At the organization of the Medical Department of Lind University the chief executive officer was designated as President, and the propriety of this title was not questioned by the Trustees of the University. When, in a few years, the Faculty dissolved, reorganized as the Chicago Medical College and became incorporated as such, there was still a President of the Faculty as well as a newly-created President of the Board of Trustees of the College Corporation. The title of Dean did not appear until the first affiliation of the College with Northwestern University in 1870. The new title then replaced that of President of the Faculty, but the kind of leadership did not change.

HOSMER ALLEN JOHNSON, A.M.,
M.D., LL.D., F.R.M.S.
President, 1859-66

It has been shown in an earlier chapter (p. 59) that, although the Medical Department of Lind University reorganized as a separate corporate body, the Chicago Medical College, it did not cease to have its diplomas granted by the University and in its name (or in that of its successor, Lake Forest University) until 1868. After seven years as President of the Faculty, Dr. Johnson resigned in 1866 because of ill health, which caused him to be replaced in that office and to be absent from the Faculty for a year. Throughout the formative years under Lind and Lake Forest Universities, and in the semi-independence of a corporate College, he had proved to be an articulate leader of exceptional wisdom, dignity and ability. Although the title of his office in the College was “President,” for practical purposes he must be considered the first in the succession

XVI

The Deans
of chief executives, which have been designated as Deans since 1870. An account of the life of Hosmer A. Johnson has been included among the Founders in the previous chapter (p. 423 ff.).

NATHAN SMITH DAVIS, A.M., M.D., LL.D.
President, 1866-70; Dean, 1870-98

Some accounts of the life of N. S. Davis speak of him as coming to the newly organized Medical Department as its Dean, and refer to him by that title. There is no historical basis for this premature dignification in the records and publications of the early school, either when a Department of Lind University or an incorporated College. Nor was there need of a Dean in an eleven-man Faculty, headed by a President. As in the case of Dr. Johnson, Davis can be considered the equivalent of a dean when he became President of the Faculty in 1866. From 1870, when affiliation was made with Northwestern University, until his resignation in 1898, he was the first officially to bear the title of Dean; no one since has equaled the length of his term of service even under that title alone. His biography belongs primarily with the Founders, and is included in the previous chapter (p. 413 ff.).

Dr. Davis was, of course, an extraordinary leader who gave unsparsingly of his time, energy, talents and purse to the project that absorbed his closest attention and whose success was his prime satisfaction. Possibly it would have been advantageous to the School had he resigned the deanship in 1892 when he tendered his resignation as Professor. Concepts of medical education were undergoing rapid revision in the Nineties, and Davis was then 76 years of age. Probably the Faculty and Trustees would have been wise had they accepted his attempted resignation as Dean in 1896. By that time the infirmities of advancing age had caused him to lose the intimate "feel" of his School. But the absence of an obvious candidate as a strong successor, and the growing division of opinion within the Faculty as to what the future aims of the School should be — all of these factors, and a genuine feeling of veneration toward the long-time leader, defeated any immediate action.

The final insistence by Dr. Davis on resignation, and its acceptance in 1898, constitute a touching episode in a remarkable record
of dedicated service (p. 174). The Davis achievements in medical education highlight a success-story of the first rank. He started on a program of educational reform with certain well-defined objectives in mind, and lived to see them carried out and then adopted throughout the land as fundamental principles of medical education. Never again, not excepting the introduction of innovations later at the Johns Hopkins University, would so great an opportunity be offered for basal reform in medical education, and the challenge be accepted and put into execution.

FRANKLIN SEWARD JOHNSON, A.M., M.D.
Dean, 1898-1901

Franklin S. Johnson, the only son of Dr. Hosmer A. Johnson, was born in Chicago on April 18, 1856. When twelve years old, he studied for a year in Switzerland and Germany. His collegiate education was obtained at Northwestern University, where he received the degrees of A.B. in 1878 and A.M. in 1881. He was the first, readily identifiable, who received the master's degree on graduation, as a bonus (p. 167). Medical studies were pursued at Northwestern University Medical School. After acquiring the medical degree in 1881, he engaged in postgraduate study at the University of Vienna for a year. With his formal training ended, Franklin entered practice in association with his father and maintained this relationship until the death of the latter in 1891.

Membership in the Faculty of the Medical School comprised appointments as Demonstrator of Histology (1883), Professor of General Pathology and Pathological Anatomy (1886), and Professor of Medicine and Clinical Medicine (1899). In 1898 Franklin S. Johnson was recommended by the Faculty and selected by the Trustees to succeed N. S. Davis as Dean of the Medical School. And so it was that the leadership reverted temporarily to the Johnson line, where it began. The term of office, however, extended only three years, when he was compelled to resign because of ill health and accept an emeritus status. Clearly his brief tenure did not permit of any marked imprint on the conduct or policies of the School, although a start was made toward a program that would place full-
time specialists in charge of all of the departments in the basic medical sciences. After five years of residence in California, Dr. Johnson died in Pasadena on April 23, 1922, aged 66 years. He had married Elizabeth B. Ayer in 1890, and there were two sons of this union.

From boyhood, Johnson had been trained by his eminent father in precise work, both microscopical and chemical. In Europe he learned bacteriologic techniques, then unpracticed in this country. Later use of these skills in diagnosis brought him rapidly into prominence. He is said to have inherited many of the sterling qualities of mind and heart of his father, whom he resembled physically. A contemporary summarized as follows:

Dr. Johnson was a man of good judgment, with the ability to marshal his facts and express his ideas and opinions in perfect order and with telling effect. His mind was of the judicial type. He was alert to detect deceit and quick to resent and not compromise with evil and error. He was a profound student — precise, painstaking and accurate.
Looking back on his own intern-days, Dr. Isaac A. Abt said:

He served the hospital well, not only as a careful and painstaking clinician, but also by virtue of rare dignity and kindliness in his relations with the staff and patients alike. He was a courtly gentleman, whose presence exerted an excellent influence in the hospital.

**NATHAN SMITH DAVIS, JR., A.M., M.D.**

*Dean, 1901-07*

This third child of the Founder, with the same name, was born in Chicago on September 5, 1858. Collegiate education was obtained at Northwestern University (A.B., 1880; A.M., 1883). Upon graduation from the College of Arts, he entered the Medical School of the University and was granted the M.D. degree in 1883, with the highest honors. Medical studies were rounded out by a postgraduate year at Vienna and Heidelberg in 1885. Membership in the Medical Faculty at Northwestern took the following course: Lecturer in Pathology (1884); Adjunct Professor of the Principles and Practice of Medicine (1886); Professor of the Principles and Practice of Medicine (1887); Professor of the Principles and Practice of Medicine and of Clinical Medicine (1892-1920).

When F. S. Johnson resigned from the deanship of the Medical School in 1901, the younger Davis was chosen as his successor. Curiously, the leadership alternated in the Johnson and Davis lines the full cycle of fathers and sons, and extended through 48 years of time. The circumstances of the sudden replacement of Davis by Dr. Arthur B. Edwards in 1907 have been detailed in an earlier chapter (p. 191-2). Whatever the motives behind the move may have been the proposed "promotion" was not acceptable to Davis, and he at once dropped out of the active life of the School. Yet his name was carried on the regular faculty list throughout the remaining thirteen years of his life, so he technically never reached emeritus status.

During his administration Davis advised repeatedly that to maintain a proper standing the School must advance its entrance requirements past the high-school level, obtain generous endowments, and provide improved housing for the overcrowded dispensary —
preferably by acquiring more land and erecting a modern clinical-building on it. Under his leadership the Medical School became organized into Departments, and the titles and ranks of teachers were regularized on a logical basis. Also, and presumably at his instigation, arrangements were made for the nursing schools of hospitals to become affiliated on a university basis.

Dr. Davis joined numerous national and international scientific bodies, and traveled widely to participate in the work of these organizations. In this way his acquaintance among scientists, and literary men besides, was extensive. He took great interest in the improving of the Pharmacopeia, acting as Vice-President of the United States Pharmacopeial Convention (1910-20) and contributing many articles to the literature in this field. Among his offices in the American Medical Association may be mentioned the chairmanship of the Section on Pharmacology and Therapeutics in 1920. His writings include the following books: A Treatise of General Practice; Consumption — How to Live with It; Diseases of the Lungs, Heart and Kidneys; Diet in Health and Disease.
Dr. Davis gave considerable time and energy to institutions other than medical, or even scientific, and was a trustee of many of these. Among his broad interests were those of an amateur naturalist. He spent much time on botanical and geological field work, and was active in the Chicago Academy of Sciences and the Illinois Microscopical Society. Interesting was his reputed flair as a linguist, perfecting an American-taught French and German so rapidly during his year of foreign study that he was accepted as an assistant by Professor Arnold of Heidelberg. This was an accomplishment because the Professor was disinclined to take those without a speaking facility in German into his laboratory of pathology.

Failing health compelled retirement from practice and ultimately led to his removal to California in an attempt to recover physically. Yet even in his declining years, Dr. Davis retained an active interest in medical progress and had publications appear within months of his death. His illness was identified as lymphosarcoma; although relieved by radiotherapy, recurrence finally became general, and he died at Los Angeles on December 21, 1920, at the age of 62. He married Jessie B. Hopkins in 1884 and they had four children, one of whom continued the distinctive paternal name and became a member of the Medical Faculty.

His friend and colleague, Dr. E. Wyllys Andrews, gave the following pen picture:

He resembled his famous father in features, having the broad, high forehead and deep orbits which made a face full of power and intellect. He was a handsomer man and of larger frame than his father, but less forceful and dynamic. Instead of the fiery eloquence and commanding leadership of the older Davis, he had rather the qualities of the pure scientist, the research man, the nature lover, the poet-naturalist — he was of the type of a Thoreau or a John Burroughs.

He shone in personal work among his colleagues. His fine, tall, handsome presence, his love of humanity and his mastery of the graces of intercourse made him greatly beloved by his students. He was none the less a good organizer and executive in university or public affairs. Although he was of a studious and book-loving temperament, he was a man of wide personal influence.

He was genial and magnetic rather than aggressive in his relations with people, and few who knew him well ever forgot his kindly, polished
manner, his charm in speaking in public or private, or the air of culture and a sort of old-school distinction that shone in his intercourse with others.

ARTHUR ROBIN EDWARDS, A.M., M.D.
Dean, 1907-16

Arthur R. Edwards, the son of a clergyman, religious editor and Trustee of Northwestern University, was born in Chicago on June 26, 1867. He received the baccalaureate degree from Northwestern in 1888 and the degrees of A.M. and M.D. in 1891. His valedictorian supremacy as a medical student was continued into the fierce competitive examination for internship at Cook County Hospital, where his qualifying mark is said not to have been equalled before or since. Study in Europe completed his formal medical training.

In the Medical Faculty, Dr. Edwards held the following appointments: Instructor and Demonstrator in Histology and Embryology
(1892); Demonstrator in Pathology (1894); Instructor in Practical Medicine and Physical Diagnosis (1895); Professor of Therapeutics (1896); Professor of the Principles and Practice of Medicine and of Clinical Medicine (1899-1917). He had served as Secretary of the Faculty for several years before becoming Dean in 1907. As the new chief executive of the School, he was the first to break the succession of Founders and sons of Founders. The circumstances of this appointment are an integral part of the episode that led to the junior Davis separating himself from the activities of the School (p. 191), and one must assume that in this affair the behavior of Edwards was blameless. He resigned as Dean in 1916 when it was made clear that a full-time executive officer was desired. A year later, at fifty years of age, he resigned his professorship against urging to continue, and hence never acquired emeritus status.

As dean, Dr. Edwards strongly advocated the need of expanding research activities, both basic and clinical, to match the performance of the School as a teaching institution. He pleaded for endowments to sustain better faculty salaries and to supply clinical instruction that would enable patients to be utilized according to laboratory principles. When the Deering gift came to Wesley Hospital, he was properly elated by its potentialities for clinical teaching, and the position of supremacy that the School could assume in this regard. But, as the years wore on, he became correspondingly disheartened as these opportunities failed to materialize. During his administration, admission requirements advanced from possession of a high-school diploma to two years of college preparation. Also the internship was made a mandatory part of the medical program. The overstuffed curriculum was pared down to standard proportions. He gave the School a new impetus.

Dr. Isaac Abt, in Baby Doctor, says of his classmate:

He was a merry, mischievous, lovable boy, who managed to be at once the leading prankster and the outstanding student in the class . . . Neither his high spirits nor his propensity for practical jokes, however, could conceal his natural gifts or his great capacity for work . . .

When he asked my advice about accepting the deanship of the Medical School, I told him that I felt he was not temperamentally fitted for the job [and that it] would interfere with the important work he was doing. But he accepted the position and gave it many long and often un-
rewarding hours. [Soon] he had begun to realize how difficult it was to be a practitioner and the dean of a medical school at the same time.

To this can be added Dr. James B. Herrick's opinion that Edwards considered too much his own interest and too little that of others and, to gain his end, overstepped propriety. This remark may have referred to his summary dismissal, without University approval, of a full professor who was a leader in an attempt of a group to seize control of the School (p. 293). Dr. Herrick pictures him as becoming solitary, sad and ill, so that he had to retire from practice "...a pitiful contrast to the jovial, hearty Rob Edwards of earlier days." His abandonment of practice in 1926 followed a cerebral hemorrhage.

There is no doubt of the unusual capabilities of this Dean in many regards. He was highly intelligent and enthusiastic, and was energetic to the degree of being a prodigious worker. He was an excellent teacher and an outstanding diagnostician. His students admired him and his patients adored him. Edwards came to office at an extremely difficult period in the history of a School that was trying to adapt itself to rapidly changing standards, and a University that was just beginning to realize what it would cost to maintain a medical college which kept pace with the times. Added to these inherent handicaps was a clinical Faculty that contained a loyal core, but which also harbored insurgent factions eager for control and trying to obtain it. This latter circumstance became inextricably entangled with the Wesley controversy. He was forced to make decisions that were unpopular with other members of the Faculty, and thus began to estrange many friends and former admirers. As finally became clear, after the direct threat of insurrection was defeated, only a full-time executive could do justice to the task at hand.

Dr. Edwards wrote a successful textbook: Principles and Practice of Medicine. In 1900 he married Susannah T. Harrison; there was one child, a son. On May 17, 1936, Arthur Edwards died in Boston, Massachusetts, where he had lived for ten years. In three weeks he would have attained his sixty-ninth year.
Arthur I. Kendall, the sixth Dean of the School, was born in Somer-
ville, Massachusetts, on May, 1877. His father was engaged in the
insurance business. Arthur pursued higher education at the Massa-
chusetts Institute of Technology (B.S. in Biology, 1900), the Johns
Hopkins University (Ph.D., 1904) and, somewhat later, at Harvard
University (Dr. P.H., 1911). These experiences brought him into in-
timate association, respectively, with Professors Sedgwick, Welch
and Theobald Smith — all of great renown. He was the first to
receive the doctorate in Bacteriology at the Johns Hopkins and one
of the first two who received the new degree of Doctor of Public
Health at Harvard. From 1904 to 1906 he was Director of the
Hygienic Laboratory of the Panama Canal Commission, and was
awarded the Service Medal by that body. Here Kendall worked un-
der the legendary Colonel William C. Gorgas and with the eminent
Sir Ronald Ross. Returning to the United States in 1906, he held
the positions of Fellow at the Rockefeller Institute and bacteriolo-
gist in the Research Laboratory of the New York City Board of
Health until 1909.

Academic appointments began with an instructorship in the
Department of Preventive Medicine and Hygiene at Harvard
Medical School (1909-12). Then came the opportunity to head a
new Department of Bacteriology, which was to be split away from
its previous union with Pathology at Northwestern. This appoint-
ment as Professor of Bacteriology continued from 1912 to 1924,
when he resigned to accept a similar position at Washington
University. Here he remained for only a few years. Returning to
Northwestern he was made Research Professor of Bacteriology in
1927, and continued in this post until his retirement in 1942 as
Professor Emeritus.

Deanship of the Medical School came to Dr. Kendall in 1916,
when it was at last recognized that the problems of the institution
required the attention of a full-time member of the Faculty. The
practicality of the Medical School having an administrator free
from simultaneous obligations to teaching, research or other
income-producing activities was still a concept for future appraisal by the Trustees. Other new features of the appointment were that he was the first incumbent of the office not to be either a Founder or a graduate of the School, and the only one in its history not to be a clinician.

Arthur I. Kendall

His title for the first year was specified as Acting Dean, which circumstance perhaps reflected a lack of conviction on the part of the University Administration that one without a full medical training could handle the job. When a number of problems had been solved, conditions had been stabilized and improved greatly, and the guarantee of better times on a consolidated campus was in hand, Kendall suddenly resigned in order to accept a straight professorship elsewhere. This unexpected and surprising move stemmed from the knowledge that certain clinicians were plotting to unseat Kendall, on the grounds that the certainty of a new medical building and campus site should be matched with a more flamboyant leader who would excel in public relations.

It is doubtful that any substantial backing for this medico-political bloc could have been obtained among the Trustees because
of the conspicuous record of constructive accomplishments of the Dean during a skillfully handled war-time period, and in the years afterward. There is reason to believe that the President of the University was not in sympathy with this abdication at a critical moment in the life of the Medical School. Yet, characteristically, he did not offer support or suggest a reconsideration. As an outcome, this voluntary and impulsive act brought to an end eight difficult years in an office that Kendall had not coveted and whose continuance he felt might bring discontent in some quarters. It cannot be gainsaid that his departure left the School in an awkward predicament at the moment of Mrs. Ward's astounding gift, when there was much to be done in planning sound programs in immediate housing, in concomitant expansions and in future policies.

The accomplishments of Kendall's term of office were of basic importance. Previously the School had been run at long range, with the Registrar acting as an executive officer (p. 195-6). Now the students and Faculty alike had a visible and accessible Dean, and everywhere morale strengthened rapidly. Performance also improved because of ever-present supervision and leadership, uncomplicated by the previous involvements with factions of the Faculty now becoming impotent. Actually, Kendall's first duty had been to refuse to enter into a coalition with individuals or junta-leaders who approached him one-by-one within a day of his election.

The problems of the World War I were anticipated early, and then managed adroitly with tact and dispatch. These moves included the organization of Base Hospital No. 12 for duty in France and the installation of a unit of the Student Army Training Corps, the first in any medical school. The curriculum was overhauled and improved, despite the inanities of wartime controls, and a start was made on instituting clinical clerkships. Social Service and X-ray facilities were introduced into the Dispensary. A great amount of effort was expended in trying to break the Wesley impasse by good will, common sense and conciliation, but at that time success was beyond human endeavor. A permanent monument to Kendall was the creation of Founders' Day, in 1922 (p. 217). After his departure, it was revived by Dean Cutter and ever since has served both to formalize the start of each academic year and to indoctrinate the students on personalities and triumphs of the past, to indicate
current trends and inadequacies, and to suggest goals and their solutions.

Dr. Kendall was a person of broad culture and diverse interests. Some of his hobbies, such as his authoritative knowledge of the history, manufacture and use of the long rifle, revealed unexpected vistas into a many-faceted mind. His approach to bacteriology had proceeded from a sound basis of biology and chemistry, and his studies soon centered upon bacterial metabolism. In later years he believed to have demonstrated that bacteria could be made filterable by special culturing. The storm that arose from this announcement was such as to try the equanimity of the most stolid, which Kendall was not. An important responsibility was assumed in 1917, when he became Chairman of the Yellow Fever Commission of the International Health Board that spectacularly eradicated that disease from Ecuador. Dr. Kendall published a successful textbook (*Bacteriology — General, Pathological and Intestinal*) and a popular book of great charm (*Civilization and the Microbe*). Among the honors that came to him may be mentioned the presidency of the Chicago Pathological Society in 1916, and the honorary degree of Doctor of Science conferred by the University of Southern California in 1932.

In anticipation of approaching retirement a large hacienda was purchased in Mexico and considerable additional sums were expended on rehabilitation and improvements; but the entire semi-altruistic venture collapsed, without remuneration, through a resurgence of governmental expropriation. On retiring in 1942 Dr. Kendall moved to Oracle, Arizona, and then to La Jolla, California, where he died, June 20, 1959. In 1904 he married Gertrude M. Woods, and there was one child, a daughter.

One of his greatest assets was a justly earned reputation for warm friendliness, which extended disarming all. Yet, on provocation, this soft-spoken and mild-mannered Dean could change dramatically. His kindly gray eyes would then become icy cold and the lines of his pleasant and mobile smile would congeal into a frozen mask. In the best sense of the term, his official demeanor exemplified the iron hand in a silken glove. Dr. Leo W. Doyle, a former student, wrote:

He was a friend of the entire student body. Into his office throughout
the day came students and friends for a chat, usually finding it difficult to leave their gregarious host. This slightly stooped, wiry man will arrest your attention, for he beckons with his eyes to be friendly and say "hello." They are his most impressive facial characteristics, for they are filled with the warmth and penetration of happiness. His face likewise radiates, and the lines are from laughter and smiles. His voice is high-pitched and soft, every bit as individualistic as is his whole personality. When he lectures you see a brilliant mind clarifying a complex subject, and before long one sees the imagination of a scientist at full play.

Perhaps there has been a tendency to picture Kendall as always conciliatory, exceedingly democratic, and perhaps a little too perfect as a result. He can be tough, and even stubborn under certain circumstances. It would not be fair to Kendall to paint him as a flawless creature, for he has his faults, and not all who know him are his boosters. He is a magnificent human being who plays his vital role in living, and the applause is not always unanimous. That is of little consequence for the important things in his life do not need applause, or even an audience.

IRVING SAMUEL CUTTER, M.D. SC.D., LL.D.
Dean, 1925-1941

Irving S. Cutter was born in Keene, New Hampshire, December 5, 1875, but in his boyhood the family moved to the recently admitted state of Nebraska, where the father continued his trade of railroad telegraphy. Irving worked his way through the high school and State University at Lincoln, Nebraska, receiving the B.S. degree in 1898. The six years subsequent to graduation were spent in high-school teaching and in acting as general agent in Nebraska for the Ginn Book Company. He was then enabled to undertake the study of medicine at the University of Nebraska, finishing in 1910 at the age of 35 years. Straightway entering the practice of medicine in Lincoln, the new physician engaged in this profession for three years, at the same time holding an appointment as Instructor of Chemistry in the University.

The year 1913 found Dr. Cutter turning away from practice to become Professor of Biochemistry in the University of Nebraska College of Medicine. In 1915, just five years after receiving the
medical degree, his executive abilities, already recognized, were rewarded by promotion to the deanship of the College of Medicine. For the next ten years he devoted himself to the improvement of that school, gaining acceptance as a medical educator of unquestioned ability and more than local promise. At this juncture (1925) Cutter accepted an invitation to come to Northwestern as Dean (and Associate Professor of Medicine, 1926), and there to lead its

Irving S. Cutter

Medical School in the newly beckoning challenges. Sixteen years went into this effort. Then, on retirement in 1941, he was made Professor of Medicine and Dean, Emeritus.

Diverse activities shared Dr. Cutter's time and abilities. He saw service as Captain in the Medical Corps of the United States Army in 1918-19, and held the rank of Lieutenant Colonel in the Officers' Reserve Corps from 1920 to 1929. He became the first editor of the *Nebraska State Medical Journal* and was a member of the editorial board of the *Annals of Medical History* from its beginning. While at Northwestern, his commitments increased markedly beyond the strict duties of the deanship. From the opening of the new Passavant Hospital on the Chicago Campus until his death, Cutter acted
as its Medical Director, bringing the reorganized and rebuilt institution from an adventure in faith to a sound, financial enterprise and to recognized esteem in the hospital world. From 1934 onward he acted as medical editor of the *Chicago Tribune*, among his duties contributing a daily health column that set a new standard of modernity, reliability and readability that exerted a profound influence throughout the land. He became the Medical Director of the Chicago and Northwestern Railway. Many studies by him on historical and educational subjects appeared as journal articles or as contributions to books. It was in the historical side of medicine that he found his greatest source of relaxation and pleasure.

Sundry honors came to Dr. Cutter. He was President of the Association of American Medical Colleges in 1923, of the Chicago Medical Society in 1934, and of the Society of Medical History of Chicago in 1934. In recognition of his services, in 1940 Robert H. McCormick deeded tracts of land one block north of the Campus, then valued at $1,000,000. The property established a holding which may be, and currently is, used for income purposes; the annual earnings are designated as the Irving S. Cutter Fund for Medical Research. An endowed professorship of medicine was established in his name by an anonymous donor. The University of Nebraska conferred upon him the honorary degree of Doctor of Science in 1925, and Northwestern did the same on his retirement in 1941. An honorary Doctor of Laws came from Jefferson Medical College in 1931.

At Northwestern Dr. Cutter found an extraordinary opportunity awaiting his vigorous leadership. The Medical School was ready to build and become equipped on a scale that made previous arrangements seem ill-adapted and meager. New endowments and enlarged appropriations from the University provided a budget which dwarfed that available to any predecessor. With these advantages in hand, he started on a bold program of doing what seemed desirable in constructive upbuilding, and leaving to the Trustees the problem of handling awesome budgetary over-runs. This policy was continued until the depression years forced a halt. The newly-acquired prosperity made it possible to enlarge and strengthen the Faculty, and to enter into wholly new fields, some in the luxury category. The imposing housing on a unified professional campus, the improvement in Faculty and facilities, and the countrywide awaken-
ing of youth to the potentialities of renascent medicine as a career — all worked to bring a flood of applications that elevated the level of student quality. These achievements were as magnificent as they were spectacular. But, in sober truth, they depended in part on a most fortunate timing. During the financial hysteria of the later Twenties, it bordered on treason to doubt the obsolescence of former economic laws or to question the manifest destiny of an immediate America unlimited.

Closest to Dr. Cutter's heart was the development of the Archibald Church Library, which became his personally directed project. In his term of office it grew from possibly 13,000 volumes to nearly 92,000; and in breadth and scope it became one of the best in the country. At the dedicatory address in 1927, he said: "The heart of this [School], as of any institution of higher learning, is its Library — so broad in scope, so accessible that it will satisfy the most eager student-mind and the needs of the most exacting research." This was the goal that he set and, at the end of sixteen years of supervision, essentially achieved. Along with ordinary collections came the accumulation of rare books, prints and the portraits of those who founded the School and helped build it through the years. Had successes not been his in other areas of academic custodianship, the Library alone would serve as an adequate monument to exceptional vision and action.

Dr. Cutter was a complex individual, combining outstanding qualities of courageous leadership, broad vision and noble attributes with some narrow prejudices, impulsive irrationalities and harsh treatment of individuals who gained his disfavor. Segments of his Faculty were not always happy over what seemed to be high-handed or discriminatory conduct; and on one occasion, complaints were carried to the University administration. Yet, it is certain that in the mind of Dr. Cutter the constant, guiding thought was the welfare and improvement of the School; whether such objectives could be gained conventionally or not was a tactical matter of less importance.

Dr. J. Roscoe Miller, on succeeding Dr. Cutter as Dean, said in his presence at the ensuing Founders' Day:

Less obvious but as vital [among accomplishments], are his contributions to pedagogical methods, his support of research and, above all, the
cultural and invigorating atmosphere with which he has imbued this School. As we know of his accomplishments, so do we know the man—intelligent, capable, a great organizer and peerless leader. Elbert Hubbard once said: “The man who is anybody and who does anything is surely going to be criticized, vilified and misunderstood. This is a part of the penalty for greatness and every great man understands it.” One would expect an individual of such accomplishments as Dr. Cutter to be at times misunderstood and criticized by men of lesser ilk. His mark of greatness is that it deters him not at all, but merely adds to his determination and to the accomplishment of his purpose. If you would avoid criticism and opposition—say nothing, do nothing, court oblivion; but only there does safety lie.

Dr. Cutter married Mary L. Stearns in 1909. They had one son. On February 2, 1945, in his sixty-ninth year, death came from carcinoma of the prostate, the occurrence of which had been concealed even from intimates. On the preceding day he had busied himself, as usual, with routine dictation and business telephoning. At the funeral service, President Franklyn B. Snyder said:

We know him today for those and many other things that he did; we know no one, in the field of contemporary medical education, who ever did more. But those of us whose fortune it was to work with him in newspaper, hospital or University, remember today what he was rather than what he did. We remember his contagious and indefatigable energy; his all-embracing sense of humor; the catholicity of his learning; his love of things beautiful, of books and pictures; his genius for friendship, his loyalty to his friends and his utter disregard of himself.

And we think today, perhaps more than ever before, of his courage; of the fact that for no little time he looked death in the face and was utterly unafraid, but concerned only with keeping the faith and finishing the work that had been given him to do.

JAMES ROSCOE MILLER, M.D., SC.D.,
L.H.D., Litt.D., LL.D.
Dean, 1941-49

J. Roscoe Miller, the son of a merchant, was born in Murray, Utah, on October 26, 1905. He was an undergraduate at the University of
Utah and continued into the College of Medicine of that institution, which then offered but two years of instruction. Transferring to Northwestern, he gained the Bachelor of Medicine degree in 1929 and was awarded the doctorate in medicine the following year, after satisfying the requirement of internship at St. Luke's Hospital.

On completing his prescribed training, the clinical tyro entered practice in association with Dr. William H. Holmes, an astute internist on the Medical Faculty, who died prematurely at the zenith of his career. By this turn of fortune Miller came to inherit, at the bare age of 35, a practice that carried with it considerable prestige. Meanwhile he had joined the Faculty of the Medical School, first as a Ward Fellow (1930), then as Instructor (1934) and next as an Associate (1937). Advancement to the grade of Assistant Professor of Medicine came in 1939. An introduction to the world of administration began in 1933, when Dean Cutter appointed him as Assistant Dean in charge of the clinical years. On the retirement of Dr. Cutter, in 1941, he was selected as the successor, and had to make a hard decision between a clinical career, for which he was unusually well endowed, and the less lucrative, often frustrating but always challenging post of a medical deanship.
The decision once made, Dr. Miller entered the deanship in 1941 and thereby gained a promotion in academic rank to an Associate Professorship. He was not yet 36 when, for the second time in a decade, he made a start on adjusting to a new way of life. Even before getting well settled into the routine of office, the problems of war began insinuating themselves to the detriment of organizational progress. Acceleration of teaching programs, military control of nearly all students, staffing of three overseas hospital-units, loss of 225 members of the Medical Faculty to War Services — all such made for abnormal conditions in which a holding operation, without too much loss of previous effectiveness, became increasingly difficult, yet usurped all attention and energy.

In 1940 Miller became a Lieutenant Colonel in the Medical Reserve Corps. Four years later he succumbed to a personal urge for direct participation in the War effort and joined the United States Navy; on leaving military service, he had attained the rank of Commander. Out of uniform and back in academic harness for the 1945-46 session, the immediate problem confronting the Dean was to restore the Medical School to its normal course, and to plan a program of improvement that would be consonant with postwar times.

One urgent demand, foreseen by him early in the War period, was for postgraduate instruction in the medical specialties. Such instruction was instituted, and has since been maintained successfully as the Graduate Division of the Medical School (p. 269-70). The War upset his plan to build a neuropsychiatric hospital with bequest-money at hand, and it was not until the succeeding administration that the accumulated funds made possible the Morton Research Building. Likewise, the concept of amalgamating the Medical School and its hospitals into a Medical Center was his, but the fruition had to await the coming of a later regime. On the other hand, a firm agreement for a new teaching hospital was made, through which a Veterans’ project would soon bring an important affiliate to the Campus. Also consummated was the invaluable affiliation with Children’s Memorial Hospital. Important from the standpoint of morale was a restoration of intimacy between the Faculty and its administrative leader, a renewed impetus toward Faculty initiative and a revived sense of common responsibility through collaborative effort.
Only four years after the normal scholastic regimen had replaced the adaptations to wartime demands, Dr. Miller was confronted with another difficult decision. President Snyder was then about to retire from office, and the Trustees offered this highest academic post to their medical Dean. Acceptance would mean that any long-term testing of himself as a medical educator and as a leader in constructive planning in the local medical scene must default. With definite regret on the necessity of leaving a medical environment, the challenge of greater service was accepted. So it was that in 1949, when still less than 44 years of age, Dr. Miller became President of the University and also gained the academic rank of Professor of Medicine.

In announcing the decision of the Trustees to make Dr. Miller the twelfth President of the University, Kenneth F. Burgess, President of the Board, said:

Dean Miller has been selected because his broad experience and brilliant record as an administrator in the Medical School eminently qualify him for the position. Under his able guidance the Medical School has made outstanding progress in teaching and research, has increased its facilities and assets — and so, step by step, is realizing Dr. Miller’s plans for a great medical center on Northwestern’s Chicago Campus.

Dr. Miller was chosen both as Dean and as President for outstanding promise, based on the possession of executive qualities of the highest order. With a keen and orderly mind, sensible judgments and incisive action went open-mindedness, tolerance and fairness. There was a minimum of interference with subordinates, an unusual eagerness to entertain other opinions and an ability to delegate authority with discernment. Of utmost value was his talent in personal relations, where a warm, winning manner and the ability to adjust to any type of person or situation are indispensable in the art of human intercourse, so important to executive posts in a university.

His accomplishments as a university leader make a fabulous success-story, the material aspect of which includes raising $284,000,000, multiplying the endowment sixfold, erecting 30 buildings and extending a new, 84-acre campus into Lake Michigan (p. 237). Equally impressive has been the steady rise of the University to a
high position in academic ratings. This was achieved by elevating the quality of the faculty, through significant curriculum changes and greatly enlarged research opportunities that provided an attractive climate for scholars. In 1969 Dr. Miller was elevated to a new title — that of Chancellor. In 1974 he retired with emeritus rank, but continued to aid the University in its promotional programs. In twenty-five years of leadership he exceeded the tenure of any predecessor.

At the start of his Senior year in medicine, 1928, Dr. Miller married Berenice Johannsen. There are two daughters, and one son who is also an alumnus of the Medical School. Many honors and responsibilities came to Dr. Miller in the way of awards, directorships, trusteeships and appointments with relation to civic and Federal affairs. Honorary degrees were granted by eleven colleges and universities. Medical honors include the presidency of the Chicago Medical Society and of the Association of American Medical Colleges.

On October 16, 1977, Dr. Miller died of a heart attack, two days after participating in the dedication of an important library building, obtained through his endeavor. He had fulfilled the goal set by Northwestern's founders, which was to produce a "University of the highest quality." At a memorial service his longtime Provost Emeritus, Payson Wild, said:

Human nature being what it is, J. Roscoe Miller may well be remembered in the future primarily for his accomplishments in physical expansion of the campuses during his quarter-century in office. While much credit is due in this area, it should not overshadow his considerable and important contributions in upgrading the quality of the faculty and expanding Northwestern's reputation for academic excellence.

RICHARD HALE YOUNG, M.D.
Dean, 1949-1970

Richard H. Young was born in Chicago on January 26, 1905. His father was a physician and a graduate of the Chicago Medical College in the class of 1889. A year at Dartmouth College (1923-24) and one year at Northwestern gave preparation for the study of
medicine. In 1929 the degree of Bachelor of Science in Medicine and also the degree of Bachelor of Medicine were granted by Northwestern University. The M.D. degree followed the completion of an intern year at St. Luke’s Hospital, after which another year was spent there as a resident in medicine. He then entered into an association with Northwestern as a Fellow in Medicine, which included study at the University of Oregon in 1933, and in University College Medical School, London, in 1934. These extramural activities centered about studies and investigation in the field of hematology.

Richard H. Young

With formal medical preparation finished, Dr. Young entered the private practice of medicine at Evanston, Illinois, in 1934 and continued it, except for wartime absence, until 1946. In 1934 he married Ellen Louise Stearns; there are two sons, both graduates of this Medical School. Academic rank in the Medical School started with Instructor (1933), and advanced to Associate (1937) and Assistant Professor (1939). From 1938 to 1942 he acted as Executive Secretary to the Department of Medicine and Experimental Medi-
cine, thereby gaining an initial experience in the administration of medical affairs.

The next three years (1942-45) were spent with the Twelfth General Hospital, where he rose to a colonelcy. At first chief of the section in general medicine, he later became acting chief of the medical service when the Hospital was enlarged to a capacity of 2,000 beds. Here his executive ability became apparent, and a deep interest in administrative work was kindled. On returning to civilian life and the practice of medicine, the post of Director of Student Health at Northwestern University was held for one year, with conspicuous success in reorganizing that department. Next came an opportunity to become Dean of the University of Utah School of Medicine. Able conduct of this office from 1946 to 1949 ended with a recall to Northwestern to become Dean of the Medical School and Professor of Medicine. A combined total span of 24 years in administrative leadership eventually made him the uncontested Senior Dean in the United States, where the average tenure had reduced to a few years. At Northwestern, only Nathan Smith Davis served a longer period as Dean.

In his inaugural address, on Founders’ Day, Dr. Young enunciated his philosophy of undergraduate medical education. Pre-clinical teachers were admonished to organize their courses in length and content as befits medical science that is to be of both fundamental and practical value in the training of a physician. Clinical teachers were advised to review not only teaching methods, but also the subject-content and emphasis of courses, so as to strike a new balance consonant with changes in the incidence and importance of disease. His chief criticism of current medical education was that it is faulty in its translation and transmission of scientific medicine to students. With respect to future demands, he said: “Medicine, in the changing order, will present a challenge to our Faculty not only to see that the medical curriculum is correlated, co-ordinated, and integrated to meet the advances in science, but that a social sense of patient responsibility is continually thrust upon the student in his duties in the clinic and hospital.”

Major changes during the incumbency of Dean Young were both in physical facilities and in educational procedures. The Veterans Administration Lakeside Hospital was built, and its affiliation worked out on a favorable basis of staffing and patient-selection.
The Morton Building and the Searle Building were erected chiefly to provide space sorely needed for clinical research. The medical curriculum underwent a drastic revision, with the basic sciences abridged and greater emphasis placed on clinical training. The annual budget increased more than sixfold, and the number of salaried clinicians and investigators expanded in almost the same degree. Research received greater emphasis, particularly in clinical fields. The major role in the financing of research, in general, came to be played by grants tendered by outside agencies. Among these was a grant for experimentation in a co-ordinated program with the College of Liberal Arts, for an integration of premedical preparation and medical studies in such a way that permitted superior students to make faster progress (p. 262). Appreciated by all was the open-door policy, which made the Dean easily accessible to Faculty and students alike, on missions great or small.

When the Dean assumed office, a long-time clinical associate wrote:

He is an exceedingly tolerant and kindly person. Modesty becomes him. He wears well. [He] has the unusual capability of quickly analyzing and crystallizing the substance of situations. He is blessed with the faculty of no lost motion. He consummates problems with thoroughness and alacrity. These qualities and other elements of character, when woven into the fabric of his principal interests and ambitions, will demonstrate the wisdom [of his selection].

Dr. Young was the long time Secretary of the Association of American Colleges, and was in charge of its accreditation program. He held the chairmanship of the National Board of Medical Examiners. In 1966 he relinquished some of his administrative duties to others and became the first Director of the Northwestern University Medical Center, a complex initially planned (1946) when Chancellor Miller was Dean.

Because of failing health Dr. Young resigned at the end of the 1969-70 academic year, sorely afflicted with adult diabetes. Four months later he died suddenly at the age of 64. Only two days before, he had received the announcement that the Alumni Medal, the most prestigious recognition of its kind from the University, would be awarded him.
Those who knew Dr. Young well, recognized him:
  as a loyal alumnus, ambitious for the advancement of his School;
  as a capable and fair administrator, who gained national esteem;
  as a respected colleague, with admirable human qualities;
  as a brave man, whose impending death was faced with fortitude
  and equanimity.

JAMES EDWARD ECKENHOFF, M.D., SC.D.
Dean, 1970-

James Edward Eckenhoff, the son of a small-business man, was
born April 2, 1915 in Easton, Maryland. He graduated from the
University of Kentucky in 1937, and from the University of Penn-
sylvania School of Medicine in 1941. Specialization in anesthesi-
ology brought rapid advances to a full professorship in the latter
School. Military service, here and in the European Theater, was
rewarded by a captaincy. He is a consultant to the Surgeon Gen-
eral, U.S. Navy. In 1938 Dr. Eckenhoff married Bonnie L. Young-
erman and there were four sons of this union, one of whom is a
graduate of this Medical School. In 1973 he married Jane M.
Mackey.

After 21 years at the University of Pennsylvania he came to
Northwestern, in 1966, as Professor and Chairman, for the purpose
of organizing an autonomous Department of Anesthesia, and here
he soon became Director of the second Anesthesia Research Center
to be supported by the National Institutes of Health. A primary
task at the local scene was to renovate anesthetic practice in the
Campus hospitals. On the heels of these reforms came intense activ-
ity, through the new Research Center, in training residents in anes-
thesiology and also in the promotion of research in this specialty.
These innovations introduced a modernity in this field hitherto un-
known at Northwestern. Concurrently it achieved parity with the
better departments throughout the land.

The resignation of Dean Young, owing to progressive illness,
necessitated a search for a successor, and the quest ended close at
hand. In 1970 Dr. Eckenhoff accepted the offered post and prompt-
ly instigated a series of institutional advances whose results gained
rapid recognition and general approval. These changes were in part the grist from broad recommendations of a Reorganization Com-
mittee that he had headed prior to becoming Dean. In fact, this report, with ten major categories of reform spelled out, became his inaugu-
ral platform.

Dr. Eckenhoff has enjoyed Visiting Professorships in Australia, New Zealand and South Africa. Among honors conferred is a Fellowship in the Anesthesia Division of the Royal College of Surgeons, England, and similar recognition by the Royal Society of Medicine. He was the first anesthesiologist ever to give the Hunterian Lecture before the Royal College of Surgeons. In 1970 Transylvania University awarded him the honorary degree of Doctor of Science. Numerous publications include two books: Anesthesia from Colonial Times; and Introduction to Anesthesia, now in its fourth edition. Edited books are the annual Year Book of Anesthesia, Science and Practice in Anesthesia, and Intensive and Recovery Room Care. He formerly edited Anesthesiology, the journal of his specialty.
Advances occurring within the nine-year span of Dean Eckenhoff's uncompleted incumbancy make an impressive list. Buildings, erected or acquired for medical activities, total eight. Affiliations have been consummated with three additional hospitals, and with a private cancer center. Four campus-located hospitals have been consolidated into a co-ordinated unit, the Northwestern Memorial Hospital. Six specializing Centers have been created, including those for continuing medical education, for cancer research, and for faculty group practice (replacing the phased-out Medical Clinics). Administrative advances include the appointment of a Director of Medical Education, the institution of a Board of Alumni Counselors, the creation of Faculty- and Student Senates, and the installation of an Office of Development for the Medical School. Practically important are the extension of the chairmanships of clinical departments in the Medical School to head corresponding departments in Northwestern Memorial Hospital, and the shift of formerly hospital-managed Postgraduate Medical Educational Programs to come under the direction of the Medical School. Among educational advances are the inauguration of the following: an M.D.-Ph.D. Program in co-operation with the University's Graduate School; a Master of Public Health Program; a Baccalaureate Program in Nursing Education; a section on general medicine in the Department of Medicine; a wholly elective curriculum for the senior year; an emerging Family Practice Program in collaboration with Columbus-Cuneo-Cabrini and St. Joseph hospitals; and annual visiting professorships to honor distinguished alumni. Additionally there has been a marked escalation in research- and sponsored program funding. In 1971-72 such funding was $9,547,400; in 1977-78, $18,428,900; and it is expected to be $21,000,000 in 1978-79.

At the time of the selection of Dr. Eckenhoff as Dean, Dr. Robert H. Lawson, Vice-President for Health Sciences, said:

Dr. Eckenhoff is a man who has applied his background of topnotch research to improve patient care. His deep interest in students and his insight into the complex problems of medical education today auger well for Northwestern's future.
ACTING DEANS

On two occasions it was necessary to appoint an Acting Dean. The first was during an interim of one year following Dean Kendall’s resignation and preceding Dr. Cutter’s arrival. In this period, Dr. James P. Simonds, Chairman of the Department of Pathology, held office — as he did again during an absence by Dean Cutter owing to illness.

Dean Miller was on leave for sixteen months on military service in World War II. During this period Dr. George N. Gardner, Chairman of the Department of Obstetrics and Gynecology and Assistant Dean in the clinical years, served as Acting Dean.

Both occupancies were during trying times in the life of the Medical School, and much credit is due to these selfless individuals for assuming command in such periods of stress.