

ADMINISTRATORS of GREAT PHILANTHROPHIC TRUSTS

DR. DANIEL COIT GILMAN EASILY AT THE HEAD OF FAMOUS MEN WHO HAVE THUS SERVED THEIR COUNTRY

BY JOHN E. HARWOOD.
TIME was—and not so many years ago, either—when this country could boast of a few of the most important trusts of million-dollar-and-over dimensions—the famous Stephen Girard trust, now increased by investment to about \$30,000,000 from \$5,200,000, and devoted to the education of male orphans, and the Peabody Education Fund of \$1,100,000, founded to spread education in the Southern States. Today Uncle Sam can point with pride to a formidable list of great philanthropic trusts, representing in the aggregate millions on millions of dollars being used day in and day out for the advancement of his nephews and nieces mentally, morally and physically. Indeed, Uncle Sam, were he given to boasting, could tell the world in all truthfulness that the philanthropic trusts in his domain exceed in resources and helpfulness those of any other two or three nations of the globe.

There is the General Education Board. Its purpose is to promote education along all lines in the United States, and to this end John D. Rockefeller first gave \$25,000,000, the largest single benefaction made to date. Already scores of colleges and other educational institutions have received help from this great fund.

There is the Southern Educational Board, which is extending its work to educational facilities in that particular portion of the country. The Carnegie Foundation, with its \$15,000,000, looks after the worldly comforts of teachers who have grown gray imparting knowledge to generations of young people. The recently created Sage Foundation (\$10,000,000) has for its object "the improvement of social and living conditions in the United States."

The Carnegie Institution, which started out six years ago with an income from \$10,000,000, is now deep in its appointed task of encouraging "investigation, research and discovery in the broadest and most liberal manner" and in showing "the application of knowledge to the improvement of mankind." With an income from \$5,000,000 at its disposal, the Carnegie Hero Fund endeavors to bring home to the average man the importance of every-day heroism. The John F. Slater Fund, a million dollars in 1882, when it was founded, now a half million greater by judicious handling, is devoted solely to the uplift of the negro through education and otherwise.

Not to run through the entire list, here are some of the country's great philanthropic trusts. Who and what manner of citizens are engaged in handling these millions for the benefit of us all, their fellow-citizens?

Briefly, the answer is, men who first made high marks in other serious work and who now are foremost among the leaders in their respective walks of life—such persons as President Roosevelt, Chief Justice Melville W. Fuller, J. Pierpont Morgan, former Secretary of State Richard Olney, Joseph H. Choate, Daniel C. Gilman, Carroll D. Wright, Seth Low, Cleveland H. Dodge, Robert C. Ogden, Elihu Root, Dr. S. W. Mitchell, William H. Taft, Helen Gould, former President Andrew D. White of Cornell, Henry L. Higginson, Ethan Allen Hitchcock, General Louis Wagner, Lyman J. Gage, E. O. Mills, George Foster Peabody, Henry S. Pritchett, John S. Billings, Robert De Forest, and many others who have made National and International names for themselves in finance, business, politics, education, government, philanthropy. In other words, the trusts are being administered by the men and women best fitted for this well-nigh sacred work that has helped to make and keep the country great and wealthy, and so make possible these very trusts.

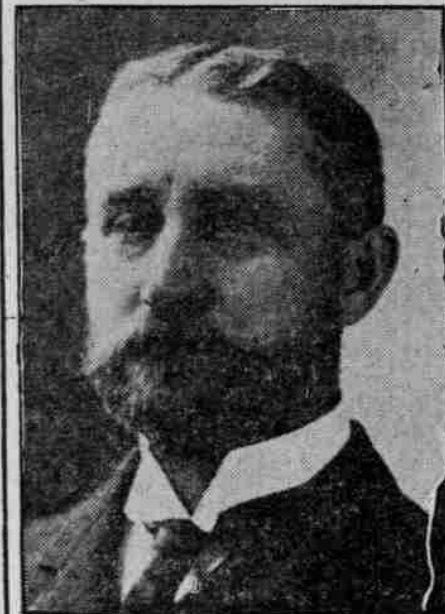
The name that appears most frequently on the governing boards of the greatest philanthropic trusts is that of Daniel Coit Gilman. He is a member of the Executive Committee of the Carnegie Institution. He is second vice-president of the Peabody trustees, and president of the Slater Fund organization. He is one of the trustees of the Sage Foundation, and in the distribution of the income of the General Education Board his again is a potent voice.

Seventy-seven on the 6th of this month, Dr. Gilman has spent 35 of his 62 working years in directing philanthropic work, counting from the day in 1873 when he became the first president of Johns Hopkins University following its foundation with half the seven millions left by Johns Hopkins to education. It was as president of Johns Hopkins that Dr. Gilman speedily made a name for himself as an able administrator, and as an educator of remarkably successful ideas, and, as most of the great philanthropic trusts are more or less educational in their nature, Dr. Gilman naturally has been called from time to time to help administer them.

When Andrew Carnegie endowed the Carnegie Institution, he expressed a preference for Dr. Gilman as its organizer. The latter resigned the presidency of his first educational offspring and preparatory to establishing the institution, traveled all over Europe consulting the leading educators of the world. As in the case of the Institute of Technology, Dr. Gilman's single-handed work at Johns Hopkins University, and though he did not become president of the University of California until four years after it threw open its doors, he is looked upon on the Coast as one of that institution's fathers, for he found the university a weakling and in three years transformed it into a lusty educational youngster. Today California is being run along many of the lines laid down by Dr. Gilman. Organizer of the country's two greatest institutions devoted exclusively to post-graduate study and research and practically a founder of a great state university, Dr. Gilman's is the name that stands at the head of the educational history of the country.

His educational record is unique also in another important respect. One of the foremost of education in this country may recall the astonishment that was closely akin to horror which the entire educational world showed in the '70s when, as president of Johns Hopkins, Dr. Gilman began to revolutionize the widespread college educational methods that had come to us from colonial days. He saw to it that his professors were worthy, in part at least of their hire—and so speedily secured the call on the country's best teaching talent. He admitted 30 students a year, and collecting a cent in fees from them, and, starting with ten, he finally actually paid 20 students \$500 a year each for pursuing their work at the university. He did not consider the possession of a gray beard a qualification to instruct, and so filled his faculty with young men. Today these end other of Dr. Gilman's innovations are considered bedrock essentials of higher education in America.

Though Dr. Gilman was an active college president long before the advent of



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the new style, business president of today, probably none of the latter class has a better business reputation. There came a time in his career as president of Johns Hopkins when the securities back of it began to depreciate alarmingly. The man who tackled the serious financial problem that straightway followed was Daniel Coit Gilman. It was Daniel Coit Gilman who brought the university safely through the "dry" years, and it was he who as an educator saw to it that neither the classroom work nor the reputation of the university fell below par during the period of financial stress.

Though he is well on his way to four-score years, Dr. Gilman is one of the hardest working and most successful administrators of philanthropic trusts that we have today. He believes that no man called to such work should be content to take a passive interest in it. He insists on activity, for himself at least, and so, because he is one of the country's greatest philanthropic trusts, he is kept about as busy today as the average man of half his age likes to be busy. In addition to these trusts, a president emeritus Dr. Gilman keeps a father's eye on Johns Hopkins, and every once in a while some magazine will have an authoritative article on education from his pen. And, oh yes, Dr. Gilman has found time to make himself one of the leading authorities on the Monroe Doctrine. This little by-work has won him a place on Cleveland's famous Venezuelan boundary dispute commission.

Taken by and large, to a layman it appears that Dr. Gilman has accomplished enough big things in the past for his country's good to make noteworthy reputations for a half dozen men at least. And yet he is still at it—and as modestly as ever.

Carroll D. Wright, who, as chairman of the executive committee of the Carnegie Institution, has Dr. Gilman for one of his associates, enjoys the distinction of being the country's greatest and fairest living "figgerer." It was he who, through his intimate knowledge of statistics and the ways of statisticians, coined the famous and often misquoted catch phrase: "Figures do not lie, but liars figure." Among lecturers he is looked upon as a sort of educational curiosity; for, though he has held responsible positions, ranging from lecturer to president, with at least two dozen high class colleges and universities, his school days coming to an end in high school the year before the Civil War.

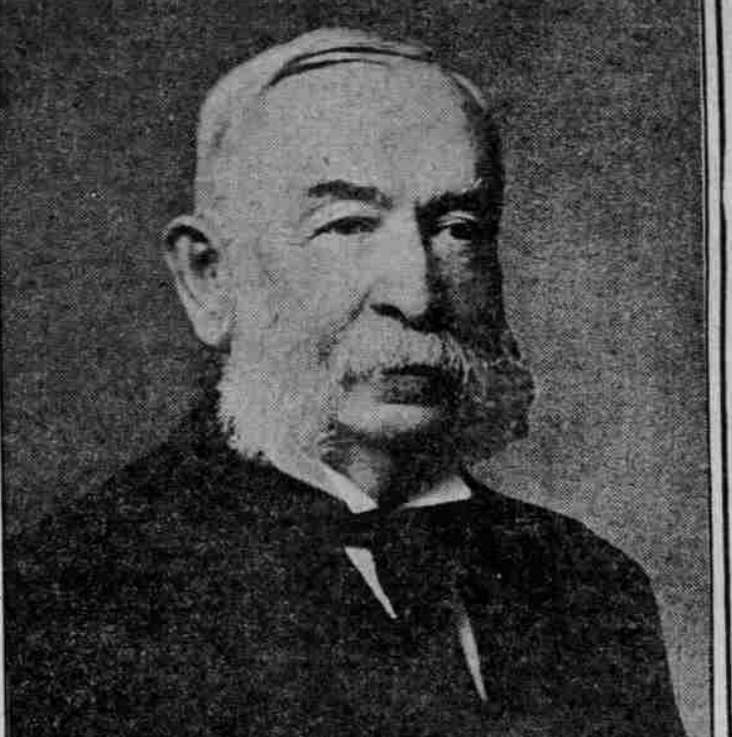
Wright, at 29, was teaching school and studying law at night when the call to arms came. He responded as a private, except that during the war he was a volunteer when the war ended. One of his interesting war experiences occurred when Gettysburg was fought. He was off to the field in the National Capital asking that an ambulance be sent to the train to carry the wounded General Daniel E. Sickles.

Born near the Franklin Pierce farm in New Hampshire, and beginning with that name, Wright has known every President excepting those in Massachusetts, and he has known every Vice President excepting those in Massachusetts. He probably knows more intimately more men in the country's eye than any other man. President Roosevelt excepted, during the war in Massachusetts was Federal Labor Commissioner, and his good fortune to become acquainted with almost every man of National reputation during the war.

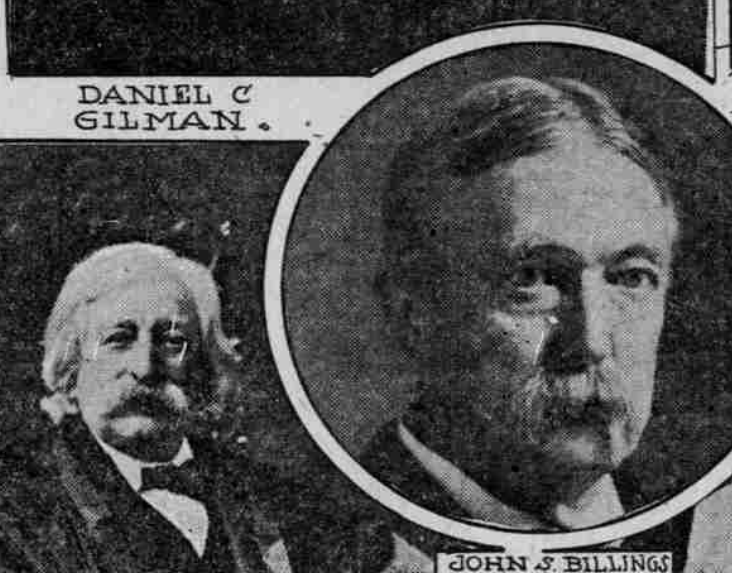
As Commissioner of Labor, Mr. Wright was one of the few high officials of the Government who had nothing to fear from changing administrations. The Bureau of Labor Statistics was established in the close of Arthur's Administration. That gentleman wrote President-elect Cleveland that he would not appoint Mr. Wright Commissioner of Labor, but would delegate him to organize the bureau and leave the place open for Mr. Cleveland to fill. Cleveland, who knew of Wright's labor statistics work in Massachusetts, requested that Arthur appoint him Commissioner, and he saw to it that Wright was Commissioner of Labor during both terms as head of the Nation. Harrison was as great a friend of Wright as was Cleveland. McKinley's private door always was open to Wright. He was (and is) one of President Roosevelt's closest advisers, and the latter characteristically expressed his regret at losing Wright when he decided to become chief executive-founder of Clark College, where he now is.

Not only has Mr. Wright appealed to men of large deeds by his pleasing personality; men of greatly varied pursuits and professions have looked to him for help. Samuel Gompers, and capitalists like George F. Baer and James Van Cleave—also have conceived a liking for him because of the admitted fairness of his statistics. The respect in which labor and capital hold him was strikingly shown at the time President Roosevelt labor leaders like Mitchell and the commission. When asked by telegraph if Mr. Wright would be satisfactory to them, President Baer, of the Reading, because of the admitted fairness of his statistics, immediately telegraphed back not simply yes, but declared that not the slightest objection could be raised against him. President Wright is rather a modest chap, but if you should happen to mention this little incident in his presence he would probably look just a "teetle" bit proud—and with good reason.

Whenever he talked of his old Labor Commissioner, ex-President Cleveland never tired of recalling the incident of



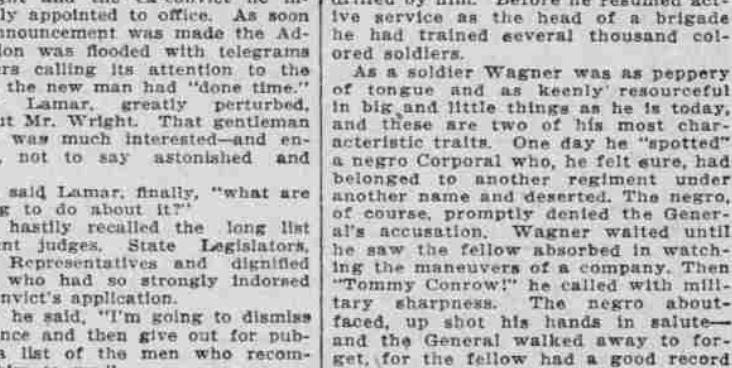
DANIEL C. GILMAN.



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JOHN S. BILLINGS.

drilled by him. Before he resumed active service as the head of a brigade he had trained several thousand colored soldiers.

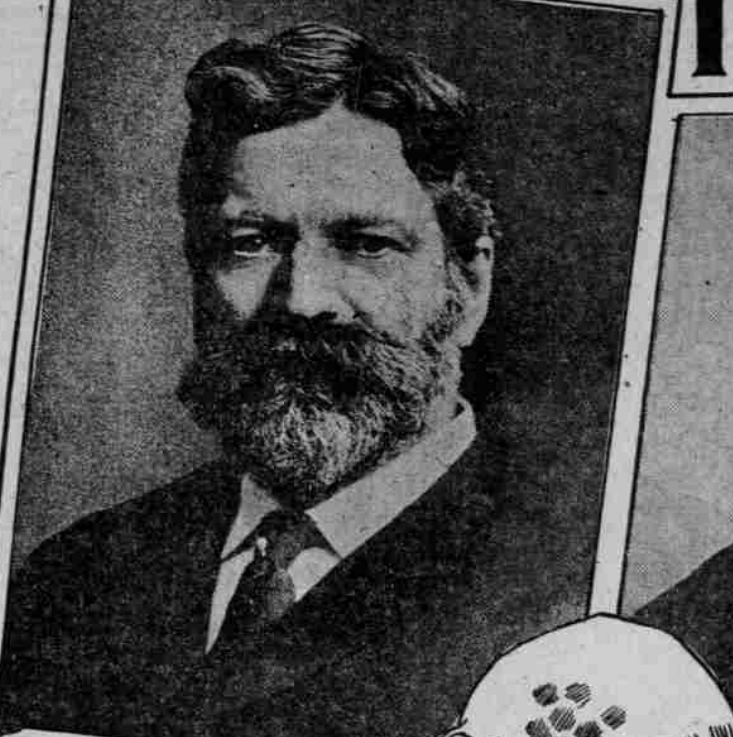
As a soldier Wagner was as peppery of tongue and as keenly resourceful in big and little things as he is today, and these are two of his most characteristic traits. One day he "spotted" a Negro Corporal who, he felt sure, had belonged to another regiment under another name and deserted. The negro, of course, promptly denied the General's accusation. Wagner waited until he saw the fellow absorbed in watching the maneuvers of a company. Then "Tommy Conrow!" he called with military sharpness. The negro about-faced, up shot his hands in salute—and the General walked away to forget, for the fellow had a good record in his second regiment.

Returning from war, Wagner and his brother, also born in Germany, built up an insurance business. Then Louis went into banking, got interested in politics, held various important offices, and has been one of Philadelphia's leading financiers and leading citizens otherwise since the early '70s. Everybody nearly in the City of Brotherly Love refers to him affectionately as "Old Louey Wagner," and his big and broad form, partly hid behind a rather luxuriant growth of white beard, is one of the city's peripatetic landmarks.

Under his management the Stephen Girard fund and the other trust funds of the City of Philadelphia have been increased prodigiously, especially the Stephen Girard fund. This was \$5,200,000 in the beginning. In 1899 it amounted to \$25,215,000. Today it is around the thirty-million mark. For 17 years the General has been the heart of the board governing these funds, and while he has been known to delegate some of his duties as bank president to assistants, he never has been known to delegate to any one any of his work as trust fund officer. His associates on the board give him most of the credit of making the investments that of recent years have so swelled the Stephen Girard legacy, in spite of the large expenditures made annually by the board to carry out the purpose of the trust.

John S. Billings, chairman of the Carnegie Institution board of trustees, is another Civil War veteran, and he has the distinction of having made a National name for himself in such widely diversified callings as Army Surgeon and librarian.

By librarians generally Mr. Billings is recognized as their peer; he is the head of the great public library system of New York City. In this connection it is interesting to note that he made a librarian of himself while he was in the Army following the Civil War. When stationed in the Surgeon-General's office he undertook the task of cataloging, for the use of the office, every medical subject then to be found in the Congressional Library. This index fills 16 great quarto volumes, and when Major Billings had completed his truly monumental task he knew more about libraries and correct library methods than any other man in the country, for while making the index he had studied the subject of libraries from every possible viewpoint. His



GEO. FOSTER PEABODY.



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work on the index landed him the position of head of the New York City library system a short time after his retirement from the Army.

Lacking less than a twelfth month of being three score years and ten, Mr. Peabody is one of those enviable aging men who can do a long day's work without showing any great amount of fatigue. And he has plenty to do every working day of the year, what with personally directing the workings of the biggest municipal library system in America, giving much time to the affairs of the Carnegie Institution, advising librarians all over the country, and writing numerous magazine and periodical articles and books on medical, hygienic and literary subjects.

George Foster Peabody, treasurer of the general education board, and as such the custodian of millions of money, got considerably in the political limelight four years ago as treasurer of the Democratic National campaign fund. Apropos of his connection with Mr. Parker's effort to capture the Presidency, his friends tell the story of a strange young man who confessed to Mr. Peabody that he didn't know whether to vote the Republican ticket, and ended with the query, "Now, tell me, do you think much of Parker?"

"Yes," replied Mr. Peabody, wearily, "about 45 hours a day. I'm his campaign treasurer."

Mr. Peabody began to hustle for a living when he was 13, following the burning up of his father's store and fortune down in Georgia, where he was born. At the time George was in a Northern school, he got a beginner's position in a drygoods house in New York, and resumed his studies of evenings in a T. M. C. A. library. It was in this library that he secured the greater part of his education, and that he has not forgotten this fact is evidenced by the several buildings, fully equipped, that he has given the association.

After a decade and a half spent in the wholesale dry goods district, Mr. Peabody took a confidential position in a Wall Street banking house, and in a short time began to coin money for his employers—and himself. Some of his financial transactions read like incidents from the pages of a novel. He bought a narrow gauge railroad in Utah for \$100,000, changed the gauge to standard, opened up the coal fields along the line, and eventually sold the road for \$15,000,000. Against the advice of his friends he bought for a mere song what looked like a Mexican cactus patch. Six years later the coal and coke from the "patch" was netting his owners \$500,000 a year. When electricity was being proposed for the lighting of New York City.

In strictly personal matters and views Mr. Peabody is quite as interesting at times as he is in finance. He does not believe in armies and navies. He generally makes all his benefactions through philanthropic organizations. No man in the public eye today probably makes more small personal gifts to clergymen, educators and other men and women engaged in

the work of uplifting humanity. And he will not let any laborer in his immediate employ work more than eight hours a day.

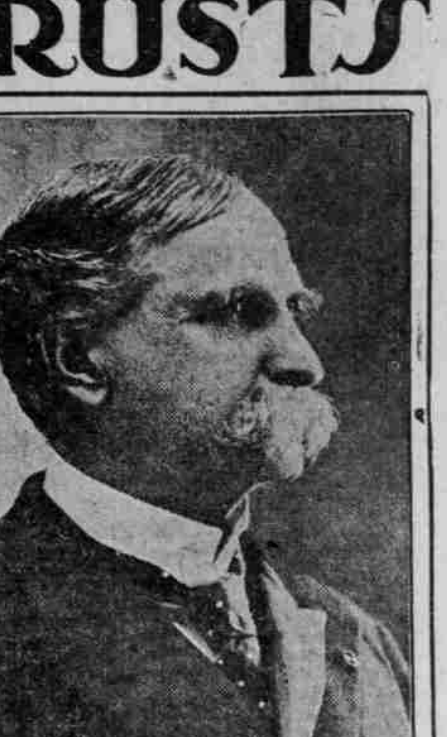
Mr. Peabody's summer home is on the bank of Lake George. He noticed one day that the men began work at what seemed to him an unearthly hour, and this led him to think of the much earlier hour that the laborers' wives were compelled to begin the day that their lords and masters might not go breakfastless to work. A day or so later Mr. Peabody notified his men to come to work at a later hour, for their wives' sake. Somewhat later Mr. Peabody's neighbors reluctantly followed suit, for Mr. Peabody is the largest employer in his neck of the woods, and hence a sort of employer-dictator.

Mr. Peabody is among the youngest of leading administrators of our greatest philanthropic trusts; he is still four years this side of 60. Most of his associates are in the 60 and 70 and over classes. Like Robert C. Ogden, of the General and Southern Education boards, he is intensely religious.

Four years younger than Mr. Peabody, Henry S. Pritchett, president of the Carnegie Foundation, when he was head of the Coast Geodetic Survey, astonished Congress by asking for an appropriation just sufficient to meet the needs of his bureau. Former heads of the service had asked for appropriations far too large or too small, and it was with a sigh of relief that Congress received Pritchett's report, and until he left the service to become president of the Massachusetts Institute of Technology in 1906 he experienced no trouble in getting his appropriations through the National legislative body.

As president of Massachusetts "Tech," Dr. Pritchett "humanized" the courses of study, thus incidentally gaining the notice and friendship of Andrew Carnegie. Later on Mr. Carnegie showed his friendship in a marked degree by naming Dr. Pritchett as one of the trustees of the Carnegie Foundation Fund, and the trustees, because they realized Mr. Carnegie's liking for Dr. Pritchett, named the latter as their president. It was Dr. Pritchett, you may remember, who promulgated the scheme of uniting Massachusetts "Tech" with Harvard. He was bitterly disappointed when his trustees and the alumni refused to consider the proposition favorably, and it was this adverse action that led him to give up the presidency for his present position. Not long ago rumor had it that he would one day give this up for the headship of the Carnegie Institution.

Robert De Forest, chief director of the Sage philanthropies, is the country's recognized authority on the problem of the tenements, and so is fitted admirably to direct the work of such an organization as the Sage Foundation. Before he became one of the men in the forefront of the battle for better living conditions in New York City, Mr. De Forest had made a fortune out of law. Today he divides his time between his law office and consideration of problems affecting "the improvement of social and living conditions in



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the United States." The avowed object of the Sage Foundation. It is to Mr. De Forest that Mrs. Sage turns for advice before she makes a large philanthropic gift, and it is to this same man that many of New York's moneyed men turn before distributing a cent for philanthropy's sake. His counsel led Mrs. Sage to found the fund that bears her name. (Copyright, 1908, by the Associated Literary Press.)

Julius Chambers, in Brooklyn Eagle. THE smallest and yet the greatest alley-like passage in the west of London, and No. 19 is the site of its most important house. This building more closely resembles a middle-class boarding-house, such as are usually kept by the widows of army officers, than a place of official importance. But 19 Downing street is the official residence of the prime ministers of the British Empire, and has been since the time of Sir Robert Walpole, or about 200 years.

Many Americans go out of their way to gaze upon the dingy, almost repellant exterior of this lodge of diplomacy and national ambition, because Sir George Downing, who laid out the street and built the house therein, was of American ancestry, his mother belonging to the Winthrop's of Massachusetts Bay Colony, and standing as the second graduate on the roster of Harvard College.

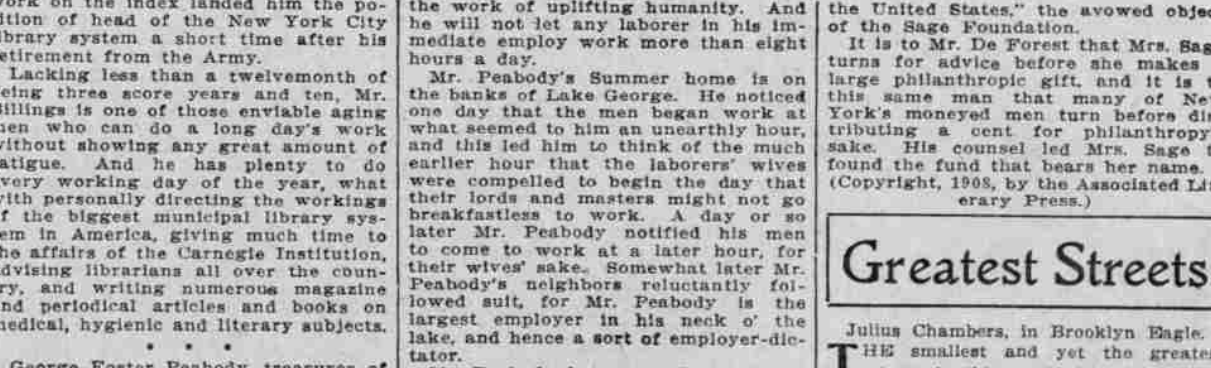
After getting an American education, he went to England and seized opportunity when it afforded, because Oliver Cromwell's ambassador at The Hague. He grew so rich that Charles II. did not displace him. Those were the days in which "graft" was expended of public officials. He invested his money in a strip of land on the western side of Whitehall and built the houses on two sides of the short street that cuts through it.

One often reads in the letters of Americans who are making their first visit to London that the tall Nelson monument, in Trafalgar Square, is the center of the great British Empire. They mistake the point from which all distances are calculated for the strategic center of the English world. Were they to walk down Whitehall, toward Westminster Abbey, a few hundred yards, they would pass the entrance of Downing street, absolutely the most important place in London.

Loving a Liar. Life. Perhaps it's just affinity. Perhaps it's something higher. But a voice like yours to say I dearly love a Liar. I love the Liar who declares. He buys my books by dozens. No voice like yours to say To all his country cousins. I love the Liar who remarks: "We missed you at the meeting. No voice like yours to say. Or speak the speech of meeting." I love the Liar when he swears. He knows a pretty woman. Who wants to meet me very much. "My pictures look so human." I love my food. I love my drink. But more than all I dearly love. A dash blinged blooming LIAR!

Gen. Louis Wagner.

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Greatest Streets