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Committee on an Institute of Public Health.

School of Hygiene

A meeting of the Committee on the Institute of Public Health was held at the residence of Dr. Simon Flexner on Tuesday, April 18, 1916, at 8.30 P.M.

Present: Dr. Simon Flexner and Messrs. Wickliffe Rose and Jerome D. Greene.

Dr. Simon Flexner acted as Chairman and Mr. Greene as Secretary.

The Secretary presented the following resolutions passed by the Executive Committee of the Rockefeller Foundation at its meeting of April 11, 1916:

"The Secretary reported that the Committee on the Proposed Institute of Public Health consisting of Messrs. Wickliffe Rose, Abraham Flexner and J. D. Greene, were unanimously disposed to recommend the selection of Baltimore as the most advantageous location for the Institute and that it seemed desirable to proceed with the elaboration of the plan upon this basis. Whereupon it was, on motion,

"RESOLVED that the report of the committee be accepted and the committee discharged. It was further

"RESOLVED that Dr. Simon Flexner and Messrs. Rose and Greene be a sub-committee to proceed with the elaboration of the plan in conference with the authorities of Johns Hopkins University, and to report their recommendations to the Executive Committee at a subsequent meeting."

The Committee then discussed the question of procedure in developing the plan for an Institute of Public Health, and the following course of action was agreed upon:

The Secretary was to notify the President of Johns Hopkins University by telephone on the following day that the Committee wished to make further inquiry into the desirability of creating the proposed Institute of Public Health as a part of Johns Hopkins University and to that end requested an opportunity for conference at an early date, preferably on Saturday evening, April 22, with President Goodnow, Dr. Welch and Dr. Howell.

The Committee had in mind as the desirable objective of such a conference the formulation of a plan whereby Dr. Welch should be released from his present responsibilities as Professor of Pathology, and would devote himself entirely to the organization and development of the proposed institute; while

Dr. Powell would be similarly relieved from his responsibilities as Professor of Physiology, and be charged, under the leadership of Dr. Welch, with the executive management of the undertaking.

It was further suggested that an advisory council might be appointed, of which Dr. Welch and Dr. Howell might be members, and on which the Rockefeller Foundation might have one or two representatives in addition to two or three other men of high professional standing in different branches of public health work.

It was the thought of the Committee that during the necessary period of experiment and demonstration all the current expenses of the Institute, including capital expenditure for building and equipment, would be borne by the Foundation, and that in due time the Institute would have to be permanently endowed as an integral part of Johns Hopkins University, for the administration of which the University would be solely responsible.

The Committee agreed that while the payment of the current expenses of the Institute by the Foundation during the initial period, and the very great interest of the Foundation in the successful development of the project would justify the Foundation in exerting a large measure of control at the outset, it was nevertheless desirable that the responsibilities of the Trustees of Johns Hopkins University should be emphasized at all stages of the undertaking, and that their ultimate complete responsibility for the administration of the Institute as an integral part of the University should be kept in mind.

ADJOURNED

Jerome D. Greene.

A meeting of the Committee on the Institute of Hygiene was held at the Maryland Club, Baltimore, on Saturday, April 22, at 7.30 P.M.

Present: Dr. Simon Flexner, Messrs. Wickliffe Rose and Jerome D. Greene and, by invitation, President Frank J. Goodnow and Drs. William H. Welch and William Henry Howell.

The purpose of the meeting was to enable the Committee to confer informally with the representatives of John Hopkins University present, in the hope of arriving at a more definite plan for the establishment of the proposed Institute, and of developing the possibilities of Baltimore as a location for the Institute.

Dr. Welch and Mr. Rose gave a synopsis of the project for an Institute of Hygiene as set forth in the report prepared by them, following the conference of October 16, 1914, which was presented to the General Education Board at its meeting of May 27, 1915. ^{see 200L}
Institute of Hygiene

After general and informal discussion, the following understandings were reached:

(1) The first essential to the successful inauguration of the proposed Institute would be the selection of a man of sufficient breadth of vision, interest in the project and national prestige to assume the leadership in the undertaking. If Baltimore should be decided upon as the location, these qualities would be best embodied in Dr. William H. Welch.

(2) If Dr. Welch should accept an offer of this kind, it would be necessary for him to retire from all other labors and responsibilities, to devote himself exclusively to the organization and inauguration of the Institute.

(3) Dr. Welch's connection with the Institute in this capacity would ensure sufficient recognition of the bacteriological and pathological aspects of hygiene, and it would be desirable if he should have as his principal associate

an investigator of high rank in the physiological field, whose connection with the enterprise would ensure efficient standards of work in the physical, chemical and physiological fields.

(4) Dr. Welch, while expressing serious doubt as to the propriety of having the choice fall upon him, did not refuse to consider the matter, and it seemed to be the opinion of all present that he would have to be prevailed upon. It was understood that he would devote himself as early as possible to the formulation of a plan for starting the Institute, together with a rough estimate of the cost for capital and current expenditure.

(5) In the matter of a site, it was the opinion of the Committee that an Institute of Hygiene in Baltimore should be located on grounds adjoining the medical school and hospital, and that the surroundings should be such as to leave open the way for future growth.

(6) It was thought that one building, about the size of the new Hunterian laboratory, would suffice for the needs of the Institute during the first few years.

(7) President Goodnow intimated that the Trustees would place no obstacle in the way of Dr. Welch's acceptance.

(8) It was understood that ^{during} in a period of five or ten years the current expenses and physical equipment of the Institute would be provided by the Rockefeller Foundation on budgets adopted by the Trustees of Johns Hopkins University and by them submitted to the Foundation for approval, the expectation being that at the end of the period a sufficient endowment for the Institute would have to be secured.

JEROME D. GREENE