the Philippines and received on the recommendation of General MacArthur another Legion of Merit with Army Oak Leaf Cluster. Among other awards were the Order of Leopold II by the Government of Belgium, the Cuban Order of Merit, the Brazilian War Service Medal, The Philippine Distinguished Service Star, and Knight Commander of the Icelandic Falcon.

From 1946 to 1949 he assumed duty as Commandant of the Fourth Naval District in Philadelphia. Upon retirement at age 62 he accepted the position of first full-time President of Jefferson Medical College under the reorganization plan of Robert Hooper.

As President, Vice Admiral Kauffman served one year under Board Chairman Hooper and the remaining nine with Foerderer. Although capable, distinguished, and respected, Kauffman was somewhat at a disadvantage. His newly created position had ill-defined responsibilities; the Dean (George A. Bennett), Gross Professor of Surgery (Thomas A. Shallow) and Hospital Director (Vice President, Hayward A. Hamrick) were a combine of self-delegated power; and his retired status from the Navy and lack of experience in this specialized position sustained his image as Admiral (Figure 48-57) rather than as President (Figure 48-48). He kept a low profile and few realized that he was dutifully and successfully carrying out his main mission of obtaining yearly increases in the Pennsylvania State appropriation to the College.

![Robert P. Hooper, LL.D. (1872-1958), Twelfth Board President (1936-1949) and First Board Chairman (1949-1950).](figure48-55)

![The Barton Memorial Division of Jefferson Medical College Hospital at Broad and Fitzwater Streets, for Diseases of the Chest (1947-1949).](figure48-56)
Vice Admiral Kauffman retired from Jefferson in 1959 at the age of 72. He died in 1963 in the Bethesda Naval Hospital following a heart attack.

Percival Edward Foerderer, LL.D.; the Second Board Chairman (1950–1962)

Percival E. Foerderer (Figure 48-59) was born in Philadelphia in 1885, the son of U.S. Congressman Robert H. Foerderer. He was educated at Cheltenham Military Academy, the William Penn Charter School, and the University of Pennsylvania. In 1903 he became Assistant Superintendent of the leather firm established by his grandfather and expanded by his father, that manufactured Vici Kid. From Vice President of the firm in 1906 he advanced to President in 1908. In his further business career Mr. Foerderer became a director of the Land Title Bank and Trust Company, the United States Leather Company, Pennsylvania Forge Company, Philadelphia Park Amusement Company, the Philadelphia Bourse, and Chairman of the Board of Directors of the Pennsylvania Mutual Life Insurance Company.

Foerderer's war-related activities included: Council of National Defense, World War I; and Vice-Chairman of the Employment Management Division and Chief of the Divisional Priorities Section of the War Industries Board; the war service committee of the leather industry; and Chairman, Metropolitan Philadelphia Civilian Aid Committee for the Army Air Corps, World War II. He achieved the rank of Lieutenant-Colonel, Army Specialist Corps, in 1942. His civil activities encompassed directorship in the Philadelphia Chamber of Commerce, Chairman of

![Fig. 48-57. James Laurence Kauffman, Jefferson's first full-time President (1949–1959), in uniform as Vice Admiral, U.S.N.(Ret.).](image)

![Fig. 48-58. Vice Admiral James L. Kauffman (1887–1963), as President.](image)
the Committee for Economic Development of Philadelphia (1943), Chairman of the Tanner's Council of America, Chairman of the Code Authority for the leather industry (NRA), and Chairman of the Republican Finance Committee of Metropolitan Philadelphia.

Foerderer's service to the Board spanned 33 years. He was elected a Trustee in 1928, became Chairman of the College Committee in 1938, and in 1950 was made the second Chairman of the Board. In the latter capacity he was unusually successful in molding together the four ingredients of an educational institution that must function as a unit: the Board, the administration, the faculty, and the facilities. Under his leadership several floors of the College building were designed to house research facilities for most of the Clinical Departments; the research facilities of the Basic Science Departments were greatly expanded; the "New Pavilion" was opened in 1955; the James R. Martin Nurses' Residence was completed in 1959; the Charlotte Drake Cardeza Laboratories were built at 1015 Sansom Street (Figure 48-60) and opened in 1960 for research; complete rehabilitation of the "Old Main" (1907) Hospital was undertaken; and plans were formulated for a $40,000,000 development program to enlarge Jefferson for occupancy of the area between tenth and eleventh Streets from Sansom to Spruce. In 1957 Foerderer accepted a medal on behalf of the Jefferson Board by the Republic of Cuba in commemoration of the research of Dr. Carlos Finlay (Jefferson, 1855) who in 1881 incriminated the Aedes aegypti mosquito as the carrier of yellow fever.

Just as Robert Hooper before him had entertained a close relationship with Dr. Thomas Shallow of the Surgery Department, so Percival Foerderer looked upon Dr. Martin Rehfuss of the Medical Department as a friend and advisor. In 1963 Mr. and Mrs. Foerderer established the Martin E. Rehfuss Lectureship in Internal Medicine, which has continued to attract large audiences.

The modest personality of Mr. Foerderer was disarming and abetted his art of securing cooperation. Always with mastery of teamwork, he spearheaded every venture with an energy that belied his 77 years when he retired to become a Life Trustee on January 1, 1962.

**The 1954 New Pavilion (Foerderer, 1962)**

Despite the combined new Medical College Building (1929) and Curtis Clinic (1931) on Walnut Street, the Board of Trustees with their customary and visionary long-time planning had been assembling for 25 years the adjoining tracts of land for a hospital project expected as inevitable. The decision in 1951 to proceed with a fund-raiser for erection of another hospital (the "New Pavilion") was hastened by the annual patient admissions figure rising from 9,429 in 1924, when the Thompson Annex was opened, to nearly 22,000. The services required for this increase had grown at an even greater rate.
While the prime object of a new wing was to obtain more beds for patients, it also provided for consolidation of laboratories and operating rooms that had spread out in a most inefficient manner. New technical facilities for delivery suites, postoperative recovery rooms, new kitchens, and a modern laundry were planned. The new building was ultimately connected to all but the four top floors of the adjacent Thompson annex.

Ground breaking took place in 1952. Total cost was estimated at $7,500,000 to include extensive revision of technical space in the Thompson Building. Campaign funds provided less than one-half, and financing was completed through limited institutional funds and construction loans. The wing was considered economically feasible because the 300 beds were in the income-producing categories (90% semi-private) in greatest demand due to hospitalization plans for subscribers. It was estimated to accommodate approximately 8,500 additional patients yearly and to enable Jefferson to serve upwards of 30,000 bed patients annually.

The New Pavilion was constructed on the east side of Eleventh Street between Sansom and Walnut according to plans by the architect, Vincent Kling. Shortly before this, Kling had established his reputation with the Lankenau Hospital complex on City Line Avenue. The New Pavilion made many departures from the field of medical philosophy and, like the still-later hospital of 1978, was considered "the hospital of tomorrow." The exterior was of standard salmon brick with strip windows. The first floor was constructed to suggest freestanding pillars, with the walls between the pillars recessed and of glass. The Walnut Street end was open so as to create the illusion that the floors above were "floating." The Walnut Street facade above the open first-floor pillars formed a solid brick wall with top floor balconies that formed an asymmetrical but balanced composition (Figure 48-61). The salient features of the new building follow:

1. The building comprised 254,000 square feet in area in 14 stories above the street as well as two stories below. The support was of fireproof steel and reinforced concrete.
2. The floors were connected to the Thompson Annex so that the adjoining functions were coordinated and unified.
3. The New Pavilion, Thompson Annex, and Old Main Hospital were all connected so as to occupy the entire block of Sansom Street between Tenth and Eleventh. A dual electric service was concentrated in the new subbasement with power adequate for the entire complex.
4. There were seven nursing floors, with one devoted exclusively to maternity patients. Optional "rooming in" maternity service enabled babies to occupy an area adjoining the mother's bed.
5. An attractive hotel decor replaced the usual atmosphere of clinical severity. This was accomplished with good lighting, flat soft colors, and walls finished in nonglazed tile. Draperies,
furniture, and room colors were planned to be bright but restful.

6. Noise was minimized by acoustical sound-absorbing plaster in the ceilings and rubber-tiled floors.

7. The indiscriminate mingling of inpatient traffic with visitor traffic was avoided by using separate lobbies on opposite sides of the elevator system. One lobby serviced visitors in separate cabs while the opposite lobby was used to transport patients with their escorts to surgery, laboratories, or special therapy areas.

8. Every known precaution for safety of patients and employees was incorporated in the structure. This included fire precautions, ventilation, static-arresting floors in the operating rooms, and an off-the-street loading dock.

9. The great majority of the rooms were semiprivate, all with toilet facilities. A few private rooms, at the south end of each floor, had private bathrooms as well. Each bedside had a voice receiver and transmitter for the purpose of contacting the nurses’ station. Patient-to-nurse conversation saved many trips to the bedside. Every bedside had a telephone. Flush, in-built storage areas provided for the patient’s baggage and assured an orderly room. A piped-in oxygen system was installed in every room.

10. A high-speed dumbwaiter system dispatched supplies to the operating rooms and patient areas.

11. The first six floors were completely air-conditioned, and the upper eight floors were power-ventilated and heated with forced hot water.

12. A new kitchen was installed in the Thompson and Old Main Buildings with a capacity for serving 9,000 meals per day.

13. The laundry in the basement, the most modern institutional type of its kind in Philadelphia, handled 25,000 pounds each eight-hour workday. All soiled linen came from the floors through laundry chutes.

14. A glass-enclosed meeting room for the Board of Trustees (Figure 48-62) or important committees was located on the fourteenth floor roof terrace.

Fig. 48-61. The Walnut Street facade of the Foerderer Pavilion. The College and the Thompson Annex are at the right.

Fig. 48-62. The Board of Trustees (1961) on the fourteenth floor of New Pavilion (named “Foerderer” in 1962). William W. Bodine, Jr. (President), and Percival E. Foerderer (Chairman) are at the head of the table.
15. The Walnut Street entrance was shaded by honey locust trees planted in enclosures surrounded by brick walls capped with limestone.

The formal opening ceremony took place on November 8, 1954, in the lobby, attended by public officials, prominent business leaders and medical authorities. The President, Vice Admiral Kauffman, as master of ceremonies, introduced the principal speaker, Dr. Frank R. Bradley, Superintendent of Barnes Hospital, St. Louis, Missouri, and President of the American Hospital Association. Other speakers were Percival E. Foerderer, Chairman of the Board; Dr. Hayward R. Hamrick, Vice President and Medical Director; and Vincent G. Kling, the architect and supervisor of construction.

Mrs. Percival E. Foerderer cut the ribbon across the main entrance lobby. Invocation was given by Reverend Rex S. Clements; prayer was offered by Rabbi Mortimer J. Cohen; and benediction was delivered by Right Reverend Monsignor Ralph G. Cox. A buffet luncheon in McClellan Hall and a building tour followed.

The New Pavilion lived up to expectations and won for its architect, Vincent G. Kling, an American Institute of Architects Gold Medal in 1955. The building did much to enhance the public image of Jefferson in affording not only the finest in professional care, but the comfort of the latest amenities.

At the Board meeting of December 4, 1961, Mr. Foerderer submitted his formal resignation as Chairman to become effective on January 1, 1962. Trustee D. Hays Solis-Cohen read a prepared statement at this meeting: “I wish I could suggest some suitable honor which we, the Trustees, might bestow on him. While I have nothing to offer in that regard, I am very certain that the collective intelligence of the Trustees might be sufficient to accomplish such a discernible objective. I take the liberty to say to his successor, on behalf of all of us, that action to this end is in order.”

Much action did indeed ensue at the subsequent meeting of the Board on January 8, 1962. Dr. Peter Herbut, President of the faculty, presented Mr. Foerderer with a silver tray signed by all the members of the Executive Faculty. Mr. Large, on behalf of the Trustees and the Administration, presented to Percival Foerderer an illuminated citation signed by all of the Trustees, President William W. Bodine, Jr., Dean William A. Sodeman, and Medical Director Ellsworth R. Browneller. Mr. Large then stated that it was virtually impossible to find a tangible gift with which to express the appreciation of everyone for Mr. Foerderer’s leadership to Jefferson, and thus, it was the unanimous decision of his fellow Trustees that henceforth the Pavilion Building would be known as the “Foerderer Pavilion” in honor of the many contributions to Jefferson made by the entire Foerderer family.

An oil portrait of Mr. Foerderer was hung in the Pavilion lobby bearing a plaque honoring him and his wife, the former Ethel Brown. She was a member of the Women’s Board for 51 years (1930–1981) and served as its President for five (1947–1952). In addition to awarding Mr. Foerderer a Doctor of Laws degree in 1941, Jefferson broke precedent in 1964 when the Alumni Association selected him, for the first time choosing a person outside of medicine, for the Alumni Achievement Award.

Percival Foerderer, industrialist, philanthropist, civic leader, and Board Chairman, died on January 22, 1969, at the age of 84. He was one of the rare individuals to whom the term “Mr. Jefferson” is occasionally applied.

The Foerderer Pavilion kept pace with advancing requirements in physical structure and technology. During the early 1980s it underwent a total renovation, culminating on September 17, 1984, in a rededication ceremony. President Lewis W. Bluemle, Jr., who presided on this occasion, stressed “the continued pursuit of excellence in compassionate, humane health care.” Members of the Foerderer family and the Foerderer Foundation who had generously provided funds for various of Jefferson’s worthy causes toured the updated clinical laboratories where 4,000 to 5,000 diagnostic tests were performed daily. They also viewed the new intensive care nursery that provided the ultimate in monitoring and care of neonatal patients. The ceremony included the addition of the portrait of Ethel Brown Foerderer next to that of her husband on the first-floor lobby wall.
The James R. Martin Nurses’ Residence (1959)

In 1959 Jefferson made a major move beyond the boundaries of the block from Sansom to Walnut between Tenth and Eleventh by building a new student nurses’ residence across Walnut on the southeast corner at Eleventh, a site that in earlier years was the home of Samuel D. Gross and his predecessor, Thomas Dent Mütter. At a cost of $2,000,000, aided by a bequest in the will of Dr. James Reid Martin, the second James Edwards Professor of Orthopaedics (1939–1950), it was designed by architects at George M. Ewing Company to harmonize with the Pavilion Building. It was not only a significant addition to Jefferson’s physical plant but an attraction to qualified women (at that time solely women) interested in professional nursing careers (Figure 48-63).

This completely air-conditioned building had a housing capacity for 336 students, a residence director, and four housemothers in its eight floors of ultramodern facilities. Bathrooms, laundries, and elevators constituted a centralized core area with a corridor on either side. This provided greater privacy for double bedrooms with individual accommodations and outside exposure. Studio beds served as divans during the day and opened full-size for sleeping. Built-in desks and dressers and large closets allowed ample storage space. A lounge and kitchenette on each bedroom floor, a large recreation room on the ground-floor level, and the solarium with a sun deck afforded pleasant recreational facilities. Students could entertain their guests in the first-floor music room and reception lounge.

The Jefferson Medical College Hospital Training School for Nurses had opened in the fall of 1891 with 13 students, housed in cramped quarters on the upper floors of the 1877 Hospital on Sansom Street. The Board of Trustees in May, 1893, rented quarters at 518 Spruce Street as the first official Nurses’ Home. When the enrollment started to spiral, the Trustees in the spring of 1895 moved the trainees to 226 South Seventh Street. This was next door to the Maternity Section of the Hospital, making it convenient for the students to obtain instruction in obstetrical nursing (Figure 48-20).

When the 1907 Hospital was opened on the corner of Tenth and Sansom Streets, there was an immediate increase in the Nursing School from 50 to 90 pupils. The need for larger quarters was solved by renovating the 1877 Hospital (replaced later by the Thompson Annex) as a Nurses’ Home. Thereafter the student body expanded to 125.

When the Trustees decided in 1922 to demolish the 1877 Hospital to make way for the Thompson Annex, the displaced nurses were moved to a cluster of residences at 1012–1016 Spruce Street. The yard space in the rear of these buildings was then used to build a new nurses’ residence, which opened on May 15, 1925. It had 90 single rooms with hot and cold running water, large closets, and comfortable furnishings. Two floors were added to the original six in 1926 to accommodate 120 students.

With the building of the Martin Nurses’ Residence, the properties on Spruce Street were sold and the rear eight-story Nurses’ Residence was converted into condominiums. Some of the staff nurses rented or purchased these apartments for long-term occupancy.

On June 10, 1982, the 38 members of the last nursing class graduated. As one of the finest schools of nursing in the nation closed, Jefferson continued its path of excellence in the Department of Nursing within the College of Allied Health Sciences. The Martin Nurses’ Residence was then...
used for administrative offices in its lower floors and for further student housing within the University.


James M. Large (Figure 48-64) was born in Philadelphia in 1904. His ancestors included, on one side, General Thomas Mifflin, a delegate to the First Continental Congress, and, on the other side, General George G. Meade, the Union Civil War hero. Large was educated at the Lawrenceville School and Princeton University. A banking career that lasted for 42 years from 1928 led to his presidency of the Tradesmen’s National Bank, which through merger became the Provident National.

Large’s talents in the world of finance led to directorships in the Philadelphia Saving Fund Society; Fidelity Mutual Life Insurance Company; Commonwealth Land Title Insurance Company; Horn and Hardart Company of New York; Southco, Inc.; ESB, Inc.; South Chester Tube Company; Chester Tidewater Terminal, Inc.; and Dodge Steel Company.

The civic contributions of James Large were manifested in his co-chairmanship of the 1956 United Community Campaign, the Advisory Board of Philadelphia’s Crime Commission, and the Board of the Zoological Society of Philadelphia. He was Vice President and Director of the Pennsylvania Academy of the Fine Arts. The Moore School of Art, in which he served as Chairman of the Board, awarded him the honorary degree of Doctor of Humanities.

Large served in the U.S. Navy with great distinction during World War II. On active duty with the light carrier USS Princeton, he experienced nine major combats and was wounded during the sinking of his ship. He subsequently served aboard the second aircraft carrier USS Princeton. Awarded the Purple Heart and Silver Star medals, he retired as a Captain, U.S.N.R.

Elected to the Board in 1950, Large became Chairman on January 1, 1962. In this capacity he headed the exciting developments inherited from Mr. Foerderer’s administration, which included the $40 million expansion of the physical facilities and the evolution of Jefferson Medical College into the keystone of Thomas Jefferson University (Figure 48-65).

In his eight years as Chairman, James Large participated in every aspect of his obligations beyond the call of duty. He represented the Board at nearly all the College functions, made a tradition of personally presenting awards to the students at Opening Exercises, and maintained close relations with the Alumni Association. At the June Commencement of 1970 he was awarded the honorary degree of Doctor of Laws.

The Stein Research Center (1965)

A basic research arm of the Department of Radiology was developed in 1965 as the Stein
Radiation Biology Research Center (Figure 48-66). It was constructed in a somewhat hidden location at 202 South Hutchinson Street, east of Tenth and south of Walnut. The old building there was reconstructed at a cost of over $600,000 into a striking new edifice named after Louis Stein, who spearheaded the project. Stein, President of Food Fair Stores, Inc., had long been a friend of the Roosevelts and an officer in the Eleanor Roosevelt Cancer Foundation. Recognition of a substantial contribution to the construction was expressed by the designation of three-quarters of the space as "The Eleanor Roosevelt Cancer Research Laboratory." The remaining one-quarter was named "The Harry Bock Memorial Laboratory" for research in prenatal deformities with funds contributed by the Harry Bock Charities. Appropriations from the American Cancer Society and from the federal government through the National Institutes of Health were also received.

An impressive dedication ceremony honoring its benefactors, Mr. and Mrs. Louis Stein, was held on September 20, 1965, in McClellan Hall.

FIG. 48-64. Percival E. Foerderer, just retired as Board Chairman, discussing Jefferson's development plans with James M. Large, who succeeded him (1962).

President of the Medical College, Mr. William W. Bodine, Jr., presided and introduced Mr. James M. Large, Chairman of the Board, who welcomed the guests. He then presented Dr. Philip J. Hodes, Professor of Radiology and Head of the Department, who played a most vital part in the development of the Center. "The Mission of the Stein Research Center," as expounded in his address, was to explore new research frontiers in chromosomes, genetics, tissue cultures, intrauterine life, electron microscopy, radiation physics, and immunity. It was also to prepare young scholars for established professional careers. Dean William A. Sodeman then introduced Mr. Stein, who in modestly accepting the honor expressed his gratitude for the combined effort of the many dedicated people and organizations that aided in the project.

Dr. Sodeman, in accepting the Center on behalf of the administration, introduced Dr. Francis L. Schmehl, Chief of the Health Research Facilities Branch of the National Institutes of Health. Dr. Schmehl, in praising Jefferson as an institution "unexcelled in the maturation of medical students," also referred "to the research potential of your College which is increasing at a tremendous rate. . . ."

The keynote speaker was the Honorable James Roosevelt. He referred to the Center as "but the beginning, the first of the major research buildings in a construction program to expand and enrich Jefferson's research facilities." He mentioned his mother's "concern for human suffering, thirst for understanding, and eagerness to engage with the future . . .," and added, "She would be greatly moved by the naming of the cancer laboratory for her."

Dr. Robert L. Brent, Professor of Pediatrics and Professor of Radiology (Radiation Biology) was named the Director of the Center and of the Roosevelt Laboratory. Dr. Robert O. Gorson, Associate Professor of Radiology (Medical Physics), and Dr. Thomas R. Koszalka, Associate Professor of Radiology (Biochemistry), were appointed as Associate Directors.
Through the mechanism of urban development, Jefferson acquired the additional campus area of Walnut to Locust between Tenth and Eleventh. The Martin Nurses' Residence (1959) at Eleventh and Walnut was complemented in 1967 by construction of the Louis B. and Ida K. Orlowitz Residence Hall for students and house staff. It was a regret that the romanesque, massive brown stone Western Savings Fund main office building at the southwest corner of Tenth and Walnut, designed by architect James Windrim in 1877, had to be razed for this purpose. The Mohler Building, a house turned publishing office and taken over by Jefferson in 1953, the Stefano Brothers (Cigarette Co.) Building, the Horn and Hardart Commissary, several warehouses, and a row of stores completed the list to be demolished for this section of the expanded Jefferson campus.

In 1963 Louis Orlowitz donated $250,000 to initiate the Residence that would ultimately cost $4.7 million. Newspapers stated that the gift was in gratitude for the successful surgery and excellent care he had received at Jefferson during a serious illness. Major financing was through a long-term bond issue (1966–2016) under the College Housing Program of the Federal Department of Housing and Urban Development. It constituted an 84% coverage of cost in the amount of $3,925,000 at 3% interest tied to a schedule of rents that would allow repayment in 50 years.

The 20-floor, 239-apartment building of reinforced concrete and brick was designed by the architectural firm of Esbach, Pullinger, Stevens, and other architects. The building was named in honor of Louis Orlowitz, a long-time friend and supporter of Jefferson.

**Orlowitz Residence Hall (1967)**

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and Baeder (Figure 48-67). There was a sunken court for sunning or recreation, plus a children’s play area with benches, sandbox, and a climbing turtle. A flagstone entrance with planters and benches led to a flagstone lobby with individual mailboxes large enough for journals and magazines. An elevator lobby behind locked doors, opened by signal from the apartments, telephone communication from lobby to apartments, three high-speed automatic passenger elevators, one freight elevator, full air-conditioning, master television antenna system, coin-operated laundry room with 40 washers and dryers, and additional basement storage closet for each apartment were provided. No pets were allowed.

Large windows almost from floor to ceiling made every room bright. Draw drapes were coordinated in color with wall-to-wall carpeting and contemporary lighting fixtures. All-electric kitchens featured a self-defrosting refrigerator, stove, stainless steel sink, formica-faced cabinets and counter tops, exhaust fan, and a vinyl tile floor. Bathrooms had walls of ceramic tile and tub showers. There were 172 one-bedroom apartments, some of which were furnished, 56 unfurnished two-bedroom apartments, and 11 unfurnished with three bedrooms. Each apartment had an ample living room and adequate storage space.

Social and professional gatherings for groups up to 100 persons could be accommodated in a 30 by 34-foot meeting room directly accessible from the outdoor sunken patio. It housed an independent cloakroom and kitchen. This facility was available to residents for conferences, private parties, or dances.

Within nine years additional housing space would be provided by the Barringer Residence.

Thomas Jefferson Gains University Status (1969)

The advisability of university status or university affiliation had been raised intermittently at Jefferson for over one-half century. There were flurries of interest in the decade following the Flexner Report of 1910, as already described. In 1953 the issue arose once again on a serious and sustained basis.

Several members of the Executive Faculty (Peter A. Herbut, Kenneth Goodner, and Andrew J. Ramsay) voiced increasing concern about the prospects of a private, independent professional school surviving the increasingly complex demands of an increasingly complex interdependent society—they feared that status quo and academic isolationism could lead toward mediocrity. An inevitable conclusion was reached that Jefferson must seek meaningful university affiliation or itself develop into a university. Both avenues were investigated.

Although gaining university status by metamorphosis was more exciting, the affiliation route would be easier, quicker, and financially more feasible. To explore the latter path, Jefferson considered sixteen schools in Pennsylvania, New Jersey, Delaware, and Maryland. Although geographically separated, Pennsylvania State University emerged as the most appropriate. It
had no medical school of its own, and rumors suggested that it was being pressured to acquire a medical school or create one. Furthermore, State-related and -supported Pennsylvania State University would afford Jefferson access to greatly needed Commonwealth funds. The Executive Faculty recommended to the Board that this affiliation meet their approval “providing the identity of our institution be retained and maintained.” On June 6, 1960, the Board resolved “That President Bodine be, and he hereby is, authorized to discuss with President Eric A. Walker, of Pennsylvania State University, the possibility of developing an affiliation or association between Jefferson and Pennsylvania State which might ensue to the benefit of both of these institutions. . . .” Discussion ensued but was subsequently tabled for “reconsideration at some later date.”

In 1963 the Board requested a further study of the problem of university affiliation. On November 4, 1963, the College Committee proposed to the Board “that Jefferson ascertain whether an educational association can be established with Princeton University under terms which would retain Jefferson’s autonomy and would provide close academic and research relationships between the two institutions.” The Jefferson Board took no action on the recommendation and referred the matter to Chairman Large and President Bodine. Contact was made with Princeton, but Jefferson’s consideration of affiliation was not acted upon.

Negotiations with Pennsylvania State University were vigorously renewed, and by the spring of 1966 an affiliation appeared imminent. At the Board meeting of June 6, 1966, it was resolved “that the Jefferson Medical College of Philadelphia (‘Jefferson’) does hereby approve and adopt the Memorandum of Affiliation between the Jefferson Medical College of Philadelphia and the Pennsylvania State University.” On July 25 and August 16, 1966, it became apparent that deep differences existed between the Boards of the two institutions and further negotiations on affiliation collapsed. On September 12, 1966, the Jefferson Board unanimously rescinded the Memorandum of Affiliation. The Penn State–Jefferson relationship was more complicated than these brief facts would indicate, and more detail is warranted.

In 1963, through the efforts of Dean William A. Sodeman, an Accelerated Program was established with Pennsylvania State University whereby exceptional students who made early commitment to the study of medicine could obtain the baccalaureate and medical degrees within a period of five years. This was a response of Jefferson to what appeared at that time to be a national shortage of physicians. The program was later changed to six years when Pennsylvania State University shifted from a quarter to a semester system. Longitudinal studies documented this program to be highly successful. Jefferson has continued this special program and additionally accepts large numbers of Pennsylvania State graduates who pursue the traditional four years of preparation for medicine.

Meanwhile, there was a surprise announcement in the news media on August 23, 1963, that Pennsylvania State University was establishing a new Medical School at Hershey, Pennsylvania. The court had decided that $50 million could be offered from the Milton S. Hershey Foundation to establish and operate a medical school that would have to be located in Derry Township, which included the small town of Hershey. The ongoing dialogue between the two institutions seemed to give the impression that Jefferson would be the Medical School of Pennsylvania State University. Actually, by November, 1964, Penn State was unilaterally preparing for its own medical school at Hershey, which was 105 miles away from the parent campus.21 Belatedly, Jefferson was given assurance by their President that the establishment of the Hershey Medical School and Center would not in any way interfere with Jefferson’s affiliation proposal or with Jefferson’s ongoing programs with Pennsylvania State University in connection with Continuing Medical Education and the Accelerated Medical Programs.22 As events turned out, it was wiser for Penn State not to have two Medical Schools and for Jefferson to develop university status alone.

At the meeting of September 12, 1966, at which the Affiliation Memorandum was rescinded, the Board authorized the Administration to proceed with plans for the establishment of a proposed School of Allied Health Sciences within Jefferson Medical College. A Graduate School had previously been organized in the six Basic Sciences
Departments in 1949. On January 9, 1967, the Board resolved “That there is hereby established in the Jefferson Medical College of Philadelphia, as a separate department or division, a school to be known as the School of Allied Health Sciences of Jefferson Medical College. . . .” This action immediately opened the door for Jefferson to grow into a University.

At his inauguration, in an impressive ceremony at the Academy of Music on May 3, 1967, President Peter A. Herbut declared that the Jefferson Medical College of Philadelphia would seek university status through the development of a School of Allied Health Sciences. After 14 years of deliberation (1953–1967) the course was set. No one was more qualified or could have worked harder toward this end than Dr. Herbut. It was the crowning achievement of his distinguished career.

On March 31, 1969, President Herbut received a letter from David H. Kurtzman, Superintendent of the Department of Public Instruction in the Commonwealth of Pennsylvania. The first paragraph read: “By the authority given to me under P.L. 137 (amendment to the Nonprofit Corporation Law, Act of May 5, 1933, P.L. 289 as amended), I am pleased to approve the request of the Jefferson Medical College to attain university status and to be designated as Thomas Jefferson University. . . . You and your able staff, as well as the institution generally, are to be commended on the professional accomplishments to date.”

The Charter was received in City Hall on May 20, 1969 (Figure 48-68). New members of the Board were no longer required to be sworn into trusteeship. The four Divisions of Thomas Jefferson University, established on a reference date of July 1, 1969, were (1) Jefferson Medical College; (2) College of Graduate Studies; (3) College of Allied Health Sciences; and (4) Thomas Jefferson University Hospital. It was created as a totally health-related, medically oriented University.


Dr. Peter Herbut (Figure 48–69) succeeded William Bodine as the third full-time President of Jefferson Medical College in 1966 and in 1969 became the first President of Thomas Jefferson University. He served with extraordinary dedication under Board Chairmen Large and Bodine. As Chief Executive Officer for the Board, Herbut mastered the details of Jefferson’s transformation from a Medical College and Hospital into a University. Although not a Jefferson graduate, he distinctly belonged to that group of individuals designated as “Mr. Jefferson.” Admired and respected by all for his integrity, methodicalness, and Herculean labor, many regarded him as a genius. This modest man was known affectionately as “Pete.”

The ninth of 13 children, Herbut was born in Edson, Alberta, Canada in 1912. After preliminary education in the public schools there, he attended the University of Alberta (1930–1935) and obtained both his M.D. and C.M. (a graduate medical degree) from McGill University in 1937.

After internships in Children’s Memorial Hospital, Montreal, and at Wilkes-Barre General Hospital, Pennsylvania, he took his residency at the Medical College of Virginia at Richmond and came to Jefferson in 1939 as an Assistant Demonstrator of Pathology. He became a U.S. citizen in 1942.

Herbut’s rise in the Department of Pathology was meteoric, leading to his Professorship and Chairmanship of the Department in 1948, shortly before his thirty-sixth birthday. In 1941 he was named Director of the Clinical Research Laboratories at Jefferson, and in 1953 Chairman of the Department of Pathology at Methodist Hospital. In 1948 he authored Surgical Pathology (its second edition appeared in 1954), and subsequently Urological Pathology in two volumes (1952), Gyneecological and Obstetrical Pathology (1953), and Pathology (1955 and 1959). His international reputation included his active career in research, concentrated mainly on causes and treatment of cancer. This activity resulted in more than 100 scientific papers. He belonged to 26 societies, five of which were foreign scientific bodies. His portrait was presented to the College by the Class of 1961.
The appointment of Dr. Herbut in 1966 marked the first time in Jefferson's history that a faculty member was advanced to the Presidency. There were those who initially questioned his qualifications for such a position, but all doubts were dispelled by his immediate leadership as well as his integrated teamwork with the Board. The thrust into university status under Chairman Large and the development of additional buildings under Chairman Bodine all dovetailed with President Herbut’s ambitions for Jefferson.

On March 31, 1976, President Herbut spoke briefly at a luncheon for volunteers of the Women’s Board Pennywise Shop. On return to his home not feeling well in the early afternoon, he died suddenly from a cardiovascular attack. A throng of the shocked and saddened Jefferson community attended his Russian Orthodox memorial service. This giant in Jefferson’s history was honored posthumously in 1979 when the College Auditorium was named the “Herbut Auditorium.”
George M. Norwood, Jr.;
Interim President (1976–1977)

At a special meeting of the full Board of Trustees on April 5, 1976, Mr. George ("Mac") Norwood (Figure 48–70) was named University Interim President following the unexpected death of Dr. Herbut the previous week. Norwood had first come to Jefferson in 1965 from the University of North Carolina to serve as Vice President for Business and Finance, and since 1970 had served as Vice President for Planning. In the latter position he had been largely responsible for devising and implementing Jefferson's Master Development Program, aided by the Report of the Committee for Master Planning (December 1972, under the Chairmanship of Trustee Frederic L. Ballard). Mr. Norwood also served as a Trustee of the Magee Memorial Rehabilitation Center, and in 1973 as National Chairman of the Planning Coordinators Group of the Association of American Medical Colleges.

During his interim Presidency, Norwood worked assiduously with the Board and with Dr. Francis J. Sweeney, Jr., Vice President for Health Services and Hospital Director, in the complex details of negotiation and construction of the new Thomas Jefferson University Hospital in the city block of Chestnut and Sansom between Tenth and Eleventh. He was honored with the prestigious Alumni Achievement Award in 1978.

After the appointment of Dr. Lewis W. Bluemle, Jr. as the succeeding President, effective on August 1, 1977, Mr. Norwood stepped down to his former position (Vice President) and resigned in March 1979.


Fig. 48-70. George M. Norwood, Jr. ("Mac"), Interim President (1976–1977).

William W. Bodine, Jr. (Figure 48–71) was born in 1918, a descendant of an old Philadelphia family with a tradition of public service. His father, a lawyer, was prominent in the financial world of banking, insurance, and utilities. He set an example for young Bill as president of a series of civic and charitable organizations as well as supporter of political activities. William, Jr. grew in the affluence of the family estate at Villanova and later in youth became a sportsman with preference for polo. His education was provided at Episcopal Academy in Overbrook, at St. Paul’s School in Concord, New Hampshire, and at Harvard University. His college career was interrupted by World War II, when he joined the armed forces in 1940. His military career was heroic and extraordinary.

As the commander of a tank destroyer unit he encountered the German Panzers in the Battle of the Bulge. He and many of his men were captured—some were massacred in the Malmedy Woods, but with the survivors he was loaded into a boxcar bound for a prisoner-of-war camp. Although wounded, Bodine escaped to Allied lines where he was hospitalized for five months. As Lt. Col. he was then assigned to Gen. Dwight Eisenhower’s staff and awarded the Purple Heart, The Legion of Merit, and the Croix de Guerre with Palm. He emerged from this military experience “tough and driving.” On return to the States he became a confirmed Eisenhower Republican and eventually served on the finance committee for the Pennsylvania and National Republican organizations.

In 1959 Mr. Bodine at the age of 41 succeeded Vice Admiral James L. Kauffman, U.S.N. (Ret.) who had served as the first President of Jefferson Medical College for the previous ten years (Figure 48–72). It will be recalled that Mr. Robert Hooper in 1949 reorganized the Board such that the Head would be designated as Chairman, whose function was to determine with fellow Board Members the concepts of what needed to be done; and a President, whose function as operating executive was to carry out what was decided to be done. Mr. Bodine’s appointment created an air of excitement, especially among the alumni. Considered an infusion of young blood, he was hailed as a doer, “full of vinegar and other things.” He fulfilled all these expectations.

The 24 Bodine years (1959–1983) encompassed Presidency of the College (1959–1966), Life Trustee (1966–1983), and Chairman of the Board (1970–1977). Under his leadership, Jefferson’s growth was dramatic. In 1959 the medical center’s operating budget was $11 million, and total assets were in excess of $37 million. At his retirement from the Chairmanship in 1977, the University operating budget was over $95 million, and total assets were...
at $214 million. During the same 16 years the endowment increased from $16 million to $50 million. When he first became President, the clinical, teaching and research functions were carried out in five buildings in 778,000 square feet of space. By 1977 the University had added or renovated ten additional major buildings, which quadrupled the area to three million square feet. Cost of the new buildings was approximately $141.2 million, while additions or renovations of previous structures cost $13.8 million. The total capital expenditure was $155 million. The University’s newest hospital (1978) was financed by two major bond issues of which Bodine was instrumental in the success. The first (1975) was for $81.6 million, while the second (1977) was refunded by the sale of an issue totaling $160 million. Although Mr. Bodine’s most visible contributions to Jefferson were in the form of buildings, he was ever mindful that the quality of staff was the institution’s first priority. He was also mindful that new buildings, to remain cost efficient, required maintenance, complete usage, and endowments. Criticized by some as a “bricks-and-mortar man” and “too bold,” the single fact remained that the bottom line was always a balanced budget.

It is difficult to imagine that William Bodine’s accomplishments at Jefferson were only a fraction of his staggering array of business, civic, charitable, and political activities. Among the highlights of his distinguished business career were the offices of Assistant Treasurer of Tradesmen’s National Bank and Trust Company (now Provident National Bank), Financial Secretary of Penn Mutual Life Insurance Company, and President of Arthur C. Kaufmann and Associates, Inc., a management consulting firm. He was on the board or served as president or chairman of two dozen other organizations, an incomplete list of which were the Free Library of Philadelphia, United Way of Southeastern Pennsylvania, Crime Commission of Philadelphia, Old Philadelphia Development Corporation, YMCA Foundation of Philadelphia and Vicinity, Civilian Aide to the Secretary of the Army of Eastern Pennsylvania, Community Services of Philadelphia, Health and Welfare, Elwyn Institute, Vice-Commander of the Military Order of Foreign Wars of the United States, Wheels for Welfare, the United Nations Association, Eastern Pennsylvania Psychiatric Institute, the Urban Coalition, the Committee of Seventy, the Greater Philadelphia Partnership, and the University Science Center.

One of Bodine’s activities most widely acclaimed by the general public was the first full-time Presidency as well as Chairmanship of the Board of the World Affairs Council, an organization that he helped shape into a world forum. He won approval, through the Philadelphia public school system, for a school of national affairs, where students could be trained for diplomatic work.

Many honors were bestowed upon William Bodine. In 1950 he was selected Young Man of the Year by the Junior Chamber of Commerce of Greater Philadelphia. In 1962 he received the Good Citizenship Gold Medal of the Philadelphia Continental Chapter of the Sons of the American Revolution. Jefferson Medical College awarded him the Honorary Degree of Doctor of Letters in 1967. In 1978 he received the Achievement Award of Wheels, Inc. Jefferson signally honored him in September 1979 with the dedication of the Bodine Fountain of five frolicking otters on a stone playground (Figure 48-73). The sculptor was Henry Mitchell, who had also created Jefferson’s Winged Ox column. Funds for this unique fountain were derived from 1% of the construction costs of the Barringer Residence Hall and the University Parking Garage as an art requirement of Philadelphia’s Redevelopment...
Authority. A monumental posthumous memorial is the $24 million Bodine Radiation Center (1986) constructed within the 1978 Thomas Jefferson University Hospital.

Bodine strategically timed his retirement for July, 1977, to coincide with appointment of Jefferson’s Second University President, Dr. Lewis W. Bluemle, Jr. and the Fifth Board Chairman, Mr. Frederic L. Ballard, Esq. Speaking of Jefferson Presidents at this time, he considered himself as a “fiscal manager,” his successor, Dr. Peter A. Herbut (1966–1976) as an “educational reformer,” and incoming Dr. Bluemle as “an expert in quality control.” Bodine then continued as a Life Trustee.

A rapidly progressive carcinoma of the pancreas claimed the life of this brilliant, dynamic man of colorful personality on August 11, 1983, at the age of 65. He had built with the inspired teamwork of his fellow Board Members the springboard for Jefferson’s leap into the twenty-first century.

- Jefferson Hall (1968), Jefferson Alumni Hall (1971)

About 1960, new facilities for the teaching of the basic medical sciences as well as facilities for medical student recreation were high on the list of priorities. By 1962 the General State Authority agreed to build what was first planned as two separate buildings, a basic science building with an adjoining commons building. This state agency used the Commonwealth’s bond authority to construct buildings for public organizations or those of state benefit. The approved organization

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Fig. 48-73. Dedication of the Bodine Fountain (1979); left to right: Dr. Bluemle, Mr. and Mrs. Bodine, and Mr. Ballard.
Jefferson's coordinating architects (Harbeson, Hough, Livingston, and Larson) chose two one-acre sites along the south side of Locust Street between Tenth and Eleventh. At that time Jefferson's total development was planned to extend down to Spruce Street between Tenth and Eleventh. The State Authority chose Vincent Kling and Associates as the architect. Kling's earlier work on the Foerderer Pavilion had won national recognition.

The Board of Trustees was aware of the need for flexibility of construction to allow for a shift to interdisciplinary “team teaching” from the traditional Jefferson separation of disciplines. In the original plan the basic science building required a height of about eight floors, whereas facilities projected for the Commons would require a building of only two floors. (The juxtaposition of a tall with a low building was neither aesthetic nor efficient.) A decision was made to combine the functions of the two buildings within one structure. At the same time the Trustees altered the direction of Jefferson's expansion for this unified building to form the southern boundary for the new campus. Combining the two buildings was estimated to save up to $1\frac{1}{2}$ million, to be more attractive, and to allow more space to be given to the Commons than originally programmed (Figure 48-74).

The Commons facilities were placed on the main and mezzanine floors, with the teaching and laboratory spaces above. Since the longitudinal space on each floor was twice that originally projected, it was possible to place two Departments on a floor. Two interior courts provided placements for two large rooms beneath (the pool and gymnasium), where they reduced structural complexity and expense.

The first floor of the unified building was indented, whereas the mezzanine was extended to the site line. The lower two floors (Commons) thus formed a shelf support suggesting a sense of floating of the basic science upper floors. The top of the building was designed with a coved parapet that masked the utility of the penthouse (the animals' quarters) above the fifth floor (Figure 48-75).

Construction, which began in 1964, was ready for the start of school in September 1968. The dedication was held on March 18, 1969 in the D. Hays Solis-Cohen Auditorium, marked by a basic sciences seminar. This was followed with buffet and guided tours. In 1971, during the Alumni Presidency of Dr. Herbert A. Luscombe, the building was renamed the Jefferson Alumni Hall.

Scott Library and Administrative Building (1970)

Jefferson's first formal library was located as a reading room in the basement of the newly constructed Medical College of 1898 at the corner of Tenth and Walnut Streets. It contained a small collection of volumes supplied by the Women's Auxiliary. By the time of the Flexner Report of 1910 it was rated as “a good library, excellently administered.” Charles Frankenberger was appointed Jefferson's first librarian in 1907 and held the position until 1917. Joseph Wilson was the second librarian until 1949.

Samuel Parsons Scott, a lawyer from Hillsboro, Ohio, claimed to have been cured of a chronic respiratory ailment by the prescription of a Jefferson Professor he met accidentally during a train ride. The identity of the Professor remains unknown. In his will of November, 1925, Scott bequeathed his personal library of over 8,000 volumes and a substantial endowment, the details of which are covered in Chapter 56 of this volume by Dr. Robert Lentz, Jefferson's third librarian from 1949 to 1975.

In 1929 the library was moved to the College Building at 1025 Walnut Street (Figure 48-76) and in 1931 the name of Scott was added to the library title. It remained the largest and most usable of the medical school libraries in Philadelphia. By the 1960s it was evident that the acute shortage of space could only worsen. A concurrent problem existed—the functions of corporate administration were being carried out in nine different locations scattered throughout various buildings. A central location for major administrative offices under the University status and a much larger library facility were planned for a new building. This culminated
in the Scott Library and Administrative Building, which was completed in the fall of 1970 and fully occupied by the end of December (Figure 48-77).

The building was wisely placed at the approximate center of Jefferson's expanding campus. North and south, it was located between the basic science and clinical areas, and flanked on the east and west by Orlowitz Hall and the Martin Nurses' Residence. It replaced the Mohler Building (formerly the Blakiston Publishing Company) and the Stephano Brothers cigarette factory on the south side of Walnut Street between Tenth and Eleventh, across from the Medical College. The architects (Harbeson, Hough, Livingston, and Larson) created what is acknowledged by many to be the "crown jewel" of the campus. The cost of approximately $4.4 million was met by federal funding, $.5 million of accumulated income from the Scott Memorial Library Endowment, and the fund drive as part of Jefferson's $40 million expansion program.

The formal dedication took place on June 9, 1971, to coincide with graduation week, at the north portico of the building (Figure 48-79), and it featured remarks by University President Peter A. Herbut, M.D.; comments by Board Chairman, William W. Bodine, Jr.; an address by the Associate Director for External Programs of the National Library of Medicine, Leroy L. Langley, Ph.D.; and acceptance by Librarian Robert T. Lentz. A reception and tours enhanced the ceremony.

During Jefferson's 150th anniversary a campaign was organized to raise $15 million for the University. Chairman of the Board William Bodine stressed that the objectives fell into four key areas: to educate physicians, to educate
paramedical personnel, to produce teachers and
investigators in the basic sciences, and to provide
outstanding patient care and health services
for citizens of the community and of the
Commonwealth. Overall Chairman of the drive
was Trustee Edward J. Dwyer, and Chairman of
the Alumni Phase was Dr. Joe Henry Coley
(Jefferson, 1934). By 1975 the Alumni achieved its
quota of $4 million, and the total University goal
was exceeded by $.75 million from contributions
of the Trustees, other members of the Jefferson
family, foundations, corporations, and friends.
Throughout 1974 Jefferson commemorated its
Sesquicentennial with banquets, symposia, and
plans for the future. On March 1, the Alumni
Association held its Annual Business Meeting in
the Union League at a black tie dinner to which
invitations were extended to the teachers and
alumni who had brought honor and distinction to
their school, as well as to the Emeritus Professors
and recipients of the Alumni Achievement Award.
A toast was proposed “to the man who made it
all possible,” George McClellan. Drs. Henry L.
Bockus and Francis J. Braceland represented the
Alumni Trustees, and President Peter Herbut, the
Administration.

On November 15 and 16 the Alumni Association
held a weekend gala as a culmination of this
commemorative year. On Friday evening, the
Royal Swedish Ballet performed for a Jefferson
audience at the Philadelphia Academy of Music.
Preceding the performance a cocktail party and
dinner for 200 was hosted in the Academy
Ballroom by Chairman and Mrs. Bodine and
President and Mrs. Herbut. A champagne
reception was attended by 800 in Jefferson Alumni
Hall after the ballet. The evening was highlighted
by the premier orchestral performance of the
Jefferson Processional, written by Philadelphia
composer Burle Marx and commissioned by the

Fig. 48-75. Jefferson Alumni Hall (so named in 1971) and dedicated in March 1969 as Jefferson Hall. Penthouses at the
top are the animal quarters.
Alumni Association as its Sesquicentennial gift to Thomas Jefferson University. It has been played at all academic processions of opening exercises and graduations since that time. The following evening the Philadelphia Museum of Art opened its Thomas Eakins galleries to Jefferson alumni and friends, with volunteer guides. Cocktails and hors d’oeuvres were served around the balcony overlooking the grand staircase. It was a successful and festive anniversary year in every respect.

Health Sciences Center (Edison Building, 1974)

The Philadelphia Electric Company built the Edison office building at Ninth and Sansom Streets in the late 1920s. On a lot 100 by 103 feet, it was of fireproof steel construction with masonry walls. Centrally steam heated, air-conditioned, containing two banks of elevators (one with three units and the other with four), this 22-floor building had been kept in excellent condition. When offered for sale in 1972, Jefferson negotiated its purchase at a price of $1.6 million for use as an innovative Ambulatory Care Center, for facilities for the College of Allied Health Sciences, and for physicians’ offices. This purchase was part of a package deal that included another multistoried Philadelphia Electric Building at the southwest corner of Tenth and Chestnut Streets in planning for the New Clinical Facility (Hospital) of 1978.

For 25 years Mr. Edwin D. Greenbaum, Senior Vice-President of Albert M. Greenfield and Co., Inc. (now Helmsley-Greenfield, Inc.) has acted as Jefferson’s real estate agent and consultant for acquisition of most of the properties for the expanding campus. His father, Dr. Sigmund S. Greenbaum, graduated from Jefferson in 1913, and his brother, Dr. Charles H. (Jefferson, 1954), is a Clinical Professor in the Department of Dermatology.

The total volume of outpatient care rendered by the Hospital in 1972, when the plan was formulated, was approximately 160,000 visits per year (90,000 “private” and 70,000 “public” or “service” patients). The “public” patients were lower-income disadvantaged persons whose care was subsidized by government, by higher charges to “private” patients, and by nonoperating income of the Hospital. The Trustees committed themselves to creating a new kind of ambulatory care.
center in which all patients would be served equally as private patients, where their care would be as much as possible under a single physician or health team, and where their health care would be comprehensive rather than episodic and symptomatic. All facilities would be private, dignified, and comfortable. All aspects of good medical care, including those for specialty tertiary treatment, would be brought together in one facility and available equitably to all patients, regardless of economic condition, race, or creed. The Ambulatory Patient Care Center represented the implementation of one major recommendation of the Committee for Master Planning in its report of December 1972.

Funds for renovations and equipment required approximately $4.4 million, which, added to the purchase cost, totaled approximately $6 million. The Trustees planned to raise $3 million in the Sesquicentennial campaign for the community services part of the project and to arrange permanent mortgage financing for the remainder to be amortized by the income-producing elements of the building.

Design and demolition work were initiated on January 22, 1973. By June, 1974, the facility was one-third occupied and operating. The total project was fully operative by December, 1974. Members of the Volunteer Faculty were encouraged to move their private offices into this building, and many responded.

The flexibility of this building proved advantageous for adaptation to changing patterns of medical care, education activities of the College of Allied Health Sciences, and private office facilities. When the new Wills Eye Hospital at Ninth and Chestnut Streets began construction in 1978, many of its staff sought office space in this nearby building (Figure 48–80). Jefferson's renal dialysis unit also moved into these quarters.
In a package deal, Jefferson also acquired the Philadelphia Electric Building, at the corner of Tenth and Chestnut Streets, which would undergo demolition as part of the space for the New Clinical Facility (Thomas Jefferson University Hospital, 1978).

The University Parking Garage (1975)

In August, 1974, construction of a 400-car parking facility began on the north side of Locust Street between Tenth and Eleventh, at a cost of approximately $3,725,000. This completed the buildings on the city block allocated by the Redevelopment Authority, between the College and Jefferson Alumni Hall. The Walnut Street buildings consisted of the Martin Nurses' Residence (1959), Orlowitz Residence Hall (1967), and the Scott Library/Administration Building (1970). The architecture of the parking facility was artfully designed to be unobtrusive, with two low-level buildings divided by a wide elevated walkway. It preserved an open area (Scott Plaza) for trees and placement of the Samuel D. Gross statue (Figure 48–81). The four levels of parking (two underground) were opened on October 28, 1975, and dedicated on December 1, 1975. The garage's provision for University personnel, commuters, and visitors eased some of the ever-increasing parking problems.

Fig. 48-79. Dedication of the Scott Library/Administration Building; President Peter A. Herbut is on the left, and Board Chairman William W. Bodine, Jr. is on the right.
Jefferson's increase in size for education and health care required additional convenient and comfortable living accommodations at reasonable rents for the University's students and personnel. A site on the southeast corner of Tenth and Walnut, owned by the Philadelphia Redevelopment Authority, was allocated for the building of a residence hall of 138 apartments (12 efficiency, 54 one-bedroom, 63 two-bedroom, and 9 three-bedroom). It would accommodate about 420 occupants, and about one-half of the apartments would be occupied by families. The layouts were based upon those in the Orlowitz Residence, which had proven to be very satisfactory.

The building was L-shaped with extensions along Walnut and Tenth. Each elevation had four-, seven-, and ten-story sections, with the lowest stories at the ends of the one and the highest ones at the vertex. The major entrance was at the vertex (the corner of Tenth and Walnut). The ground floor was constructed for the commercial use of 11 stores, seven of which faced Walnut Street, and additional area assignments of the building included physical plant offices, maintenance facilities, laundry, tenant storage, trash room, meeting room and lobby. Flat dark-brick walls with a regular pattern of identical large windows rose above a colonnade at street level. Storefronts were recessed two and a half feet behind this wall, with the entrance recessed further to create a sheltered space at the corner. The five roof levels provided roof decks for the residents (Figure 48-82).

The entire project for ground and construction cost about $6.6 million. It was formally dedicated on November 1, 1976, to honor two generations of Jefferson Trustees. The first was the late Daniel Moreau Barringer, who had served on the Board from 1902 to 1936. The second was his son, Brandon Barringer (Figure 48-83), who had been a Life Trustee and succeeded his father in 1936. Brandon Barringer, as Chairman of the Finance Committee, had skillfully kept Jefferson on a sound financial basis for decades.

Brandon Barringer, in addition to other Board committee appointments at Jefferson, served as Director of the Curtis Publishing Company, the Lehigh Valley Railroad, the Wellington Fund, The Philadelphia Suburban Transportation Company, and the Children's Heart Hospital.

A commemorative plaque for the Barringer Residence Hall read, in part, "in grateful tribute for long, devoted and distinguished service."

Frederic Lyman Ballard, Esq.; the Fifth Board Chairman (1977–1984)

Frederic L. Ballard (Figure 48-84) was born in 1917 in Philadelphia into a family with a history in the legal profession. His grandfather founded and his father was a partner in the firm of Ballard, Spahr, Andrews, and Ingersoll, and Frederic became a senior partner there. Ballard's three
brothers also became lawyers. After preliminary education in private schools he received his A.B. degree (1939) and an L.L.B. (1942) at the University of Pennsylvania. He began to practice law in 1942 and served with the United States Navy from 1943 to 1946.

Through the years Ballard served as a member of the Executive Committee of the United Way of Southeastern Pennsylvania and the Pennsylvania State Board of Public Welfare, Director of the Greater Philadelphia Movement, and Chairman of the Board of Overseers of the University of Pennsylvania Law School. In the business world he became Director of the Provident National Bank, the Provident Mutual Life Insurance Company, and Pierce Phelps, Inc.

Ballard was elected to the Board in June, 1965, and became the Vice President in 1970. He chaired the prestigious Committee for Master Planning, which, in its 259-page report of December, 1972, "attempted to analyze the institution, its strengths and weaknesses, its challenges and opportunities and the internal and external factors affecting its development." In 1977, when Mr. Bodine decided to step down as Chairman of the Board to become a Life Trustee, Ballard was the unquestioned natural successor.

Ballard’s appointment was timed to coincide with that of the new President, Lewis W. Bluemle, Jr., M.D. They both officially started on August 1, 1977. Mr. Ballard saw an opportunity in their starting together to carry out a long-held philosophy of policy to enhance the position of the President to run the University and the Board Chairman, at a lower profile, to preside over the Board meetings and maintain rapport with the administration. Thus, during his seven years as Chairman, he was able as a busy lay person to perform his duties effectively without being totally immersed. In this way he felt justified in deserving...
at least a small part of the credit for Dr. Bluemle's many accomplishments.

Frederic Ballard considered his prime achievements as having nothing to do with bricks and mortar, although in his 19 years up to 1984 he was much involved in the teamwork of those activities. In addition to the very compatible working relationship with Dr. Bluemle, he markedly improved all types of communications. He encouraged a freedom of discussion in the Board meetings that improved the quality of the deliberations, dealings, and decisions. Despite much greater fiscal complexity, the reporting and controls were handled with improved clarity.

During the Ballard Chairmanship there was an advance in academic science and research, as noted by comparing the Master Planning Report of 1972 with the one of 1981. The big difference was that by the time of the second report, Jefferson had strengthened its posture enough to talk about scientific standing, academics, research, and the need to upgrade some of the programs. The real accomplishment was that basic scientific research could be openly analyzed for admission that many of these aspects were not optimal and needed attention.

At the time of Mr. Ballard's appointment in 1977 the "new clinical facility" (Thomas Jefferson University Hospital) at Eleventh and Chestnut was nearing completion. The official dedication took place on June 9, 1978, in a week of activities planned by a committee chaired by Ballard. In a "Fun Run" for joggers as part of the events, the most notable of the fun runners was Ballard himself.
The New Clinical Facility (1978)

The "Hospital of Tomorrow" (Figure 48-85), located along Chestnut and Sansom Streets between Tenth and Eleventh, was built at a cost of $51.5 million. Funding was through a bond issue that in a sense placed ownership of the Hospital in the hands of the public. Two major innovations in design were developed to effect greater ease of movement: the mini-hospital concept, in which four of the nine floors functioned as self-contained miniature hospitals, each with approximately 100 beds; and the exchange cart system. The preponderance of single-patient rooms emphasized Jefferson's pluralistic approach to health care delivery at a level that preserved the dignity of all patients regardless of ethnic origin, race, color, or economic status. It was a far cry from Jefferson's first Hospital (1877), 100 years earlier, when care was predominantly for the poor. At that time the hospital was the last resort, even for the poor, and regarded as a place where people died. Those who could afford to be treated privately preferred to stay at home.

The new facility provided 411 acute care beds, 110 physicians' offices, and most of the Hospital's diagnostic, therapeutic, and support services, replacing many of the inpatient functions of the previous buildings. Glass-enclosed bridges connected the third to ninth floors with the Foerderer Pavilion (Figure 48-86). East and west sky-lit atria allowed natural light either from the interior or from the street to each inpatient room (Figure 48-87). A cafeteria on the second floor of

![The new clinical facility (1978), Thomas Jefferson University Hospital, looking east (left) on Chestnut Street and south (right) on Eleventh.](image-url)
Each atrium had the humanizing effect of providing good quality food services and pleasant atmosphere to visitors, staff, and employees (Figure 48-88). Each of the hospital floors (3, 5, 7, and 9) focused on the treatment of a particular group of patients. The patients were grouped in an “E” pattern around the two atria. The back of the “E” flanked Chestnut Street, and ancillary services most directly related to floor-care programs were located on the Sansom Street side. Physicians’ offices were located on even-numbered floors (4, 6, and 8). These ambulatory floors were integrated in a fashion to allow physicians in a particular specialty to see their outpatients in one area, with their inpatients housed in an immediately adjacent floor above or below. This provided an economy of time for the physicians, their staffs, and particularly their outpatients to be close to ancillary services required for their particular illnesses. The prototype for all this was in the Edison Building, and most of the physicians moved from there to the new Hospital.

The first floor along the Chestnut Street side was leased for commercial purposes. The third floor housed the Medical Care programs (general medicine, infectious diseases, gastroenterology, hematology, endocrinology, family medicine, and dermatology). The fifth floor contained both medical and surgical facilities for cardio-pulmonary care, and the seventh floor was for the Surgical Care programs. The ninth floor was for Neurosensory-Musculoskeletal Care. Each of the patient floors had intensive care units related to the appropriate specialties.

At the heart of the supply system were the exchange carts (Figure 48-89), case carts, and three pneumatically driven lifts that accelerated materials to the relevant floors. It took 26 seconds for a “Supply, Processing, and Distribution” cart (5 feet high, 5 feet deep and 2½ feet wide) to go from the second to the ninth floor. It was tagged so that a mechanism on the lift read the proper destination and ejected the cart accordingly. Distribution of patient care materials, food, and operating room instruments was very rapid.

The Hospital kept pace with latest developments in computer technology as applied to all aspects of data collection, statistics, billing, laboratory, and patient information. More than 400 computers were assembled into an integrated system.

The proposition to have Wills Eye Hospital located in the 1025 Walnut Street Medical College Building of 1928 was not considered practical at the time. On a second occasion, around 1974 in the planning of the new Hospital, consideration was given to putting on two extra floors as a condominium for the Wills Eye Hospital. This was turned down by the Wills Eye Medical Staff.

As occurred with the previous buildings, the “Hospital of Tomorrow” reached “Tomorrow” very swiftly. The interior had been constructed so as to allow renovations for updating of services at least expense. One exception was the new Bodine Radiation Center, which at a cost of $23.5 million would bring the latest features of nuclear medicine into the Hospital by late 1986. This required

Fig. 48-86. Bridges connecting Foerderer Pavilion with the new Thomas Jefferson University Hospital.
extensive reexcavation and renovation. The same year would witness the opening of yet another building, the eight-story Jefferson Surgical Center at the southwest corner of Eleventh and Walnut Streets.

**Lewis William Bluemle, Jr., M.D., D.Sc., L.H.D., F.R.C.P. (Edinburgh); Second University President (1977—)**

Dr. Lewis W. Bluemle, Jr. (Figure 48–90) was born in Williamsport, Pennsylvania, in 1921. He obtained his A.B. degree (1943) at the Johns Hopkins University as a Phi Beta Kappa student and his M.D. (1946) in its School of Medicine with similar distinction of election to Alpha Omega Alpha Honorary Society. From 1946 to 1968 his career continued at the University of Pennsylvania as Intern, through Resident in internal medicine, to Associate Professor of Medicine. During some of these years he was also Assistant Director, Army Hepatic and Metabolic Unit, Valley Forge Army Hospital (1948–1950), Fellow in the Chemical Section of the Department of Medicine of the University (1950–1951), and from 1959–1961 was Assistant Director, and from 1961–1968, Director, Clinical Research Center, Hospital of the University of Pennsylvania. His interest in administration was evidenced by his also serving as Associate Dean in the School of Medicine of that University (1966–1968).

Dr. Bluemle was especially interested in diseases of the kidney, and he became a pioneer in the treatment of renal failure by use of the artificial kidney. He authored or coauthored more than 60 scientific articles in this field. As a clinician he was Chief of the Dialysis Unit (1951–1968) at the

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*Fig. 48-87. A room in the new clinical facility, showing natural lighting from Chestnut Street.*
Hospital of the University of Pennsylvania; Attending Physician at the Veterans Administration Hospital in Philadelphia (1953-1967); and Consulting Physician at Bryn Mawr Hospital (1963-1968).

In 1968 Dr. Bluemle accepted an appointment as President of the Upstate Medical Center (Syracuse) of the State University of New York, a position he held until 1974. From 1974 to 1977 he served as President of the University of Oregon Health Sciences Center in Portland, Oregon.

The appointment of a new President to replace the prestigious Dr. Herbut in 1976 was considered very seriously by the Board. It was felt that a small search committee might be slanted or biased in one direction or another and lead to recriminations at a later date if a poor choice were made. To circumvent the problem, the Board decided to use the former Committee for Master Planning (of 13 members), which had been formed some years earlier when the appointment of a President was not a consideration. Thus, this was the largest search committee ever previously organized by Jefferson for appointment to a post. There was input from many sectors, including the Alumni Association. The plan worked well and resulted in an acceptance by Dr. Bluemle to start August 1, 1977.

The performance of President Bluemle is sequentially documented in his “Triennial Report to the Trustees” from 1977 to 1980, 1980 to 1983, and 1983 to 1986. These three self-analyses are models of candor, insight, initiative, and dedication to implementation of the “Strategic Plan for the Eighties.” As classics in clarity and scholarship, they delve into sensitive and complex issues requiring confidence, diplomacy, as well as trust.

FIG. 48-88. The entrance to the west atrium and cafeteria.

FIG. 48-89. An exchange cart.
President Bluemle’s leadership influenced improvements in administrative organization, choice of new senior officers, strengthening of the three deanships, developing of faculty and programs that led to increased research, changes in legal counsel, and fostering a closer relationship between the Trustees and major constituents of the University.

In addition to his many scientific articles, President Bluemle published a stream of papers relating to medical education and health care. His professional appointments, civic activities, and memberships on boards of directors of associations and business organizations have earned him universal respect. He has not only been active on the committees of a host of medical organizations but has served as President of the American Society for Artificial Organs (1967–1968) and the College of Physicians of Philadelphia (1980–82). His honors and awards include: Markle Scholar in Academic Medicine (1955–1960), Lindback Award for Distinguished Teaching (1966), Honorary Degree of Doctor of Science from the Philadelphia College of Pharmacy and Science (1980), Honorary Degree of Doctor of Humane Letters from Washington and Jefferson College (1981), and Fellowship in the Royal College of Physicians of Edinburgh (1981).

In suggesting that thought for the 1990s and beyond should include plans for his successor, President Bluemle states that “Jefferson needs a president whose inner joy derives from helping good people achieve their own goals in broadly, but not precisely, coordinated pathways.” As such a President himself, he has been eminently successful.

Strategic Plan for the 1980s

In the summer of 1978 a task force of 29 members from various sectors of the University was organized into six committees: University Relations, Cooperative Programs, Academic Affairs and Research, Management and Organization, Health Services, and Finance and Resources. The purpose was to accomplish a comprehensive overview of significant issues and problems relevant to preparation of the University for the forthcoming decade. Frederic Ballard, who had chaired the Committee for Master Planning (which reported in December, 1972) and was now Chairman of the Board, presided over the combined meetings of the various committees.

Thirty-eight Task Force recommendations were documented in a report of April, 1981. Five basic beliefs constituted the foundation of the plan, as follows:

1. That Jefferson’s future should be built on its many strengths as an academic health center rather than on previous aspirations to become a comprehensive University with non-health-oriented components.

2. That a better balance between patient care, education, and research will be sought by giving greater emphasis to the scientific pursuit of new knowledge.
3. That Jefferson’s financial and organizational stability should not be jeopardized by unnecessary growth during a period of change in health professional education, research and patient care.
4. That the University’s resources should be invested primarily in improving the quality of its existing programs through limited well-planned innovation, and
5. That future planning must be oriented to perceived needs and capabilities in the private sector as tax-based support for education, health care and research diminish.

The Decade Fund of the Eighties

Fund raising at Jefferson in an organized drive first started in 1873. In that year a committee for public appeal was formed from five members of the Board, two from the faculty, and two from the alumni. Dr. Francis Fontaine Maury (Jefferson, 1862) obtained an appropriation of $100,000 from the Pennsylvania State Legislature on condition that it be matched by a similar sum. Dr. John Hill Brinton (Jefferson, 1852) undertook to raise $150,000 from the Alumni. Aided by Dr. Samuel D. Gross (Jefferson, 1828), the Trustees, and friends of the school, the 1877 Hospital and grounds were funded at a cost of $186,000. Even though the Medical College was proprietary at that time, the detached Hospital was financially controlled by the Board on a nonprofit basis. This drive was at Jefferson’s one-half century of existence, but no one seemed to think of it in terms of a particular milestone.

At Jefferson’s Centennial in 1924, Alba B. Johnson, Chairman of the Hospital Committee, spearheaded a campaign to raise funds for a New Hospital Annex. A bequest of $200,000 had been made in 1921 in the will of Mr. William Thompson on condition that the Annex be named for his brother, Samuel Gustine Thompson. The Trustees, Alumni, staff, and public swelled the fund to $750,000, which represented only one-half of the goal of $1.5 million when the building was opened in 1924. The remaining required funds subsequently filtered in.

A gift of $100,000 was made by the Alumni Association toward construction of the Department of Experimental Medicine in the 1025 Walnut Street College (1929), and Mr. Cyrus H.K. Curtis contributed $5 million to the Curtis Building (1931), but these and other sporadic gifts were not part of organized drives.

The third organized fund raising campaign started in 1951 in preparation for the “New Pavilion” of 1954 which would be named “Foerderer” in 1962. The estimated cost was $7.5 million. The campaign funds amounted to less than one-half of the cost, and the financing was completed through institutional funds and loans.

The fourth drive was the Sesquicentennial Fund of 1974, which attained its goal of $20 million. The Alumni Association’s quota of $4 million was completed by 1976. Additionally needed funds for Jefferson’s expansion of the campus were obtained through bond issues that sold readily.

For the decade of the 1980s it was realized that large-scale giving was more essential than ever, even though the bricks-and-mortar stage had essentially passed. Funds were needed to attract the best possible new faculty leadership, to encourage research, and to offset imminent decreasing external support by government and third-party payors through cost containment and large-scale contractual arrangements in a competitive market. Endowments and spendable gifts were also sought for student aid, as tuition costs crept steadily higher. The spirit of regular giving by Trustees, Alumni, and all segments of the Jefferson family had become so traditional that yearly increments of 10% seemed reasonable to expect. A goal of $65 million for the 1980s was deemed appropriate and attainable. The mystique of “the Spirit of Jefferson,” which is the wonderment of Alumni of other institutions, expressed itself so visibly that by 1986 the amount subscribed, aided substantially by foundations and corporations, reached the $60 million mark. Just as peace and prosperity are the basic goals of all Americans, so progress in its missions and a balanced budget are Jefferson’s hallmarks.

Edward Carroll Driscoll; the Sixth Board Chairman (1984–)

Edward C. Driscoll (Figure 48–91) became Chairman of the Board on October 1, 1984, as the
successor to Frederic Ballard. First elected as a Trustee in June, 1974, he subsequently chaired the finance committee and health affairs committee. He was a member of the capital projects committee that was responsible for the renovations of the Foerderer Pavilion and Thompson Annex. Prior to assuming the Chairmanship he had served as Vice-Chairman of the Board.

A native Philadelphian, born on Christmas, 1929, Driscoll graduated from the University of Pennsylvania with an A.B. degree in 1951. He then served in the U.S. Navy (1951–1954) during the Korean Conflict in the Amphibious Forces of both the Atlantic and Pacific fleets. Following this experience he entered the construction field, in which he became Secretary of the L.F. Driscoll Company in 1964 and its President in 1967. His firm has constructed hospitals, schools, hotels, condominiums, and office and research buildings in the Delaware Valley.

Driscoll has been active in civic and educational affairs such as the Young Presidents’ Organization, the Chief Executives’ Organization, and the Center for the Study of Aging at the University of Pennsylvania, and he is also Director of the Provident Bank and the International House of Philadelphia.

The new Chairman states that his major challenge in the 1980s “will be to see that Jefferson is able to adapt to and grow in the rapidly changing climate created by government’s active involvement and announced intention to control and reduce costs in the interrelated fields of health care and medical education.”

The New Medical Office Building (1986)

The Jefferson campus was extended further with the erection of the new Medical Office Building on the southwest corner of Eleventh and Walnut Streets, adjacent to the Forrest Theater (Figure 48–92). A century earlier the younger Professor Gross (Samuel W.) and his wife had lived at 1112 Walnut Street, and even as long ago as that had paid $39,000 for this choice location of property.

The building at a total cost of $12 million was dedicated on July 29, 1986. The $2.5 million cost of the Surgicenter component was financed with University funds (Hospital surplus). The remaining $9.5 million was financed through a tax-exempt bond issue for $8.7 million through the Philadelphia Industrial Development Corporation (PIDC), and the difference through University funds.

The eight-story building was planned for an organized variety of outpatient departments, along with physicians’ offices supplementing those in the Edison Building (1974) and the new Thomas Jefferson University Hospital (1978). The lower level was reserved for a Breast Imaging Center.

The main lobby was provided with a pharmacy, support facility for the Surgicenter, and a loading dock that would also be available to the Forrest Theater. The second-floor Surgicenter was equipped to care for the 38% outpatient load of surgical cases, which by 1990 is estimated to constitute 50% of all surgery. The upper six floors
FIG. 4-8-92. The new Medical Office Building and Surgicenter (1986).

were distributed for outpatient otolaryngology, facial plastic surgery, allergy problems, medical genetics, family medicine, a rectal cancer center, and for clinical pharmacology.

This most recent of the Jefferson buildings embodies the latest in automatic temperature control, fire protection, security, and computer access at the phone connections. With inevitable progress in medical care, education, and research, Jefferson must anticipate and plan for further expansions of the campus.

The members of the Board have individually earned distinction and honor in various aspects of philanthropy, business, law, civic affairs, administration, and academia. From the founding of Jefferson, they have collectively constituted a leadership community indispensable to the success of this large, independent, and influential University (Figure 48-93). Through their continued diverse associations and accumulated public experience, through their wisdom in

FIG. 4-8-93. The bound Minutes of the Board of Trustees (38 volumes) from August 9, 1826, to June 4, 1984.
management and choice of faculty, and through their dedication to excellence, the foreseeable future of Jefferson in the advance of medical education, biomedical research, and quality health care is assured.

References

14. Bordley and Harvey, Two Centuries of American Medicine, p. 163.

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