1990-08-01

A Woman for All Seasons: A Biography of Julia Catherine Stimson (1881-1948)

Mary T. Weber Sarnecky DNSc, MN, BSN
University of San Diego

A WOMAN FOR ALL SEASONS:
A BIOGRAPHY OF JULIA CATHERINE STIMSON (1881-1948)

by

Mary T. Weber Sarnecky

B.S.N., St. Louis University, 1963

M.N., University of South Carolina, 1975

A dissertation presented to the

FACULTY OF THE PHILIP Y. HAHN SCHOOL OF NURSING

UNIVERSITY OF SAN DIEGO

In partial fulfillment of the

requirements for the degree

DOCTOR OF NURSING SCIENCE

August 1990

Abstract

Little is known or written about one of nursing's most enduring and productive leaders, Julia Catherine Stimson. The purpose of this investigation was to examine the life and character of Miss Stimson and to identify the many, diverse contributions which she made to the profession of nursing and to humanity. Additionally through an analysis of her leadership qualities, a profile of an effective nursing leader evolved. The historical method was used in this investigation. Data was collected for the study from the National Archives, the Center of Military History, the New York Hospital/Cornell Medical Center Archives, the New York Historical Society, the Yale University Archives, the Washington University Medical Archives, the Nursing Archives at Boston University, the Brearley School, Vassar College, Mount Holyoke College, the American National Red Cross and the Military Personnel Records Center. Articles in the professional and lay literature also provided rich data. Further biographical information was collected through interviews with individuals who were closely associated with Miss Stimson. Data analysis entailed organizing, integrating, and synthesizing the collected information into a logical sequence which was presented in the form of biography. Findings revealed that Miss Stimson was blessed with a superior ancestry, an ideal childhood, an excellent education, and an inherent drive to succeed. They further disclosed that she excelled in a multitude of roles. Nurse, social worker, soldier, educator, administrator, organizational activist, ethicist, economist, musician, writer, speaker, historian, prophet, humanitarian,

patriot, and early feminist, Miss Stimson was a multi-faceted professional whose lengthy career was characterized by strong leadership and significant contributions. The study of Julia Stimson's life from her early years through her Army career, to her tenure as president of the American Nurses' Association has the potential to teach contemporary nurses much about effective leadership. Moreover, the investigation provides a model of a prolific life which modern nurses might emulate. It suggests that the preparation of detailed biographies of other successful nursing leaders might yield substantial benefits for the future.

ACKNOWLEDGMENTS

No research project is ever completed without the assistance and indulgence of a variety of supportive, interested individuals. In writing this biography of Julia C. Stimson, I have been helped and encouraged by a supporting cast of many benefactors. To these people who nurtured me along the way, I wish to express my heartfelt thanks.

They include the faculty and staff of the Philip Y. Hahn School of Nursing, who made this work possible; Charlotte Palmer Seeley of the National Archives, Major Wynona Bice-Stephens of the Center of Military History, Adele Lerner and Dan Cherubin of the New York Hospital/Cornell Medical Center Archives, Paul Anderson of the Washington University Medical Archives, Sharon G. Sterns of the Brearley School, and Margaret Goostray and Helen Sherwin of the Boston University Archives, all of whom generously opened their collections and their hearts to me; and Lucile Hinkle Thomee, who without reservation and with much kindness shared her recollections and her family secrets.

My gratitude and allegiance also is extended to the United States Army Nurse Corps, the institution which underwrote and completely supported my three years of doctoral study. I would also like to acknowledge the financial support provided me by the Zeta Mu Chapter of Sigma Theta Tau and the Irene Sabelberg Palmer Research Awards. Both of these grants helped to offset the expenses incurred in the course of cross-country travel which was necessary to access the various archival collections.

It is difficult to find words which might be adequate to thank my dissertation committee chairman, Dr. Irene Palmer. I will never forget her extra efforts, her amazing breadth of knowledge, sense of humor, and resourceful support, all of which greatly facilitated the whole dissertation

process. I am also indebted to the other members of my committee, Dr. Janet K. Harrison and Dr. Patricia Roth who remained flexible and reassuring and provided essential guidance.

I truly would be remiss if I did not acknowledge the contributions made by my special support group. This family of fellow students met weekly for lunch and encouragement during my three years at the University of San Diego. The group consisted of Willa Fields, Judith Dempster, Ellen Fries, and Donna Fosbinder. Their wit, their practical suggestions, and their moral support were invaluable. I will cherish their friendship forever.

A special message of gratitude and a prayer are offered to the souls of my parents, William M. and Leona E. Weber. Many years ago they instilled in me a love of education and a belief that I could achieve whatever I could dream. Their spirits are alive and well today within my memory and our relationship continues to thrive. May they rest in peace!

Last but never least, I must express my appreciation for the contributions provided by my immediate family in this lengthy and occasionally trying effort. I would like to extend a special tribute to my mother-in-law, Anna M. Sarnecky, who did the washing and ironing as I sat before my computer. To my husband, Dr. George J. Sarnecky, who is my soulmate, mainstay, and mentor and who was with me every step of the way, I offer my love and gratitude. A big thank you is sent to my first son, Joseph W. Sarnecky, who was my computer assistant and technical specialist throughout this exercise and who saved my life on countless occasions. My sincere appreciation also is extended to my second son, Second Lieutenant James M. Sarnecky, USAF. A Notre Dame University graduate, Jim edited sections of my manuscript with a critical and demanding eye and provided continual encouragement and love especially

during difficult times, even when he was far away. Finally, I am grateful to my third son, William G. Sarnecky, a budding historian at the University of Arizona. Bill endured a traumatic move from Honolulu, Hawaii to San Diego, California in the summer before his senior year in high school so that his mother could pursue doctoral study. His sacrifices were significant.

To all of my debtors, no expression can adequately convey the thanks and credit you deserve. May God bless you all!

TABLE OF CONTENTS

LIST OF ABBREVIATIONS

AEF	American Expeditionary Forces
ALS	Autograph letter signed
AN	Autographed note
ANA	American Nurses' Association
ANC	Army Nurse Corps
ANS	Autographed note signed
D	Document
ibid.	In the same place
n.d.	No date
n.p.	No publisher
p.	Page
s.v.	Under the words
TD	Typewritten document
TL	Typewritten letter
TLS	Typewritten letter signed
TM	Typewritten manuscript

CHAPTER I

The Early Years

A multiplicity of grave problems currently confront the profession of nursing. Historical research or historiography, as well as other types of quantitative and qualitative studies, can provide partial answers to the serious quandaries facing the profession. By the same token, biography, a genre subsumed under historiography, has the potential to contribute to the solution of some of the discipline's problems.

In general a dearth of knowledge concerning the lives, thoughts, achievements, and contributions of our early nurse leaders presently exists. In particular, little is known or has been written about the life of one of our most enduring and productive nurse leaders, Julia Catherine Stimson (1881-1948). Nurse, social worker, soldier, educator, administrator, organizational activist, patriot, international benefactor, ethicist, musician, writer, speaker, historian, humorist, linguist, beloved relative and friend, Julia Stimson unquestionably was a well-rounded professional whom nurses might well emulate. The study of the life of this renaissance nurse teaches us much about effective leadership.

The conceptual framework which guided this study was Abraham Maslow's theory of self-actualization[1] and a combination of several leadership theories.[2] Data was collected for this study from the National Archives, the Center of Military History, the New York Hospital/Cornell Medical Center Archives, the Washington University Medical School Archives, the New York Historical Society, The Yale University Archives,

the Nursing Archives at Boston University, the National Headquarters of the American Red Cross, the Brearley School, Vassar College, Mount Holyoke College, and the Military Personnel Records Center. Articles in the professional and lay literature also provided rich data. Further biographical information was collected through interviews with surviving individuals who were closely associated with Julia Stimson during her lifetime. Data analysis entailed organizing, integrating, and synthesizing the collected information into a logical sequence. Findings are presented in the form of biography.

The Stimson/Bartlett Family, 1600-1898

No consideration of the life of Julia Stimson could avoid examining her exceptional ancestry.[3] The first American Stimson emigrated from England on the "Truelove" in 1635 to settle in Watertown Farms, Massachusetts.[4] In the course of almost three centuries Julia's paternal antecedents established a tradition of public service. Their lives were characterized by above average levels of education, service in politics and as statesmen, the patriotic bearing of arms, making a mark in the world of business, and ministering to the spiritual needs of others. With rare exception her antecedents were all extraordinary achievers. Even the one black sheep in the family tree possessed exceptional and unusual talents.[5]

Julia's father, the Reverend Henry Albert Stimson, D.D., (1842-1936) was an eminent Congregational clergyman. A graduate of Yale University and of the Andover Theological Seminary, Rev. Mr. Stimson carved an illustrious career in the ministry serving in churches in Minneapolis, Worcester, St. Louis, and finally in New York City. He was instrumental in the founding of Carleton College in Northfield, Minnesota; and Drury College in Springfield, Missouri. A trustee of Mount Holyoke College in

South Hadley, Massachusetts, he also was a member of the Board of Visitors of Wellesley College in Wellesley, Massachusetts. In his later years he devoted much time to the American Missionary Association and served two terms as its vice-president. Reverend Stimson also held the position of recording secretary of the American Board of Commissioners for Foreign Missions from 1880 to 1915. He frequently authored editorials; wrote numerous letters to the editors of New York newspapers about political morality; and contributed ethical commentaries to financial periodicals, religious journals, and the New York Times.[6]

The Civil War was drawing to a close in April 1865 when the family was notified that Julia's uncle, Captain Lewis Atterbury Stimson, was dying of typhoid fever. Lewis served as a soldier in the Union Army. His parents sent his brother Henry Albert south to bring Lewis' body home. When Henry arrived in North Carolina he found that Lewis had survived and had been returned to New York City. During this difficult trip the young Henry Stimson gained many indelible impressions of the war and its participants. In his nineties he still could recount clearly his memories of the war as well as a conversation which he held with General William Tecumseh Sherman.[7] Julia's Uncle Lewis, for whom her father was searching, would later become a medical doctor. He was one of the founding fathers of Cornell University Medical College and the father of Julia's cousin Henry Lewis Stimson who had a formidable record of service to the nation. Henry Lewis distinguished himself by serving either as Secretary of War or Secretary of State in the cabinets of four presidents: William H. Taft, Herbert C. Hoover, Franklin D. Roosevelt, and Harry S. Truman. Henry Lewis Stimson was a staunch Republican. He was invited to leave the Republican

party when he accepted a cabinet post in Franklin D. Roosevelt's Democratic administration.

A few years after his return from the South and while in St. Louis, Julia's father joined an expedition for the Far West. This excursion involved wild skirmishes with Indians, outlaws, and buffalo.[8] Another account describes his activities during this period as being that of a:

> skypilot of the Old West. . . [as] carrying the paleface Gospel into the wigwam. . . [as riding] the Kansas plains with Colonel William F. [Wild Bill] Cody.[9]

Henry A. Stimson was a man for all seasons. His character was a blend of nobility, morality, and daring. His achievements were diverse and his interests spanned a wide range of subjects.

Julia's paternal grandfather, Henry Clark Stimson (1813-1894), held executive positions in the corporate world. He was the president of the People's Bank of Paterson, New Jersey; the Paterson & Hudson River Railroad; the Paterson & Ramapo Railroad; and the Dayton & Union Railroad of Ohio. Her other paternal ancestors included an impressive array of clergymen, soldiers, and businessmen.[10]

Julia's maternal heritage was as illustrious as her paternal lineage. However, when Alice Wheaton Bartlett Stimson (1854-1937), Julia's mother, wed Henry A. Stimson in 1877 she thought herself somewhat inferior. She always felt insignificant when encountering her aloof New York in-laws. The basis for the derision was Alice's mid-western upbringing which was perceived as less desirable despite the fact that Alice Stimson's father, Samuel Colcord Bartlett (1817-1898), was a graduate of Dartmouth College and of the Andover Theological Seminary, two prestigious Northeastern institutions. Gradually edging his family westward in search of improved

employment opportunities, Samuel taught intellectual philosophy and rhetoric at Western Reserve College in Cleveland, Ohio from 1846-1852; was a minister in Manchester, New Hampshire at the Franklin Street Church from 1852 to 1857; and preached in Chicago, Illinois at the New England Church from 1857 to 1859. He founded the Chicago Theological Seminary at the University of Chicago and remained there until 1877 when he returned to New England to accept the presidency of Dartmouth College in New Hampshire which position which he held for fifteen years. Samuel's tenure at Dartmouth was highly controversial due to his autocratic disposition. Expressions of Samuel's dictatorial personality were his extremely aggressive fundraising efforts, his abrasive disapproval of the school's Chandler School of Science and Arts as unscholarly, his divisive faculty selections, and his stringent student disciplinary policies. Nevertheless, great strides were made during his administration particularly in the expansion and beautification of the campus grounds and buildings, in the enhancement of scholarliness, and in the greater inclusion of alumni and trustees in the school's direction. Dr. Bartlett resigned his academic presidency in 1892.[11] Samuel Colcord Bartlett was a man who knew his own mind and values. Later, in positions of leadership Julia occasionally displayed a similar strong-minded controversial nature, perhaps an inheritance from her grandfather. Controversial or not, leadership was a familial characteristic in the Stimson/Bartlett lineage.

Alice Stimson's mother was Mary Bacon Learned (1821-1893). Mary was the daughter of another clergyman who was later elected to the United States Congress. Prior to her marriage she was a teacher in the Wheaton Female Seminary at Norton, Massachusetts and at the Monson Academy in

Monson, Massachusetts.[12] Mary Bacon Learned was a highly educated woman for her times.

Julia Stimson's other maternal predecessors included landowners, businessmen, elected officials, and physicians. The first Bartlett came to Newbury, Massachusetts in the ship "Mary and John" in 1634 and served four terms as a representative in the Colonial Legislature.[13] The Bartlett lineage demonstrated a heritage comparable to that of the Stimsons. Again, public service, leadership, frugality, and a dedication to education predominate in the family history. Julia demonstrated these familial qualities in full measure.

In summarizing her family, Julia's niece observed that:

> As a whole the family was proud of its ancestry in all of its branches; They were "stiff-upper lip" people; reticent to an extreme about personal affairs and feelings; never willing to let the warts show. Weaknesses were ignored, or at least never mentioned in the presence of the younger generation. The one "black-sheep" I never heard of until I was in college, and then the subject was closed with a brief, "Yes, he lives in Tahiti". When my father, also of New England Yankee stock but born and raised in Chicago, was married to my mother (#3, Lucile) the family doctor urged him to take his bride away to build their lives far from New York City. As I grew up I heard my mother more than once state that she had "married a peasant to enrich the stock".[14]

The Henry and Alice Stimson marriage endured for fifty-nine years until the death of the Reverend Stimson in 1936. The union produced seven healthy children who all were extremely successful.

The first child born to the family was Alice Mary (1879-1934), nicknamed Elsie. Elsie was loved greatly by all. She married Wilson Smith in 1908 and produced three children. Her prospective husband intrigued her at first sight when he informed her that he was a "dam" engineer, namely, a civil

engineer.[15] Elsie was the only Stimson daughter who strictly adhered to the Victorian ideal of womanhood, eschewing a career and devoting her entire life primarily to marriage and family.

Julia Catherine Stimson, second among her siblings, was born on 26 May 1881 into an era marked by a period of relative peace and prosperity in the United States.[16] As the 1880s began, reconstruction of the South from the catastrophic disruption of the Civil War was considered complete.[17] The country was ready to burgeon forth into greater achievements. The nation's network of railroads increased, facilitating a western expansion of a tremendous influx of European immigrants. Development of the railroad also fostered a proliferation of mills and factories which in turn led to the rise of big business, monopolies, and an exceptional growth spurt on the part of the country's big cities.[18] Worcester, Massachusetts, Julia's birthplace, also was a highly industrialized yet cultured city of 58,300 citizens, 15,600 of whom were of foreign birth. At the time of her birth, Julia's father was the pastor of the Union Congregational Church.[19]

A third daughter, Lucile Hinkle Stimson, was born on 19 October 1882. Lucile was to marry in 1909 and have four children. Prior to her marriage, however, she received an M.A. from Columbia University simultaneously with a diploma from Teachers' College to teach household economics. While in graduate school her father allowed her to take chemistry courses only if she would be curtained off from the men in the classroom.[20] She taught for two years at Simmons College in Boston, Massachusetts. Throughout the World War I years she provided instruction to a variety of groups in the areas of nutrition and dietetics.[21] Lucile later served as president of the Congregational Woman's Missionary Society of Massachusetts.[22]

The first Stimson son was born on 24 November 1884 and named Henry Bartlett Stimson (1884-1948). His father wrote to his grandfather:

> The first report shall this time be made to you. The finest boy in Worcester was born in our house ten minutes ago. He and his mother are doing well as you would expect from their record. Alice was not long ill and we are very happy as I am sure you all will be. This is a Thanksgiving for us, is it not. I wonder beyond measure at the goodness of God to us. . . The little chap cries lustily as if to protest against his lot but we shall try to take good care of him.[23]

Henry Bartlett Stimson, nicknamed Harry, was later to become an attorney. He dabbled in investments and assisted Julia in managing her finances.

Two additional children joined the family while they made their home in St. Louis.[24] A second son, Philip Moen Stimson (1888-1971), was born on 1 November 1888. He served in World War I as a physician and later practiced pediatrics specializing in contagious diseases particularly poliomyelitis.[25] Philip and Julia had a very close relationship. They both lived and worked at Washington University in St. Louis at the same time and both shared the experience of serving in the Army during World War I.

Another daughter, Dorothy (1890-1988), arrived on 10 October 1890. Like all of the Stimson girls, Dorothy graduated from Vassar. An historian and an educator, she went on to earn her Ph.D. from Columbia in 1917. Dorothy was on faculty at Transylvania College in Lexington, Kentucky; at Sweet Briar College in Sweet Briar, Virginia; at Vassar College in Poughkeepsie, New York; and at Sarah Lawrence College in Bronxville, New York. She served as Dean of Women at Goucher College in Baltimore, Maryland from 1927 until 1947 and was Chairman of the History Department there from 1921 until 1955.[26] Dorothy was the one child of the family who felt unloved and uncherished. She was not physically attractive and had severely

malaligned teeth.[27] The profession of orthodontics was just emerging as this child was born so it is entirely possible that treatment designed to straighten teeth was not available until she was well into her adult years.[28] It was to Dorothy's credit that she achieved such academic and career heights in spite of her poor self image. Her achievements were a reflection of her personal drive and of the Stimson/Bartlett heritage.

Barbara Bartlett Stimson (1898-1986), was born in New York City on Valentine's Day in 1898 when Julia was a college freshman. This baby, nicknamed Bab, was accorded privileges no other in the child of the family was given. Bab was allowed to have pets; to march up and down the dining room table while the family was eating; to possess a toy workbox full of tools; and was even encouraged to become an orthopedic physician.[29] These radical differences in child rearing practices were a reflection of the elder Stimsons' attempts to adapt their attitudes to modern times. Barbara was born twenty years after the birth of their first child. Henry and Alice Stimson's altered child rearing practices were an expression of their progressive attitudes and ability to adapt to changing times and values. Their approach to this child was also probably a reflection of their wish to involve themselves in activities other than those which were child-centered after two decades devoted almost exclusively to the concerns of their children. During World War II Barbara served in the British Royal Army Medical Corps because, despite the extreme need for physicians in the United States Army Medical Corps, female physicians were not allowed to serve.[30]

Outstanding intellectual abilities were characteristic of the entire family of Stimson children. All successfully earned baccalaureate degrees at prestigious institutions. Most continued their education in some type of

graduate study and provided a lifetime of service to their fellow man in the fields of nursing, law, medicine, dietetics, and education.

A Young Girlhood in Worcester and St. Louis, 1881-1892

Many clues as to the early years of the Stimson family can be gained through an examination of the correspondence of the Reverend Mr. Stimson. Julia was born into a devoted and nurturing family. Insight into this familial love is revealed in a letter from Henry to his mother, Julia Atterbury Stimson, when the baby Julia was but four months old. He related that:

> Elsie has not been very well. . . but the weather has been oppresive [sic] and perhaps is enough to account for it. The baby [Julia] maintains her fair state. Just now she is laughing uproariously as Alice [her mother] kisses her in the neck preparatory to putting her to bed. She is all the comfort one could ask [for] now whatever she may be in the future and we are trying to enjoy our blessings while we have them.[31]

Elsie frequently was ill during her childhood, so much so that she and Julia were educational cohorts despite their twenty months difference in age.[32]

In another letter to his mother, the Reverend Stimson thanked her:

> for the beautiful cup [Lucile Thomee is currently in possession of this exquisite silver baby cup] which arrived safely. . . It is very odd and handsome and I hope that dear little "Doola" as Elsie calls her may have many a health-giving drink of milk from it and receive many a lively impression of the debt of love she owes the dear grandma whose name she bears. . . the children are small trouble. . . the baby [Julia]. . . as usual calm and observant, expressing her views of things in her powerful baby tone voice, and always much interested to watch Elsie. They are a pair of dear little girls.[33]

Life in the Stimson household was comfortable. Affluence was revealed by comments about another change in the immigrant domestic staff in yet another letter from son to mother:

> Our girls [household help] left last evening and the Long Island pair arrived a few minutes after. Things fitted beautifully--Alice carries a head--you know. The new nurse had been here for a week and the children are so used to her that today Elsie has barely noticed Mary's [probably the former nurse's] absence--"John" was paid off this morning and Clarence duly installed in his department . . . He promises to be a regular factotum and is very handy. So . . . we are moving on with some degree of comfort notwithstanding the revolution.[34]

Alice Stimson had a reputation as a difficult woman, not easily pleased. The staff insurrection mentioned above is the first indication of her penchant for extremely demanding standards. Throughout her life, Julia attempted to live up to her mother's standards and gain her approval. Despite her notable achievements, Julia never succeeded in these efforts.[35] Another letter sent by the Reverend Stimson to his wife when she was visiting with his sister, Catherine Boudinot Stimson, and her husband, Theodore Weston, in New York City for the purposes of "rest and refreshment", referred to the cook who:

> I do not think has got her ideas in hand yet and is having a heavy struggle with the English language, the ironing and a lot of strange people on her hands at once.[36]

Evidently staff turnover in the Stimson household was not an infrequent occurrence. A week later Julia's father advised:

> My Darling, do not come [home] before Friday or Saturday if you are resting and enjoying yourself. The new cook. . . is a daisy. . . It is not necessary to tell her how the stove works nor how to make a soup. She is a trim, tidy, nice looking girl. . . [but] if she goes we will get another. I am satisfied there are as

> good fish still in the sea and we have only to keep on till we get the right one.[37]

Other similarly placed families underwent comparable experiences with their domestic staff. In her memoirs, Nathalie Smith Dana, a clergyman's daughter who was later to be a classmate of Julia's at the Brearley School, observed that:

> . . . [t]he children were such a handful that while my mother tried to replace Annie [a former nurse], five nurses came and went in rapid succession.[38]

The cook, nurse, and houseman were significant forces in the children's lives and were essential to the household's smooth running. Mrs. Dana commented that in her childhood:

> Bridget, the cook, welcomed me with a cookie or a piece of bread and butter and a cup of tea which I would consume while luxuriously listening to the gossip. . . Old Hughey sometimes tiptoed into the kitchen. He had charge of the furnace and did the chores.[39]

In 1882 when Julia was just over a year of age her father commented:

> The babies are hourly delightful. Elsie says many funny things, and the baby [Julia] is lifeness itself--She is a splendid specimen--fair with great blue eyes and so saucy![40]

A letter indicated that a teacher as well as a nurse were members of the household, perhaps sporadically, as early as 1884. This same letter inferred that little Julia suffered from her share of the usual childhood diseases of the day. Reverend Mr. Stimson wrote that with Christmas:

> . . . our nurse and teacher have both gone and we are alone once more--but not lonely--as you can well imagine with our flock of little chatterers. The girls get on easily with their whooping cough. Julie is having the hardest time. Lucile's is increasing and Elsie seems really well. Alice feels the care of

> the baby somewhat these first days after the nurse's departure but I think she is getting up very well.[41]

In September of 1886, Reverend Mr. Stimson accepted a new pastorate at the Pilgrim Congregational Church in St. Louis. His reasons for accepting this new challenge were its location in the gateway to the West and the expectation of providing service to the whole of the Southwestern territories. Perhaps fond memories of his exhilarating youthful experiences in the West were also part of the attraction calling him to St. Louis. During his tenure there, the Reverend Stimson provided encouragement and financial aid in the establishment of many young churches throughout the rapidly settled Southwest. Here, as in Worcester, he quickly gained an impressive following by vigorously coordinating his preaching with a musical service to create a theme and impress his message upon his flock.

Sunday school excursions on paddlewheel steamers on the Mississippi River were highlights enjoyed by the four older Stimson children during this period. A further glimpse of the type of girlhood Julia experienced can be obtained by reading a brief recollection contained in her personal papers which stated that Julia:

> was an active member of the group of brothers, sisters, and friends that overflowed the family houses whether in the city winters or at the seashore summers. Fair-haired and blue-eyed, large for her age, with exuberant spirits, she led the usual vigorous life of a child with this peculiarity, that when she was ill, as when she had whooping-cough in her girlhood or blood-poisoning later on, she always had a harder attack than anyone else. . . in the past, she has had much suffering with which to contend.[42]

The young Julia began her education in the St. Louis public school system.[43] She demonstrated considerable facility with written communication in a beautifully written letter to her former schoolmarm Grandmother Bartlett. Julia shared that:

> . . . in our school, the pupils who averaged over a certain number in the quarterly examinations, do not have to take the final examinations, but are promoted without them and I am one of the scholars that do not have to take them. Friday. . . there were some examinations and the pupils that did not have to take them had a half holiday.[44]

From early childhood, Julia was a successful scholar. Her love of learning persisted throughout her life.

Beginning with the St. Louis years, Alice Stimson and her children spent a certain period of time every summer with her parents at Dartmouth College in Hanover, New Hampshire as well as in a little cottage directly on the ocean at Bass Rocks, Massachusetts near the town of Gloucester. This custom continued throughout Julia's childhood. Many years later the adult Julia would reminisce in a letter to her friend and mentor, Annie W. Goodrich, that she had an intimate knowledge of every rock and tidepool at Bass Rocks.[45] Julia's observations to Annie Goodrich furnished a glimpse of her widespread intellectual curiosity. Many facets of life interested her and she pursued her fascination with marine biology and the ocean after her graduation from Vassar College.

The annual vacations to the ocean were taken in order to escape the hot summer weather in an age when air-conditioning was unknown. The exodus also was motivated by a need to escape the large, hot, densely populated, summertime cities which were considered to be breeding places for dreaded, often fatal communicable diseases. Malaria, for instance, was always endemic to downtown Manhattan in the hot summer.[46] Cities were avoided when financially feasible.[47]

In a letter to her father during one such pilgrimage, Julia commented that:

> when we went in bathing, the temp of the water was 47, and it made our feet ache it was so cold. . . we go in bathing three times a week.[48]

Academic pursuits were not evaded during these excursions. During one summer, a tutor, who did not meet with Julia's approval, was hired by Alice Stimson. Julia wrote:

> We have our lessens [sic] every morning of Miss O'Brien. I do not like her nor does Lucile, for we think she is to [sic] strict but Elsie does.[49]

Nor was the cultivation of feminine skills neglected during vacation periods. The same letter also added that:

> Mama . . . [is] going to Boston. . . [she] is going to [get] us some knitting needles and some cotton yarn. A little while ago she got us some fancy work. For Elsie, she got a cloth for which to lay a brush and comb. For me she got a tray cloth with five flower designs on it. I have finished one design.[50]

Privileged young ladies of this era were groomed for the roles of cherished wife and exemplary motherhood. Natalie Dana Smith, Julia's contemporary, remarked that:

> In the 1880s. . . [a]t home a lady should 'never lift a finger', that is, she should never do menial work. Idleness was equally wrong, but there were suitable occupations in addition to supervising the household such as sewing, embroidering, or painting on china.[51]

In the years to come, Julia stubbornly resisted adhering to these standards of ladylike behavior. She did what she pleased when she felt a particular action was indicated. She did not restrict her activities to strictly female occupations.

In his study of the American character, Commager observed that the advantaged class of women held an elevated position, that they were revered and protected, and that they were encouraged to develop their intellect. This

noted historian concluded that the better class women of the 1880s dominated education and religion and prescribed the standards of literature and art.[52]

Correspondence from Reverend Stimson to his wife during these yearly summer separations confirms Commager's observations and also sheds some light on the nature of the Stimson's marital relationship. The intimate, worshipping tone of these missives identifies them as love letters. One such letter opened with the salutation:

> My own precious Darling. . . I cannot tell you how much I love [you] dear heart. I think I am an affectionate soul if only I were only a little more successful in expressing it. I fear that the children do not understand this and think that I am severe and stern. I love them all--every one of them, very much and it is very hard to part from you and them. I sometimes think I am too happy in you all and have too much joy and peace in my home. . . I am very grateful for you dear heart every day. Never did man have better wife--one more worthy to be loved for all that is sweet and good and efficient and helpful. . . Give the children a kiss all about for me. Dear little "Dorio". It goes hard to send her away and Philip--in fact all of them and you![53]

A New York City Adolescence, 1893-1897

Another move across the continent for the young Stimson family took place in 1893, the same year in which the Reverend Stimson received an honorary Doctorate of Divinity from his alma mater, the Andover Theological Seminary.[54] Despite the fact that Dr. Stimson was happy in St. Louis, a call from the Broadway Tabernacle in New York City was certainly too attractive to refuse. In accepting this position, Dr. Stimson wrote to the congregation on 20 March 1893, stating "I believe I am coming to you in answer to prayer". Doubtless, the annual salary of $13,244.50, a princely sum in 1893; the prestige of that particular pulpit; and the close proximity to

a host of extended family members were added incentives to move the family back to the mecca of New York City.[55] In October 1893, the family took up residence at 24 West 33rd Street on Manhattan's West Side, a few blocks away from the Broadway Tabernacle. Later, in 1896, the Stimson family moved again to 159 West 86th Street following a relocation of the church to the upper West Side at 83rd Street and Broadway. This dwelling would remain the family home, frequently visited by Julia, until 1917 when Dr. Stimson retired from his pastorate.

After the family's move to New York City, a strong spirit of independence, hints of which were glimpsed in her earlier childhood, appeared more clearly in the character of the emerging adolescent Julia. Dorothy, Julia's sister, in her later years confided to Lucile Thomee, Julia's niece, that upon numerous occasions Dr. Stimson had to stand in the doorway to physically prevent Julia from leaving home to strike out on her own and shed the family shackles. Her very dynamic need for autonomy, her rugged individualism, and the persistent desire to pursue a career were a constant source of conflict between Julia and her parents, whose generation perceived the role of women as exclusively devoted to home and family. However, Julia, like many women of the 80s and 90s, was exhibiting initiative and increasing levels of independence. To the elder Stimsons' credit they were able to handle their rebellious child without destroying her spirit.

The same era witnessed the beginnings of several Eastern colleges such as Vassar, Smith, Mount Holyoke, and Bryn Mawr founded exclusively for women. The rationale guiding the foundation of these institutions was the wish to improve the minds of the daughters of the leisure class, thereby making them better wives and mothers. A second, unplanned objective,

however, was achieved when these women, like Julia, grew disenchanted with the narrow, restrictive homemaker roles and reached for more self-fulfilling positions.[56] Victorian women became so disillusioned that they chose to modify their lifestyles, better their status, and expand their roles beyond the home and church.[57] These currents could not fail to exert an influence upon the inclinations and aspirations of the developing Julia.

The women who grew up in this time primarily focused their attentions on notions of purity and sensibility. Throughout her life Julia clearly cherished and exemplified these personal values in herself, in those with whom she associated, and for those for whom she was responsible. Women of the late nineteenth century used private and philanthropic societies such as the Women's Christian Temperance Union and the Young Women's Christian Association to achieve their aims of women's rights, suffrage, and temperance. Similar viewpoints were correspondingly espoused later by the adult Julia, who also actively and heavily participated in a diversity of organizations.

When the family arrived in New York City, Julia and her older sister Elsie matriculated in the same class at the Brearley School which was at that time located at 17 West 44th Street, within walking distance of their home. The Brearley School was founded in 1883 to provide girls with an education equal to that which was routinely provided for boys.[58] A classmate of Julia's, Nathalie Smith Dana, reported in her 1963 memoirs that:

> This was a revolution in education, as the belief that women could think without injuring their brains was only partially accepted. The old belief died hard; men were not sure that they wanted educated wives. Mr. Brearley, who founded the school, was one of the few men who were enlightened. . . It is almost impossible for anyone who did not live in the '90s to understand the old attitude. Though it was generally assumed that women

> would not stray outside of the home and the church, men were afraid of education. They stressed woman's role as a spiritual leader and put her on a pedestal hoping that she would resist the lure of higher education. . . my parents thought that college life would endanger my health.[59]

The school day at Brearley consisted of a total of four hours which were devoted exclusively to academics. No class officers, extracurricular activities, or athletics were allowed at the school. The headmaster felt these pursuits detracted from learning. However marching to music while swinging dumbbells was permitted. Some relaxation in attitude took place two years later when the school rented a nearby gymnasium:

> In long-sleeved woolen blouses trimmed with yellow braid, matching bloomers, and heavy black stockings [the girls] ran and jumped and swung on rings. [Their] gymnastic exercises at school were limited in scope because of [their] tight clothes [yet] this physical freedom gave [them] a feeling of emancipation.[60]

Similarly, the headmaster felt that school spirit was in bad taste and that graduation ceremonies should not take place as such an event would contradict the idea that learning should continue throughout one's life.[61]

In her recollections, a 1903 class member reminisced that all students closely conformed in behavior and dress:

> We wore flannel shirtwaists and each girl had at least one red one, anchored at her 18" waist by three safety pins concealed by a patent leather belt. . . Our ample skirts, worn with plenty of petticoats, were so long that on wet days the first class was turned over to rows of young women drying on the radiators. . . [We wore] black lisle stockings and high black boots. . . [and] a tailored jacket. Huge pompadours, with large black bows on top or at the back, completed our charms. . . We used no cosmetics, wouldn't dream of wearing anything imitation. . . For fun, we used to walk a great deal, on the Avenue, with a stop. . . for a soda. The theatre was a special treat, but we saw all the proper plays. . . We made fudge. . .or met at someone's house for hot chocolate. . . We were learning the pleasure of

> using our minds, and we got the idea of what a resource this could become. . . that is what the Brearley did for us.[62]

During her initial year at Brearley, the twelve year old Julia studied english, roman history, german, algebra, science, latin, elocution, and history. Her examination grades for that academic year were exceptional. Unfortunately her older sister Elsie did not perform as well in school. At best, this must have been an awkward situation as they shared all of the same classes. The current archivist of the Brearley School confirmed that Julia was obviously destined for college despite her extreme youth.[63] Elsie, a gifted vocalist, wished to pursue a musical career after her college graduation. The plan was firmly rejected by her parents as not at all the proper course for a gentle young lady. Elsie, a very sweet and caring individual but lacking Julia's inherent drive, bowed to her parents wishes and abandoned her career plans.[64] In the Stimson family, Elsie carried out the usual role of the first child--that of clearing the path for the children who would come later. By the time the fifth and last Stimson daughter was born, many heretofore unheard of options were open for her exploration.[65]

In her second year at Brearley, Julia's curriculum built on her first year's classes with the addition of a course in german taught by Frau Geibler. She earned Bs in all of her mid-year examinations with the exception of science in which she earned a C. According to Nathalie Smith Dana, one of Julia's fellow students, the science instruction at Brearley was poor. She noted that:

> In the rare science classes we learned that there were such things as test tubes and litmus paper and not much more. We had a few sessions on botany in which Miss Hilliard described the life of the flower with moist eyes. Emotion welled up when Nature was contemplated.[66]

Perhaps Julia was contemptuous of the elementary science program and put forth little effort in its behalf. Despite these early problems, science was an area of keen interest for her as a college student.

In December of 1895 when Julia was fourteen, she was allowed to travel by train to St. Louis accompanied only by her younger sister, Lucile, to visit friends there. Such visiting, even at great distances, by female children with their mother's female friends was a common practice in Victorian times.[67] Despite the commonplace nature of this visiting, Julia must have exerted a tremendous amount of persuasion to gain one or both of her parents' permission for this venture. A letter written by Julia while on board the train surely did not provide much comfort to the parental pair:

> We are only 2 hours and 45 minutes late thats [sic] all. And the conductor says that we won't get into St. Louis before half past nine. We have just spent the longest night, almost, that we ever spent before. In the first place we couldn't get the porter to make up our berth until after ten. In the second place there was such an awful heat under our berth that we roasted alive. We both, after finally getting to sleep, woke up between 2 and 3 (central time) and found we had stopped in a kind of wilderness, there was a wreck on the track that caused the delay. Then we woke up again at half past five and stayed awake and half dosed [sic] until half past seven when we got up. So you see we did not have a very nice night. Our lunch got so thoroughly baked, being in the oven under our seat last night and is so dry, and because we won't get to St. Louis until so late, maybe we will have to go into the dining car for supper but it depends on how we feel when the time comes. . . Don't worry please.[68]

Further evidence of a most exuberant Julia was found in another letter to her mother which described the planned activities of her St. Louis visit to the Riddle's home:

> Among our engagements are. [sic] Saturday noon. [sic] Lunch at Brunners. Saturday evening. [sic] Oberlin Glee Club Concert. Monday evening. [sic] Mrs. Riddles [sic] party (dance!!) Tuesday evening. [sic] Miss Thayer's wedding and

> Christmas tree. Thursday evening. [sic] Party and spending the night at the Forbes. . . Friday. [sic] luncheon with Miss Gertrude Fairbanks. Saturday. [sic] if it snows (O, be joyful!) a big sleighing party! There! Hows [sic] that for a program? Were [sic] going to have fun! I dont [sic] think I'm going to write any more as I want to join the others making gauzy dresses for some little dolls for the Christmas tree.[69]

In a letter sent a few days later to her mother, Julia described a dance at the Riddle home where they were visiting. It demonstrated an awakening enthusiasm for the opposite sex:

> the dance was last night and we did not get into bed until after one oclock [sic]. We had an awfully nice time. . . There were about 53 people here. We had printed programs and were 'engaged'. . . We are just 'spreeing' all the time. I had 13 'engagements' out of 15 dances last night.[70]

A fourth and final letter in this series described the beginnings of a serious ailment which plagued Julia for many decades:

> The girls are now making their Brunner luncheon call after coming from the Day's luncheon. I could not go with them to call on the Brunners as my left foot is so sore. I can hardly walk for those three red spots that I had on the side of my foot have developed into just the same kind of a sore as I had on my right foot.[71]

In the 1895-1896 academic year at Brearley Julia studied geometry, greek, german, and english literature. She also spent the year translating Aeneid from the original latin. Julia's course content in her last year at Brearley confirmed the fact that she was preparing herself for college. She studied greek seven times a week and met once weekly with the headmaster, Mr. Croswell, for additional tutoring. She attended a course in latin composition twice a week with six other students who were preparing for admission to Smith and Vassar Colleges. She studied college english and english literature, focusing upon the works of Chaucer, Spenser, Shakespeare, and Bacon. At age sixteen Julia left the Brearley School. She

was the youngest student in her class. All of the other girls were at least a year older.[72]

The summer after Julia left Brearley the family again migrated to Bass Rocks, Massachusetts. A letter written by Julia to her father, who was in New York City, reiterated the affectionate nature of the family relationships:

> My own darling Papa, I was afraid that by the time you would recieve [sic] this letter, you would be feeling very lonely, without Mama, so I thought I'd write and tell you that we still love you and are counting the days until you come. Then too we need you as a protection; everybody is afraid to go to bed, without seeing that everything is locked up. . . So you see how much your sic needed. A week's a very short time and then you will be clasped in the embrace of seven pairs of arms at once, just think of that! Isn't that worth waiting for? . . . E & I don't know what we will do at college without you both. It's been so lonely here even with all the family.[73]

Julia was anticipating her upcoming separation from the family. This letter also revealed her compassion and desire to alleviate feelings of loneliness in others.

A Vassar Education, 1897-1901

In 1897, both Elsie and Julia were enrolled at Vassar College in Poughkeepsie, New York. Their father borrowed the funds to underwrite these four years of their education from his brother, Lewis Atterbury Stimson.[74] A modest fortune had been bequeathed to Dr. Lewis Stimson by a grateful friend and patient thus making such a loan possible.[75] In this era women college students were provided with the epitome of a classical education. Julia's subjects for her first year included english, greek, latin, mathematics, and hygiene.[76] The one available letter written by Julia to her father during her freshman year revealed that she was maturing spiritually and emotionally as well as intellectually. It further attested to

the intimate relationship the two shared. Moreover, the letter conveyed a picture of life at Vassar at the turn of the century.

> . . . I agree with you when you say these are the testing years. I am beginning to understand the meaning of things and myself more and more every day. One sees here so many different kinds of people and so many different phases of character that one really has to begin analyze one's own feelings and to know oneself . . . Of course the more I know of myself the nearer I get to God. Since I've been up here I have realized more and more what a Friend and what a Brother He is . . . I only wish that we may live long enough to be worthy of such a father and mother. All that we are or ever hope to be we owe to you . . . We had our Greek examination this morning. The translation was a snap but the prose was nasty. We got through by half past two then we went skating. We had just lots of fun as there were only a few girls out, all or whom we knew very well, so we cut up all sorts of capers, danced ballet dances and raced and played hockey. We have about four inches of snow over everything. . . You can't imagine how magnificent the pines are after a heavy snow storm.[77]

During her second year at Vassar Julia's studied chemistry, english, greek, french, and history.[78] She demonstrated an increasing sense of spirituality and a great deal of introspection about the mysteries of life. In addition, Julia displayed a continuing intimacy with her father and a caring and commitment for her fellow beings which she would carry to her grave. In a poignant letter to her father, she reminded him that:

> You said you wanted us to write you whenever we wanted help or wanted to know about things, so I'm going to write to you now about something that has been troubling me for a long time. You must know about it because you've had experience. Is it a possible thing to really comfort anybody who is sorrowing? Or must they just bear it alone and can nothing be done to help them. I think you will understand exactly what I mean a little better if I give a specific instance--the one that's bothering me in fact. Last spring Mabel Ray's father died. . . There is no bitterness nor complaining in her heart only unutterable loneliness. . . a wave of this awful loneliness comes over her and she feels that she is alone, that there is no strong person back of her as there was before then she goes to her room, puts up an 'Engaged' and just goes to pieces. . . It

> almost breaks my heart to know that I can't do anything for her. . . Now, Papa dear, is. . . there no comfort for [her]? It doesn't seem possible that God would leave us comfortless absolutely at such times. But what are the means if there are any to help people. You certainly must know. It just overwhelms me when I think that there is one thing that man even with God's help cannot do--one thing impossible. O, I hope it isn't so. There are so many girls up here who are in trouble and I do long to help them so. Do write me what to do.[79]

Unfortunately, no response by Julia's father to this letter has been found. Julia's concern for her fellow man which was first noted in her Vassar years was evident throughout her entire life and was most graphically demonstrated in the support she provided for her nurses in France during World War I.

In September of 1899 Julia began her junior year at Vassar. The classical pattern of her education continued.[80] A letter written at the beginning of the school year described Julia's efforts to control a runaway team of horses:

> The only effects of the runaway are seen or rather felt in my lameness of back and arms. I pulled on one of the reins while Germaine had the other and in that way altho we could by no means check the speed of--or control the horses, we kept them in the road most of the time. We pulled till we broke the dashboard for we were stretched out straight with our feet braced against the foot of the dashboard. I am so lame today from it that to shake hands or open a door hurts like fury while lacing a shoe or getting out of a dress is agony. I think our nerves have come out very well because we all feel very well only a little fatigued.[81]

This vignette was one of many examples of Julia's intrepid spirit. Most typical young girls of this era when in a similar situation would become hysterical and be incapable of coping. In contrast, Julia and her friend competently handled the team of horses and brought the unfortunate

episode to an auspicious conclusion. Furthermore, as in many other documented scenarios, Julia simply ignored gender restrictions.

A peremptory letter from the eighteen year old Julia to her mother in October of that same year was the first suggestion that Julia also experienced doldrums from time to time. It stated that:

> My dearest Mother, I haven't anything to say but Elsie says I have to write all the same. . . We had choir practice until 8:30 then I felt so cross and ugly that I went up on the fire escape all by myself and watched the clouds scurrying across the moon for a while, then I came down and felt better.[82]

Indeed, Julia was experiencing some blue periods, probably the typical emotional turbulence of adolescence. Perhaps Elsie reported these vagaries to their mother who then demanded that Julia write. In the same letter, Julia said:

> On Saturday at 9, I am going to take my Argumentation exam. I can't see now where I am going to get the time in to study for it, but then who cares? I suppose I'll squeeze it in some where--there is not a single thing to write. . . This certainly is not a nice [letter] to send you. . . The College Girls are tired tonight . . . [and this] is not a normal case.[83]

During their senior year Elsie and Julia were joined by their sister Lucile at Vassar. According to Julia, Lucile adapted beautifully to her new environment:

> Lucile really has made a very good beginning for she is neither too fresh or too reserved. It is curious to notice the attitude of some of these sisters to us seniors. For instance, Cora Welch, Hilda's sister, won't look at us as she goes by our table going out of the dining room for fear she will seem too familiar, but Lucile beams afar off.[84]

In fact, Lucile made such good friends with her sisters and their peers that she had no need to make friends in her own class. But, when she returned

for her second year, her senior friends had all graduated and she was bereft of companionship. She was forced to begin again and initiate all new friendships with her contemporaries.[85]

In the meantime, both Lucile and Elsie were reporting the status of Julia's health and the state of her mind back to their parents. Henry and Alice obviously were concerned about their intensive daughter and resentful about her failure to share her health status with them. At examination time during her senior year, Julia wrote to her father:

> Dearest Popsey, Lucile has just been telling some awful things you've been saying about me and I'm so troubled that you should think them about me, because you know perfectly if I had been ill, I would have let you know all about it at once. But I knew you'd worry because you wouldn't know how very unimportant my little faint was because I felt perfectly 'alright the next morning and have since. . . in spite of the terrific heat.[86]

Julia drove herself to the limit in the intense heat as described. Perhaps her parents concluded that college was ruining Julia's health. Again, Julia tried to reassure:

> This is about the first time I haven't had to study since goodness only knows when. . . The heat is perfectly terrific and its perfectly terrible to study. We sit around in our chemises and little else . . . The Argumentation exam was perfectly awful and most unfair. We had to plan out one side of a debate for 4 speakers, syllogise the arguments for each speaker and write out an argument in full besides having to syllogise and criticize a very complicated process of reasoning in a given selection. The Greek in the afternoon was pretty hard but the heat was worse, we were in a Southwest room on the top floor and the temperature was 92. Everybody had their collars off. . . About my health, I'm perfectly alright [sic] . . . The doctor is giving me all sorts of tonics and stuff. So don't worry about me.[87]

Although not mentioned in her transcript, argumentation, a subject which seemed to combine debate and logic, was quite demanding and very comprehensive. It is entirely possible that this study of argumentation accounted for Julia's unusual skill in critical thinking and her uncanny ability to make sound judgments, so amply demonstrated later in her life.

A summary of the Vassar years concluded that Julia was:

> Thrilled by the opportunities the college had to offer, [and that] she gave her best to the new life earning a good stand in her studies, participating in athletics and other activities and winning devoted friends. Music has always been a great love . . . and her violin-playing both in college and later gave great enjoyment while her sweet accurate alto won her a place in the college choir and glee club.[88]

Marking Time, 1901-1904

Following graduation, Julia and Elsie along with their Vassar friends, Mabel,[89] Helen, Hilda, Brooksie, Ellis, Clare, and Kloon spent a relaxing time at the cottage at Bass Rocks, Massachusetts. Again, a maid and cook were in attendance. Again, a flurry of letters were sent to Julia's parents in an attempt to reassure them that all was respectable despite this rather daring excursion on the part of these well bred young ladies without the attentions of a chaperone. After describing their arrival, Julia wrote to her father:

> I think it is going to be lots of fun and I know we shall all get thoroughly rested up. We none of us as yet realize that we are graduates and not going back. I suppose however that when September comes we will realize it all too plainly.[90]

This group of Vassar friends met regularly, frequently corresponded, and remained close throughout their whole lives. Their relationships reflected the typical Victorian female network described by Smith-Rosenberg. "Young

women's relations with each other were close, often frolicsome, and surprisingly long lasting and devoted."[91]

In a final letter from Bass Rocks to her father concerning her well-being, Julia reported:

> Don't worry about my not recuperating. I'm feeling very well. Couldn't feel better--no pains or aches of any sort and sleeping like a log. I'm mighty thankful I'm such a healthy, happy animal. Things are generally very pleasant in this world particularly when one is guarded and watched over as I am. I'm very happy and I've got such lots of good friends.[92]

For several years after graduation from college, Julia lived with a seemingly unending quandary. The accelerating battle for primacy between her desires and those of her parents raged. On the one hand, her parents strongly advocated a lifestyle for Julia very much like her mother's, one centered around a family, the home, and church. On the other hand, despite Julia's obvious enjoyment of the company of male friends, she preferred to pursue a career. In this era, marriage and career for women were mutually exclusive states and Julia ultimately opted for the latter.

In August of 1901, the twenty year old Julia was awarded a scholarship to attend a biology summer course at the Marine Biological Laboratory, Wood's Hole, Massachusetts.[93] This scientific laboratory was founded in 1888 at the urging of the Woman's Education Association of Boston, a group of philanthropic women who supported educational ventures. The institute at Wood's Hole sponsored investigations by visiting scientists, primarily during the summer months. During the nineteenth century, emphasis for study at Wood's Hole was mainly placed upon collecting and cataloging marine organisms.[94] A letter written by Julia to her father from this institution furnished no clues about the nature of her summer course. Instead, it was a rebuttal to accusations leveled against Julia by her father

concerning her relationship with a close girl friend, Leila McIntyre. Julia's father evidently felt that she was being overly supportive of this friend. Leila had written at a time when she was fatigued, depressed, and virtually friendless as well. Julia had shared her friend's letter with her parents and had thus elicited a lengthy admonition from her father. Henry's letter is not available. Julia's letter written at Wood's Hole concluded by making two requests of her father:

> Please do not tell me any more that I am warm-hearted, affectionate, right-minded, etc., that I mean well, in other words--I'd rather not be told it. And the other thing is please do not either you or mother tell me that things I may do or say are 'silly' or 'foolish'. I shall do the best that I can and truly endeavor to live up to my lights, but to be sneered at before the other members of the family gives me a feeling which I assure you is not good for any character. When ever you want to talk to me about my line of conduct or anything else or want to suggest anything, of course, I want you to, for I do recognize the value of your experience and that you always suggest most lovingly. As you say, I have got to work this out for myself. I have been working for a year and a half, with not at all unsatisfactory results and I shall not give up my job for sometime to come. Only try to believe the best of me and of Leila and you will see the best. Now I have finished my harangue. I hope you do not think I have been hagling [sic] over minor details and overlooking the big points. I just want you to know the truth about things--your judgement then I know will be fair and just.[95]

This letter was a clear demonstration of Julia's evolving independence and maturation and her unique ability to speak out freely, while maintaining a loving and caring manner. In it, as in many of her later interactions, she forcefully spoke while encouraging the recipient of her words by her caring inflection. Such an approach was highly effective throughout Julia's life.

As a college graduate, Julia was determined to follow a career path. Her major interests in school were biology and greek. She was very dexterous and was inclined towards scientific endeavors. Consequently,

her first choice for a career was the profession of medicine, a desire that literally horrified her parents. Her Uncle Lew, a distinguished surgeon, advised her to not implement this decision until she was twenty-eight years old. Reluctantly, Julia accepted this advice.[96]

In the meantime, Julia received a second scholarship to do graduate work at Columbia University in the field of zoology. This academic work was curtailed due to ill health, probably the lower extremity disorder which will be described later in this biography. While marking time, Julia busied herself for eighteen months with medical illustration, anatomical drawing, and slide coloring for a few physicians at the Cornell Medical School.[97]

These occupations, however, did not completely fill the hours of Julia's life. Other avocations, undoubtedly more to her parents' liking, were indicated by notations in her diaries. From 1903 until 1904, a representative sampling of Julia's daily activities included visiting with friends and relatives in the city; singing in the choir, teaching Sunday school, and attending prayer meetings; caring for her sisters, Bab and Dorothy; and helping her mother with church and civic responsibilities. Other interests included taking violin lessons at Carnegie Hall and playing the fiddle at home; partaking in luncheons, teas, dinners, parties, dances, concerts, the opera, and plays; and shopping, reading, sewing, writing letters, and playing cards. Social interactions included entertaining numerous men friends; attending a fraternity weekend at Cornell University with another male friend; traveling to Vassar to visit with Lucile; traveling to Montreal, Philadelphia and other locations to visit friends; and having unhappy discussions (topics not mentioned) with her mother.[98]

In May of 1903 Julia shepherded her flock of brothers and sisters to Bass Rocks sometime in advance of her parents' arrival. She prepared the home there for habitation. In a letter to her mother Julia asserted:

> If anyone doubted it, yesterday I proved that I am a daughter of my father by putting two new hinges on the door between the kitchen and the back hall. The door was entirely off--for both hinges were broken.[99]

This anecdote offered further verification of the fact that Julia was exceptionally skilled in working with her hands. Her sister Barbara, whom their parents permitted to enter medical school while denying Julia this desire, practiced orthopedic surgery, a specialty that required a measure of manual dexterity and considerable physical strength. Perhaps this mechanical ability was a familial trait. This anecdote also suggested that Julia was unfettered by ideas about proper domains for women. It helped to demonstrate that she was an incipient, budding feminist in an era where such notions were rarely countenanced or even acknowledged.

As early as May of 1903, Julia was considering entering nurse's training. At that time she wrote to the New York Hospital requesting information about admission requirements, duties, hours, etc.[100]

In October through December of 1903, a chronicle of illness appeared in Julia's diary. Some of the inscriptions were as follows:

> 18 October --Doctor called in afternoon. . . was wretched
> 19 October --Doctor here. . . more comfortable than for some time
> 21 October --Bothered by a fearful rash
> 22 October --Read and scratched all day

By November of 1903, Julia was hospitalized in New York Hospital with this condition. She made the most of her unfortunate situation by using the hospitalization to satisfy her curiosity about the hospital environment:

3 December	Got into the Wheel Chair, Went to Children's Ward
6 December	Was prepared for operation
8 December	Up in Wheel Chair again. . . Dr. Wells took me to see an appendicitis operation
9 December	Hair washed and got dressed. . . saw a minor operation in the afternoon
10 December	I'm mighty glad I've got a room by myself
11 December	Had legs redressed
13 December	Spent most of morning in Children's Ward
15 December	Ordered back to chair and no walking
16 December	Had tea in the Nurses' Home
17 December	Said farewells and left the hospital in the a.m.[101]

One can reasonably conjecture that permission to explore the hospital environs and to view surgical procedures was allowed Julia through the intervention of her uncle, a prominent surgeon on the hospital staff. Perhaps it was at this time that Julia first made the acquaintance of Annie Warburton Goodrich, who was then Director of the New York Hospital Training School.[102]

The painful condition which was partially responsible for diverting Julia from her career aspirations is detailed in a monograph which appeared in the October 1903 issue of the Journal of Cutaneous Diseases. It reported that the disease process began in her fourteenth year. The process consisted of cyclic attacks of excruciating pain, relentless itching, and moderate inflammation in circumscribed symmetrical areas on both of her shins and ankles. The etiology of the condition was unknown. It began as a superficial reddening and then progressed in severity to involve areas of gangrene and necrosis which extended down to the bone. Upon several occasions, these lesions had to be surgically excised and skin grafted by Julia's Uncle Lewis. More conservative but less successful treatments included cautery with silver nitrate and a series of x-ray exposures.

The overall description of Julia provided by Dr. Bronson in his case study offered some noteworthy insights:

> a tall, well-formed, well-nourished girl, presenting every appearance of health, with the exception of the ailment . . . described. In temperament she was rather of the nervous type, of high spirits and normal enthusiasms, ambitious in her studies, and, at the same time, with a decided taste for robust sports and outdoor exercises. Mentally and emotionally she seemed perfectly normal and sane, without a trace of anything that would suggest a tendency to hysteria. She came of an intellectual family with some neurotic and some gouty tendencies, but generally strong and healthy.[103]

By the mid-1920s Julia achieved some measure of relief by applications of arsenic compounds to the lesions.[104] However, the condition managed to plague her for over three decades. On the one hand, one wonders how much more Julia might have been able to achieve were she free of the agony of this handicap which was aggravated by the rubbing of clothing and the wearing of shoes. On the other hand, if she didn't have this challenge to overcome, perhaps Julia would not have been motivated to achieve such great heights. In a letter to the Army Nurse Corps Historian, Julia's brother Philip, a prominent pediatrician, shed some light upon what he considered to be the underlying vascular pathophysiology and the severity of her condition when he remarked:

> She also had a chronic painful vasomotor trouble of her shins which was a great burden for many years, even while she was functioning at her best.[105]

A recent consideration of Julia's case record by present day dermatologists has produced a series of more current differential diagnoses of Julia's condition. These preliminary diagnoses, arrived at in the absence of modern diagnostic aids, include lupus erythematosus; a rare

form of tuberculosis, erythro-endoratum of the basum; sickle cell disease; and a form of hemoglobinopathy.[106]

In the next few years after Julia's graduation from Vassar, her father was able to set aside sufficient money to repay the loan which his brother had made to him for the purpose of paying the girls' college tuition. However, the benevolent Uncle Lew generously refused to accept his brother's repayment. Consequently, Julia's father then gave this substantial sum to Julia and her sisters to spend in any way they desired. Julia chose to use the bequest to finance a trip to Europe.[107]

Several sources indicated that it was on this trip abroad that Julia encountered Annie Warburton Goodrich, perhaps for the second time, and arrived at a decision to begin nurse's training.[108] Notations in her diary corroborate the fact that Julia did indeed meet with Annie Goodrich while staying in Nürnberg and Munich in the state of Bavaria. On 26 June 1904, Julia recorded that she "saw Miss Goodrich of the New York Hospital". And on 27 June she reported Miss Goodrich and her sister came to call. The entries of 21 July 1904 indicate that a "letter from Miss Goodrich" arrived.[109] Quite possibly Annie Goodrich recognized Julia's potential and actively recruited her for the Training School.

A letter written in August of 1904 from Munich confirmed that Julia was specifically communicating with Miss Goodrich about nurses' training. She wrote inquiring if she might begin training in September rather than in the usual entry month of March. She questioned the length of the applicant waiting list. Julia also asserted:

> I have always wanted to study nursing but it was only last May that I reached the age limit [23 years old] and so I couldn't really consider it before. I know I would make a good nurse and it is hard for me to go on doing other things when I know

> that my greatest bent and aptitude and desire lie in another direction. And will you tell me if you think it would be wiser to try to enter some other hospital than the N.Y. I would not want anyone ever to have an opportunity of saying that I had a "pull" through Dr. Stimson or Dr. Loomis [another paternal uncle]. I love the New York [Hospital] and had [sic] rather study there than anywhere else and I want to study under you.[110]

This letter furnished one small hint of Julia's political ability to subtly flatter her superiors.

Upon her return to the states, Julia informed her father that she wanted to be a nurse.[111] She arrived at this decision independently in outright defiance of her parent's wishes.[112] Notes in her diary on 1 October 1904 stated that she "went down to see Uncle Lewis then to New York Hospital to see Miss Goodrich". On 6 October 1904 she "telephoned Miss Goodrich" while on 13 October 1904 she "bought material and made a hospital apron". On 11 November 1904 Julia "packed and put away things and destroyed letters" and on 14 November 1904 she "came down to New York Hospital to begin training".[113] It was unfortunate that Julia routinely discarded her correspondence. In doing so, future generations were deprived of insight into her life and times. Her very private nature and her love of order and organization probably impelled her to dispose of these materials.

NOTES

[1] Abraham H. Maslow, The Farther Reaches of Human Nature (New York: Viking Press, 1971): 299.

[2] Henri Fayol, General and Industrial Management (London: Sir Issac Pitman & Son, 1949): 43-52; Mary Follett, Creative Experience (London: Longmans, Green & Company, 1924): 59; and Douglas McGregor, The Human Side of Enterprise (New York: McGraw Hill, 1960):47-48.

[3] A family tree depicting Julia's ancestors is contained in Appendixes 1 and 2.

[4] George A. Boyd and Dorothy Stimson, Three Stimsons and a Bartlett (Stonington, Connecticut: Pequot Press, 1967): 18, 119; The Compendium of American Genealogy, 1933 ed., s.v. "Stimson, Julia Catherine"; The National Cyclopaedia of American Biography, Volume XIII, s.v. "Stimson, Henry Albert".

[5] Colonel Stimson's paternal uncle, John Ward Stimson, (1850-1930) was a radical and a painter. He authored several books and composed poetry. His early years were spent obtaining an A.B. from Yale University. He was also a graduate of Ecole des Beaux Arts in Paris. John Ward Stimson lectured and taught art at Princeton in New Jersey and at the Metropolitan Museum of Art in New York City. (Who Was Who in America, Vol 1, 1897-1942, s.v. "John Ward Stimson"). Later in Tahiti he and a native woman had two children. Still later, he married Mary Rose Laster in Corona, California and had three additional children. According to Lucile Thomee (Julia Stimson's niece), he was an embarrassment to the family who avoided talking about him because of his artistic lifestyle and lack of money. Selected family members of his generation contributed to a John Ward Stimson fund which in later years was administered by Julia Stimson's brother, Henry B. Stimson, an attorney in Rye, New York. This fund provided monthly doles to John Ward Stimson. Letters from the latter to Henry L. Stimson (Julia's cousin) reveal that not infrequently the amount of support was insufficient to meet his perceived needs.

[6] Boyd, Three Stimsons and a Bartlett, 60.

[7] Ibid., 42-43.

[8] "Dr. Stimson, At 91, Recalls His Youth," New York Times, 28 September 1933, 19.

[9] "Dr. Stimson, 73, Resigns; Asks for Younger Pastor," New York Tribune, January 1917, clipping property of Lucile Thomee.

[10] The National Cyclopaedia of American Biography, Volume XIII, s.v. "Stimson, Henry Albert".

[11] Boyd, Three Stimsons and a Bartlett, 103-113.

[12] Ibid., 80.

[13] Ibid., 71-72, 127

[14] AN, Lucile Hinkle Thomee, n.d.

[15] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.

[16] Richard B. Morris, Encyclopedia of American History (New York: Harper and Brothers, 1961): 258.

[17] Allen Nevins, A Brief History of the United States (Oxford: The Clarendon Press, 1942): 102.

[18] Ibid., 106-111.

[19] Boyd, Three Stimsons and a Bartlett, 50.

[20] ALS, Lucile Hinkle Thomee to author, 26 October 1988.

[21] Letter to the Editor, Lucile Stimson Harvey, Vassar Quarterly, November 1917, 85.

[22] Unidentified newspaper clipping, Henry A. Stimson Papers, New York Historical Society, New York City.

[23] ALS, Henry A. Stimson to Henry Clark Stimson, 24 November 1884, 10 pm, Henry A. Stimson Papers, New York Historical Society, New York City.

[24] Boyd, Three Stimsons and a Bartlett, 51-53.

[25] National Cyclopedia of American Biography, Volume 57, s.v. "Stimson, Philip Moen."

[26] Who's Who of American Women 1st ed., s.v. "Stimson, Dorothy"; "Dorothy Stimson, 97, Former Goucher Dean," New York Times, 24 September 1988, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[27] Lucile Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.

[28] Encyclopedia Britannia, Volume 16, s.v. "Orthodontia".

[29] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.

[30] Barbara Bartlett Stimson, Major Barbara's Memories of World War II (Privately printed by Dorothy Stimson, 1987).

[31] ALS, Henry A. Stimson to Mrs. Henry C. Stimson, 28 September 1881, Henry A. Stimson Papers, New York Historical Society, New York City.

[32] TD, 24 March 1925, Box 3, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City. It seems that that this brief biographical sketch may not have been originally written by Julia. The frequent use of superlatives and the effusive tone were not in keeping with Julia Stimson's writing style and character. She was a plain, simple spoken woman.

[33] ALS, Henry A.Stimson to Mrs. Henry C. Stimson, 16 November 1881, Henry A. Stimson Papers, New York Historical Society, New York City.

[34] ALS, Henry A. Stimson to Mrs. Henry C. Stimson, 7 December 1881, Henry A. Stimson Papers, New York Historical Society, New York City.

[35] Mary Bowman, interview by author, tape recording, 16 April 1989, Austin, Texas.

[36] ALS, Henry A. Stimson to Alice B. Stimson, 4 May 1882, Henry A. Stimson Papers, New York Historical Society, New York City.

[37] ALS, Henry A. Stimson to Alice B. Stimson, 10 May 1882, Henry A. Stimson Papers, New York Historical Society, New York City.

[38] Nathalie S. Dana, Young in New York, A Memoir of a Victorian Girlhood (Garden City, New York: Doubleday and Co., 1963), 113.

[39] Ibid., 15.

[40] ALS, Henry A. Stimson to Julia A. Stimson, 8 July 1882, Henry A. Stimson Papers, New York Historical Society, New York City.

[41] ALS, Henry A. Stimson to Henry C. Stimson, 24 December 1884, Henry A. Stimson Papers, New York Historical Society, New York City.

[42] TD, 24 March 1925, Box 3, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[43] Ibid.

[44] ALS, Julia C. Stimson to Grandma, 21 May n.d., Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[45] TLS, Julia C. Stimson to Annie W. Goodrich, 12 September 1923, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.

[46] Dana, Young in New York, 6.

[47] Lucile Hinkle Thomee, interview with author, tape recording, 15 May 1989, Littleton, Massachusetts.
[48] ALS, Julia C. Stimson to Henry A. Stimson , 26 July 1891, Henry A. Stimson Papers, New York Historical Society, New York City.
[49] Ibid.
[50] Ibid.
[51] Dana, Young in New York, 18-19.
[52] Henry Steele Commager, The American Mind (New Haven: Yale University Press, 1950): 23.
[53] ALS, Henry A. Stimson to Alice B. Stimson, 20 June 1892, Henry A. Stimson Papers, New York Historical Society, New York City.
[54] Boyd, Three Stimsons and a Bartlett, 53.
[55] Ibid., 54.
[56] William H. Chafe, Women and Equality: Changing Patterns in American Culture (New York: Oxford, 1977): 26.
[57] Susan M. Poslusny, "Feminist Friendship: Isabel Hampton Robb, Lavinia Lloyd Dock and Mary Adelaide Nutting," Image 21 (1989): 64.
[58] Ruth McAneny Loud, '18, "Make No Small Plans!" in The Brearley School, 75 Years (New York: The Brearley School, 1958): 22-30.
[59] Dana, Young in New York, 79.
[60] Ibid., 91.
[61] Ibid., 84-85.
[62] Ruth McAneny Loud, '18, "All Our Yesterdays," in The Brearley School 75 Years (New York: The Brearley School, 1958): 38-40.
[63] ALS, S. G. Stearns to author, 10 May 1989.
[64] ALS, Lucile H. Thomee to author, 26 October 1988.
[65] Ibid.
[66] Dana, Young in New York, 83.
[67] Carroll Smith-Rosenberg, "The Female World of Love and Ritual, Relations Between Women in Nineteenth Century America," in A Heritage of Her Own, Toward a New Social History of American Women, eds. Nancy F. Cott and Elizabeth H. Pleck (New York: Simon and Schuster, 1979): 323.
[68] ALS, Julia C. Stimson to Alice B. Stimson, 19 December 1895, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[69] ALS, Julia C. Stimson to Alice B. Stimson, 20 December 1895, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[70] ALS, Julia C. Stimson to Alice B. Stimson, 23 December 1895, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[71] ALS, Julia C. Stimson to Alice B. Stimson, n.d., Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[72] ALS, S.G. Sterns to author, 10 May 1989.
[73] ALS, Julia C. Stimson to Henry A. Stimson, 23 June 1897, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[74] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[75] Boyd, Three Stimsons and a Bartlett, 32.
[76] Vassar Transcript of Julia C. Stimson, Vassar College, Poughkeepsie, New York.

[77] ALS, Julia C. Stimson to Henry A. Stimson, 27 January 1898, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[78] Vassar Transcript of Julia C. Stimson, Vassar College, Poughkeepsie, New York.
[79] ALS, Julia C. Stimson to Henry A. Stimson, 26 February 1899, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[80] Vassar Transcript of Julia C. Stimson, Vassar College, Poughkeepsie, New York.
[81] ALS, Julia C. Stimson to Henry A. Stimson, 22 September 1899, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[82] ALS, Julia C. Stimson to Alice B. Stimson, 17 October 1899, Box 3, File 3, Henry A. Stimson Papers, New York Historical Society, New York City.
[83] Ibid.
[84] ALS, Julia C. Stimson to Henry A. Stimson, 23 September 1900, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[85] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[86] ALS, Julia C. Stimson to Henry A. Stimson, 1901, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[87] ALS, Julia C. Stimson to Alice B. Stimson, n.d., Henry A. Stimson Papers, New York Historical Society, New York City.
[88] TD, Box 3, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[89] Mabel Riddle was a life-long friend. She was the daughter of the St. Louis family whom Julia visited many years earlier at Christmas and was an active member of the Pilgrim Church in St. Louis. Mabel was later instrumental in attracting Julia back to St. Louis to accept the Washington University social service position.
[90] ALS, Julia C. Stimson to Henry A. Stimson, 14 June 1901, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[91] Smith-Rosenberg, The Female World of Love and Ritual, 325.
[92] ALS, Julia C. Stimson to Henry A. Stimson, 26 June 1901, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[93] "Maj. Stimson's Career as Nurse is Notable," The Sunday Star, Washington DC, 21 May 1922, 13.
[94] The New Encyclopaedia Britannica, Volume 7, s.v. "Marine Biological Laboratory".
[95] ALS, Julia C. Stimson to Henry A. Stimson, 8 August 1901, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[96] TD, Box 3, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[97] "Maj. Stimson's Career as Nurse is Notable," The Sunday Star, Washington DC, 21 May 1922, 13; New York Hospital Training School for Nurses, Application Blank, Julia C. Stimson, 3 October 1904, New York Hospital Training School Student File, New York Hospital/Cornell Medical Center Archives, New York City.
[98] "Julia C. Stimson Diary," Box 1, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[99] ALS, Julia C. Stimson to Alice B. Stimson, 29 May 1903, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[100] ALS, Julia C. Stimson to Secretary of the New York Hospital, 9 May 1903, New York Hospital Training School Student File, New York Hospital/Cornell Medical Center Archives, New York City.

[101] "Julia C. Stimson Diary," Box 1, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[102] "Annie W. Goodrich--Crusader," American Journal of Nursing 34 (July 1934): 671.
[103] Edward Bennet Bronson, M.D., "A Case of Symmetrical Gangrene," Journal of Cutaneous Diseases (October 1903).
[104] TDS, W.L. Keller, Lt. Col. Medical Corps, USA, "History in Case of Major Julia C. Stimson," 21 April 1925, Box 3, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[105] TL, Philip M. Stimson to Lieutenant Colonel Pauline E. Maxwell, 8 May 1968, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[106] Telephone conversation with LTC Valerie Biskey, Nursing Research Service, Walter Reed Army Medical Center, Washington DC, 18 May 1990.
[107] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[108] Dictionary of American Biography, Supplement Four, s.v. "Stimson, Julia Catherine"; Notable American Women, 1607-1950, A Biographical Dictionary, Volume III, s.v. "Stimson, Julia Catherine".
[109] "Julia C. Stimson Diary," Box 1, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[110] ALS, Julia C. Stimson to Annie W. Goodrich, 2 August 1904, New York Hospital Training School Student File, Julia C. Stimson, New York Hospital/Cornell Medical Center Archives, New York City.
[111] ALS, Henry L. Stimson to Julia C. Stimson, 15 May 1918, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[112] ALS, Lucile Hinkle Thomee to author, 26 October 1988.
[113] "Julia C. Stimson Diary," Box 1, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

CHAPTER II

Professional Beginnings

Training at New York Hospital, 1904-1908

When Julia entered the Training School for Nurses at New York Hospital, Annie W. Goodrich had been the Superintendent of Nurses for two years. The improvements implemented by Miss Goodrich and the existing conditions in the school during Julia's years there were described by Mary Beard, a graduate of the New York Hospital Training School and a leader in the public health nursing field, in one of Miss Goodrich's biographies:

> . . . It was the era of the twelve hour day and the twelve hour night; classes after the day was over; a yearly vacation of two weeks; an hour a day off duty--if the time could be spared from the ward.
>
> We student nurses felt the stimulus of Miss Goodrich's personality from the moment she arrived. Classes were held during the daytime; more relief was provided to care for the patients, making it possible for the upper class nurses to learn more thoroughly the principles of ward administration. When the students were ill, Miss Goodrich took a personal interest in their care. When she left in 1907, deeply disappointed that the Governors could not see the light and had discontinued many of the reforms that had been started, there still remained a nucleus which could not be killed permanently. Miss Goodrich made it a School![1]

The curriculum at the New York Hospital Training School for Nurses in 1904 consisted of classroom instruction in theoretical work coupled with various experiences in the hospital setting. Julia's record indicated that she studied anatomy, physiology, bacteriology, materia medica, and

hygiene. Miss Goodrich taught the subjects of dietetics, bandaging, principles of nursing, and nursing ethics. Additional study was devoted to the topics of surgical anatomy, urinalysis, general medicine, general surgery, children's diseases, and massage, all of which were taught by physicians. Julia earned grades of 90% or better in all of these courses with the exception of general medicine for which she earned an inglorious 67%.[2]

Clinical experiences took place in the hospital wards; the operating room; the private patients' building; the house of relief, a social welfare agency; and the lying-in hospital.[3] Julia's grades for her clinical work were always 100%, her executive ability consistently was evaluated at 90%, and her tact and adaptability at 80%.[4] The majority of evaluative comments about Julia's performance were complimentary. Susan Gifford, a Matron in the house of relief, remarked that Julia was:

> . . . interested--faithful in her work. Neat--intelligent and sympathetic. [She had] many good practical ideas but [they could] not always. . . be applied to the work here.[5]

A. F. Dwight, a head nurse on the Men's Surgical Ward, observed that Julia's "work is thorough and well planned".[6] A report of Julia's efforts in the diet kitchen of the lying-in hospital judged her as:

> . . . excellent--quick, capable, thorough. Quite as interested in doing well the small and insignificant things as the larger and more interesting.[7]

Life as a student nurse in the training school of this period was characterized by hard labor. Students were not given any preliminary instruction before they cared for patients. The work day was long, frequently totaling twelve hours. Little time was available for classroom

instruction or study. There were very few qualified instructors and the nurses' accommodations were poor.[8]

Brief memos in Julia's journal painted a portrait of her first month in training. They demonstrated that Julia's training at New York Hospital did not differ markedly from the typical school of the day:

14 November 1904	Was shown how to give a bath, put away laundry, etc. Rested and read awhile in the afternoon. On duty from 3:30 to 6:30.
15 November 1904	Restrained a delirious female.
25 November 1904	On duty till 1:30. Fixed my feet and rested. Helped to make paper flowers for the bazaar.
29 November 1904	Had a tiff with a Junior and was reported by Dr. Rust as "talking back". Told Miss Fligg at dinner time and she straightened things out.
30 November 1904	Mother talked with me in my room a while.
2 December 1904	Am transferred to Diet Kitchen tomorrow.
3 December 1904	Scrubbing kettles mostly.
5 December 1904	Worked in Diet Kitchen till 1:30. After worked in Bandage Room till 4:30. Daddy called for a minute.
6 December 1904	Had a bad attack of indigestion in the night, so weak. Miss Goodrich came to see me and I went back to the Diet Kitchen.
7 December 1904	Felt all right. Mother and Elsie called a moment in the am.
20 December 1904	Had a sore throat but went on duty as usual. In Apothecary Shop from 8 to 10. At 5, Miss Samuel sent me off ward, to bed, temp 100.6. Gargled sore throat most all night and improved it.

24 December 1904	Strained my knee badly, lifting, but got through my work all right. Rested in my time at 6:30. Skipped up home for Bab's Christmas. Back here about 9.
27 December 1904	On ward all day as usual. To Apothecary's from 8 to 10, 10:30 to 12 had time [off], 12 to 1, and 3 to 4 lectures.[9]

Julia's notations indicated that there were no delays in putting the students to work. On her first day of training, she was fully indoctrinated into her responsibilities. Furthermore, her diary confirmed that the Stimsons maintained close family ties despite the physical distancing of Julia across town to the east side of New York. Surprisingly, they also revealed that Julia was not alienated by the menial nature of the work. It was part of her nature to adapt and fulfill requirements whenever necessary. Significantly they conveyed the fact that from the first month of her training, Julia's existence was studded with infirmities to be tolerated or overcome.

A typewritten chronology of her illnesses indicated that Julia missed 291 days of duty during her training, 287 of which were related to the dermatological condition affecting her lower extremities.[10] In August 1905, Julia was forced to request an indefinite leave of absence which ultimately lasted thirty-one days. During this time, her parents were in Europe and Julia convalesced in Hanover, New Hampshire from a bout of septicemia induced by her leg wounds.[11] Since the family was very close-knit, it is possible that she stayed with her mother's brother, Edwin, who was a professor at Dartmouth College.[12] In September of 1906, but a few months after receiving an unsolicited scholarship of $75 awarded on the basis of merit,[13] Julia wrote Miss Goodrich to resign from her training. She felt compelled to tender her resignation because her physician had advised her

to remain off her feet, promising perfect health within a year.[14] This absence lasted not a year, but 152 days. A period of remission allowed Julia to return to her training. However, the disease-free, painless remission was short-lived. A letter written by Julia to her father, seemingly in response to his being offended at and protesting her reticence about her condition, gave some inkling as to the severity of her condition:

> I'm having about all I can do to bear my pains. You don't know how almost intolerable it is at times and how trying the continuousness of it is getting to be. . . I'm doing the work I love and am only too thankful for those blessings--but it is taking about all the nerve I have to keep the pain under. It is hourly torment, but I'm trying to live the best way I can . . . There is nothing anybody can do to make the pain easier to bear--positively--but negatively they can not be hurt, let me come and go without asking for accountings of my doings and just letting me fight this out the best way I know how. You have little idea of how much of a fight it really is until you think of details like--every time you put on or take off a shoe, how to do it without groaning--everytime you sit in a chair, how to place your feet so they'll hurt least--and everytime you move in bed, how to keep the side of your feet from touching the sheets--or everytime you have to stand still a moment, how to keep from standing like a stork. All those things take energy. If you only could believe that I'm doing the best I can--you wouldn't be hurt. Life is not very easy for me. It is weak to write all this--but I am offering my weakness as a plea for your patience.[15]

Because of her persistent absences due to illness, Julia's training as a nurse took almost four years to complete. She graduated from nurse's training on 16 May 1908 just prior to her twenty-seventh birthday.[16] She then again traveled to Europe in the company of Leila, the same friend about whom her father previously had objected. Despite her father's disapproval, the friendship endured.[17] Julia possessed confidence in her own judgment. Furthermore she demonstrated great loyalty to her friends as well as age-appropriate maturity and independence.

Throughout most of her adult life, Julia enjoyed the freedom and autonomy of driving her own automobile. Frequently ahead of upcoming trends, she learned to drive a machine in 1906 when she was a nursing student.[18] Very few women drove cars in those days. In fact, very few automobiles were on the road. Just three years earlier in 1903, Henry Ford had begun mass production of his Model T.[19] Julia however was to motor continually, driving her own Ford later in St. Louis[20] and in Washington DC.[21] Such activities were another example of Julia's venturesome personality.

In her pre-training days, Julia's relationship with Annie Goodrich was marked by deep friendship and congeniality. In contrast, while training to be a nurse, the proper relationship between student and superior was distant. Julia articulated the nature of this relationship as involving:

> . . . little contact between nurse and superintendent. Things were different in those days and interviews with the Head did not have the effect of expanding my ego. On the contrary, I recall very diminishing results which probably were intended to be and were good for my soul.[22]

Following graduation, however, the relationship again changed and rapidly evolved into a collegial mentor-mentee liaison and into a type of feminist friendship. In most of the existing correspondence between the duo, Julia addressed Annie as "Sister Annie" while Annie referred to Julia as "Dear Child". This close, intimate type of sisterly love was characteristic of relationships between Victorian women. Even when the relationship was strictly asexual, loving terms of endearment were common.[23]

An Executive Position at Harlem Hospital, 1908-1911

Julia recalled that after graduation, Miss Goodrich, who since 1907 was General Superintendent of the Bellevue and Allied Training Schools for

Nurses,[24] offered her three positions. Two of these prospective situations are not known, but the identity of the third is known. In September of 1908, Julia chose to accept that third option to become the Superintendent of Nurses at Harlem Hospital, a satellite institution of the Bellevue and Allied Hospitals.[25] At that time, Harlem Hospital was a newly opened municipal hospital [26] which was not located in the best of neighborhoods. Julia's family was concerned for her safety when she accepted the position at Harlem. She responded to their worries by observing that she could readily use her hat pin as a weapon.[27] One wonders at the vision of Miss Goodrich to have placed the onerous responsibilities of such a demanding position upon the shoulders of a new graduate, albeit, a twenty-seven year old college graduate. Annie Goodrich must have possessed a large measure of respect for Julia's abilities.

A letter from Julia's mother, who was again in Europe in 1909, commiserated with Julia in cryptic comments about the trials of her Harlem position which involved dealing with unreasonable physicians in a climate where unsavory tales were bandied about the hospital.[28] Further evidence of the difficulties of the situation was contained in a letter of appreciation sent from the Annie Goodrich to Julia:

> My Dear Child, I want to thank you again for the lovely hat pin that was your Christmas greeting. I also want to thank you for the patient, interested service you have endowed Harlem under difficulties that even I can hardly appreciate. It makes my heart ache to think of you enduring such discomforts and such insults but I am more grateful than I can say to you for doing it and holding the place together and I feel convinced that we must see daylight soon. With most affectionate wishes for the New Year, Faithfully yours, Annie W. Goodrich.[29]

When remembering this time, Julia observed that:

> My choice of the position at Harlem brought me into a difficult complicated situation where almost daily [Miss Goodrich] counseled and drew out utterly unknown capacities; suggesting attitudes under stress, believing in powers to organize and create which naturally had to materialize, giving an example of inspiration to associates which had to be aimed at, encouraging at moments when it was most needed, and occasionally expressing warm appreciation of struggling efforts. At this organization, group effort and meetings meant little in my life. I was busy, why bother about what other nurses were doing? One day, however, Miss Goodrich said, "I am going to Minneapolis on such a train, on such and such a day, and I want you to come with me." So small a thing to bother about for her, but what an expanded horizon for me, and what a course of action to have established in me! I have been going to meetings ever since.[30]

One of Julia's first efforts at publishing took place while she was serving as Superintendent of Nurses at Harlem Hospital. Her volume entitled Nurse's Handbook of Drugs and Solutions appeared in 1911.[31] A scathing review in the American Journal of Nursing criticized its extreme brevity and its lack of appeal to the intelligence of students. The review concluded with a caveat that the book should not be allowed to supplant the materia medica. The name of the reviewer was not published.[32] This book subsequently underwent three revisions and these revisions were praised lavishly after Julia achieved national recognition.

In studying Julia's first book today it is difficult to discover any serious problems with the content. In the book's preface, Julia wrote that its primary purpose was to familiarize nurses with the standard medications of the day and to act as an aid in preparing for state registration examinations. She stressed that she wanted the volume to be simple and useful and that all unessential knowledge would be omitted. Although it is difficult after eighty years have elapsed to evaluate the content, the book seemed to achieve its stated objectives. Undoubtedly, the author did not

intend it to replace the Materia Medica. Perhaps the negative comments elicited by Julia's volume were a reflection of the profession's Herculean efforts to improve the standards of nursing education at that time.[33] Since the handbook seemed superficial, it may have been perceived as a reversal of the much needed trend towards improvement in theoretical and clinical nursing knowledge.

In the spring of 1910, Annie Goodrich resigned as General Superintendent at Bellevue to become the New York State Inspector of Training Schools.[34] Perhaps the departure of Miss Goodrich and the inducements of Mabel Riddle, a Vassar friend who came from St. Louis, convinced Julia to shift her sights westward to St. Louis. Perhaps her memories of happy childhood days in that city contributed to the decision as well. Before she made this career decision, however, Julia again visited Europe for two months in the company of her friend Leila.[35] Two days after her return from overseas, Julia's diary revealed that "Mabel Riddle came to see me about St. Louis Social Service work".[36] Another diary entry indicates that Julia was visited by Annie Goodrich a few days later.[37] Possibly the two discussed the proposed job offer. On 28 August 1911, Julia's diary comments indicated that it was a "very warm, trying day. Many little domestic difficulties".[38] Two days later Julia recorded that she had "received and accepted Mabel's St. Louis offer".[39] On 11 October 1911 Julia left New York City [40] to assume her new position as Head Worker of the Social Service Department of the St. Louis Children's Hospital and Washington University Hospital in St. Louis.[41]

Widening Horizons at Washington University, 1911-1917

The existence of the Social Service Department at Washington University dated back to 15 December 1910. For the department's first ten months of existence, only one worker was employed. Julia was the second worker hired by the department. She was the first trained social worker to serve in the city of St. Louis.[42] Julia received training in social service work as a part of her nurse's training at New York Hospital.[43] Following graduation from New York Hospital Training School for Nurses and after she assumed her position at Harlem Hospital, Julia conceived the idea for that institution's social service department and developed it in cooperation with a former classmate, Florence M. Johnson.[44] Upon her arrival at Washington University in the fall of 1911, Julia reorganized and quickly expanded the hospital's social service department. By November 1911, one month after assuming the reins, Julia had succeeded in persuading the bible class of the Pilgrim Congregational Church, her father's former pastorate, to underwrite the salary of an additional worker who functioned as her assistant at St. Louis Children's Hospital. In February of 1912, Julia successfully solicited support from the alumnae of Mary Institute, a private primary and secondary school for girls in St. Louis, to finance an additional worker, who served as the department's assistant at the Washington University Hospital. The bible classes at the Union Avenue Christian Church followed suit in May of 1912 and paid the salary of a prenatal worker. In little more than a six month period, Julia had mustered support and augmented the department from a staff of one to a working group of four full time members, numerous volunteers, and one stenographer. Her actions amply demonstrated her superior administrative expertise.

In the meantime, Julia had received two job offers from other institutions promising twice her yearly Washington University salary of $1,000. A third proposal of a similar nature came later in the year from Adelaide Nutting in the Department of Nursing and Health of Teachers' College, Columbia University. That institution was attempting to fill the director's position in the Public Health Nursing Program which was to be vacated by Ella Phillips Crandall when she became the Executive Secretary of the National Organization for Public Health Nursing. Julia was queried as to her interest in assuming these academic responsibilities.[45] In May 1912, the Executive Faculty of the two Washington University hospitals voted to increase Julia's salary to $2,000 in exchange for her promise to remain at Washington University for a minimum of one year. They justified this expense stating that it was "essential to have an active and effective department." and that "Miss Stimson has shown marked ability".[46] Because Julia had commited herself to a year of service at Washington University, she was unable to contemplate the Teachers' College offer.

In March of 1913 the forces of nature brought severe flooding to the Ohio River Valley. During this disaster Julia was called for emergency service by the American Red Cross Committee on Nursing Service as a head nurse. With a group of fifteen nurses she traveled to Hamilton, Ohio to provide relief services to the area's inhabitants. A report of their activities is chronicled in an article written by Julia which appeared in the American Journal of Nursing. The description of the "mud-slinging" which went on as people tried to dig their way out of the disaster provided some comic relief:

> One of the nurses had sunk into mud so deeply that she could not draw her feet out and a man with a shovel had to be

> secured to dig her out. Another had found an old lady marooned on her second floor, unable to get downstairs because the stairway was choked with broken furniture and mud and boards. She called from the window that she was all right, but would like a hot-water bag, as she had everything else that she needed. This was sent up to her by means of a basket and a string. Her difficulty, however, was reported to the officials who sent men to her rescue.[47]

Julia reported that the nurses were in Ohio for fifteen days. They made 131 sick calls and 178 calls to bring relief. The cost of the expedition was about $900, approximately $57 per nurse.[48] After the disaster Julia wrote to Jane A. Delano, the Chairman of the Red Cross Committee on Nursing Service, providing an evaluation of each nurse who participated. She felt that three of the nurses in the group demonstrated potential for taking charge of such an emergency group in the future. Another three were judged not at all suitable for such work should the need arise again. One of these three was described as "frivolous", another as a "hard worker but handicapped by great weight", and a third as a "good worker but talks too much". The remainder of the group were appraised by Julia as "excellent under direction".[49] This was the first available demonstration of Julia's perceptive and incisive appraisal of her staff's performance. It was also another early indication of her extraordinary administrative abilities.

In the spring of 1914, the Principal of the Washington University Training School for nurses resigned. By 15 April 1914 Julia assumed the responsibilities of that position as well as continuing with her social service duties. Accordingly, her title was changed to Head of the Department of Nursing and Social Service of Washington University. Her salary was increased to $2,500 per year and she was given the option of living away from the hospital, a benefit few nurses enjoyed in that era. In addition, Julia was promised an adequate staff of assistants in each department.[50] In an

explanation of these organizational changes in the department's annual report, it was noted that:

> Efficient assistants in each department attend to the details and carry out the work, but the general policies of both Training School and Social Service are immediately under the charge of the head of the whole department who is advised by the Hospital Committee of doctors and by a committee of women. The committee of women. . . have been chiefly responsible for the rapid growth of the Social Service Department and for whatever success the latter may have attained.[51]

Throughout her work life Julia adhered to a similar pattern of management. She usually recruited a small corps of capable assistants to deal with the daily minutiae while she herself generally supervised the total program. As a leader Julia never was guilty of micro-managing.

At about this same time in 1914, the Great War broke out in Europe. President Woodrow Wilson attempted to steer America into neutral channels and succeeded in this endeavor for several years. By 1915 the Army was involved in an unsuccessful struggle, attempting to prepare for almost certain war in the climate of determined neutrality dictated by President Wilson. This struggle to prepare a fighting force would continue until the United States declared war on Germany in 1917.[52] With the advent of Germany's unrestricted submarine warfare in 1917,[53] the United States no longer refused to join forces with the allies.

Jane Delano was Superintendent of the Army Nurse Corps from 1909 until 1912.[54] During her Army tenure Miss Delano was able to facilitate an enrollment of three thousand nurses into the Red Cross. These nurses pledged their services in the event of war and became the first Army Nurse Corps reserve component.[55] As early as 1914 Jane Delano, then the Director of American Red Cross Nursing, was silently yet actively preparing for

mobilization by organizing for a greater enrollment of nurses in the Red Cross.[56] For several years prior to Congress' declaration of war, fifty base hospitals linked to various medical schools in the U. S. were organized and equipped by the War Relief Board of the American Red Cross in accordance with a plan devised jointly by the War Department and the Department of Military Relief of the American Red Cross. The intent of the plan was to have fully organized and equipped units of physicians and nurses ready for active service in time of need. Such a unit was organized under the aegis of Washington University School of Medicine and was named Base Hospital #21. Equipment for Base Hospital #21 included ambulances, beds, blankets, instruments, medicines, and laboratory and kitchen equipment. This equipment was supplied by the St. Louis Chapter of the Red Cross and was funded by $60,000 in contributions from local citizens.[57] In most cases the local superintendent of nurses was named to be chief nurse of the unit. Accordingly, Julia was named chief nurse of Base Hospital #21. The base hospitals were designed to provide the medical support for the American Expeditionary Forces (AEF) which would be led by General John J. (Black Jack) Pershing.[58] Julia was heavily involved in planning for Base Hospital #21 while at the same time managing to carry out her usual hospital responsibilities.

Minutes of the meetings of the Washington University Hospital Committee to whom Julia was responsible never included her name as a member in attendance. However, the notes of many of the minutes confirmed that she was present as she was frequently referred to as discussing various matters with the committee members.[59] On one such occasion, Julia relayed details of an ongoing power struggle between herself and the general manager of Barnes Hospital, one of the Washington

University hospitals. She informed the committee that she was ordered by the general manager to accept an unqualified candidate who was recommended by a hospital trustee for admission to the training school. Similarly, she was explicitly directed by the same gentleman to hire a certain individual for the social service staff "independent of any qualification for the work" at the behest of another trustee. Other documented disagreements focused on the general manager's ironclad control of store rooms which made it impossible for nurses to obtain food, ice, or supplies for the patients.[60] While Julia was not an official member of this powerful group, she did command their attention. Furthermore, it was through this committee that she first made contact with Fred T. Murphy M.D., a Washington University professor of surgery, who was to become an intimate, lifelong friend. Dr. Murphy was a member of the Hospital Committee,[61] the Chairman of the Dispensary Committee,[62] and also the Chairman of the Training School Committee.[63] These assignments provided opportunities for close and frequent contact with Julia.

The committee of women referred to in the annual report was a select group of society women, many of whom were longstanding Stimson family friends dating back to the family's years in St. Louis. Others were wives of Washington University staff. Julia's wise utilization of these women and her written comments attributing her success exclusively to their efforts were evidence of her consummate interpersonal skills. The combination of the use of family connections and an unusual finesse in political relations added to her keen intelligence and sense of industry consistently facilitated Julia's rise through the ranks to positions of power.

By 1915 five years after Julia's advent, the committee of advisory women had grown from four ladies to a board of thirty women. The one untrained

worker was replaced by a staff of eight trained workers plus support staff, students, and volunteers. During this same period, the annual budget administered by Julia grew from $1,500 to $9,751.05.[64]

By 1915 the Training School also had made great strides under Julia's tutelage. She was in the process of implementing improvements which included establishing a high school diploma as the minimum requirement for admission. Julia hoped that this would facilitate the assignment of university credit to the training school courses and she felt that it would upgrade the quality of the students who were admitted. Furthermore Julia advocated charging a fee for the training received by students. Finally, she planned a six month preliminary course for aspiring students. Such a preliminary course would preclude superimposing theoretical and class work on top of the clinical work on the wards.[65] Very few schools of this era were progressive enough to prepare their new students didactically prior to their first experiences with real patients.[66] Most of these objectives were achieved prior to Julia's departure from Washington University[67] and reflect her awareness of national nursing concerns.

In 1916 the American Journal of Nursing reviewed the first revision of Julia's Nurse's Handbook of Drugs and Solutions.[68] This second edition of her book demonstrated minimal additions and very few changes when compared to the first edition of the volume. It was written in collaboration with a Washington University pharmacist and received much kinder comments in the review which was written by M. E. Cameron. Perhaps the more positive review was a result of Julia's collaboration with a pharmacist. On the other hand, it was more likely that the strong approval of this edition came about because Julia increasingly was coming to the attention of the national nursing leaders. The volume's cost was $1.00.[69]

In June of 1916 Julia was offered the position of Superintendent of Nurses at the Washington University Hospitals.[70] The additional duties and benefits accruing from this position are unknown. Moreover, no record of Julia's acceptance of this position has been found. Clearly however she did assume this position as in March 1918, she wrote to the Dean of the Medical School from France to resign as Superintendent of Nurses.[71] Her resignation was not accepted but tabled by the Dean.[72]

The summer of 1916 also brought Julia's brother Philip to St. Louis. Philip graduated from Yale in 1910 and received a medical degree in 1914 from Cornell University. He served an internship at New York Hospital from 1914 until 1916 and came to St. Louis Children's Hospital in 1916 for a residency.[73] Within Philip's first year at the Washington University medical complex, Julia received complaints about her brother's overbearing manner. Julia probably confided the nature of these grumblings to her father who replied to her confidences with the following:

> As to Philip you can do much better than I can. I have said so much in that line in the past that I fear it would hurt him if I said more. You have not talked quite definitely enough I infer from what you say. Take him in hand--with both hands. Tell him if he desires good will he must cut out [from his conversation] the [Stimson] family and New York altogether. Also that he must stop criticizing entirely. And that he must not be so self sufficient and superior. Give him definite instances so that he cannot fail to understand just what the trouble is in each direction. These three things I enjoined upon him before he left home. He made things uncomfortable for himself in the Medical School in just those ways. I thought he had cured himself in the second year in the hospital, but it seems that he has succumbed to a relapse! It is too bad that he should queer himself so needlessly. He is such an unselfish, kindhearted fellow that it is a great pity but I hope not too late to cure. But he must turn over a new leaf resolutely and thoroughly. Say this to him but do not quote me.[74]

Whether Julia was successful in fostering a new sense of humility in Philip was not documented.

During that same summer of 1916, Julia suffered intensely from the dermal ulcers which again appeared on her legs and feet. Her father lamented in a letter to Philip:

> Our poor Julia writes that she is suffering much with her leg tho' she thinks it is decreasing. I do not see how she stands it. What is to be thought of "the science of medicine" when all the doctors are content just to say "we don't know what it is" and do nothing about it. You would think that some one of them would make a business of finding out! Mother advises her to go to an osteopath! Which I think is a poor substitute for intelligence. However, I can do nothing but it makes me distressed for her.[75]

July of 1916 was an eventful month in Julia's life. Not only was she made Superintendent of Nurses at the Washington University Hospitals and joined by her brother Philip in St. Louis but she also began serious planning for the ultimate mobilization of the Washington University unit, Base Hospital #21, for service in France during World War I. In a letter to Jane A. Delano, Chairman of the National Committee for the Red Cross Nursing Service, Julia acknowledged her appointment as head of the unit's nursing staff and requested guidance on the process for selection of nurses.[76] Miss Delano's correspondence revealed the nature of her regard for Julia:

> I am perfectly delighted that you have been made chief nurse of the St. Louis unit . . . I cannot tell you what a relief it is to know that you are to be responsible for the work in St.Louis.[77]

By December of 1916 Julia wrote to Fred Murphy, now designated the commanding officer of the unit, reporting that she recruited thirty of the required fifty nurses for her military nursing staff by speaking at several

hospitals in the area and at the local Graduate Nurses' Association. She informed him that:

> I find considerable apathy in regard to the matter. I exerted my greatest oratorical efforts on the subject of patriotism and preparedness but [the] last three speeches have resulted in only eight new names.[78]

These oratorical efforts to motivate were, by all reports, legendary. Undeniably, it was due to Julia's persuasiveness that even this number of nurses were recruited in the national climate of determined neutrality and isolationism. These persuasive talents would be put to even greater use during World War II. In response to her communication, a note from Dr. Murphy advised Julia that:

> I tried to see you personally about the matter of the Red Cross enrollment. Col. Kean is pounding away at me to have it completed. My own feeling is that you had best go on slowly with the enrollment and get the nurses you can rather than to hurry and sign up some that you do not want. I will take the general question up with Col. Kean and if he has a different opinion from this, I will let you know.[79]

Colonel Jefferson Kean, referred to in the above communication, was an Army Medical Corps Officer who served as the Director General of the Red Cross Department of Military Relief.[80] He was the top official in charge of organizing the base hospital units for service in France.

NOTES

[1] Esther A. Werminghaus, Annie W. Goodrich, Her Journey to Yale (New York: The Macmillan Co., 1950): 23.

[2] Julia C. Stimson, "Record of Theoretical Work and Examinations," Box 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[3] Julia C. Stimson, "Summary of Work," Box 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[4] Ibid.

[5] Ibid.

[6] Ibid.

[7] Ibid.

[8] Mary Adelaide Nutting, "The Education and Professional Position of Nurses," in Report of the Commissioner of Education (Washington DC: Government Printing Office, 1907):155-205.

[9] "Julia C. Stimson Diary," Box 1, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[10] TD, Box 3, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[11] ALS, Julia C. Stimson to Mother and Dad, 30 August 1905, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[12] Boyd, Three Stimsons and a Bartlett, 129.

[13] Julia C. Stimson, "Summary of Work," Box 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City; ALS, Henry A. Stimson to Julia C. Stimson, Henry A. Stimson Papers, New York Historical Society, New York City; ALS, Julia C. Stimson to Annie W. Goodrich, 16 July 1906, New York Hospital Training School Student File, Julia C. Stimson, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[14] ALS, Julia C. Stimson to Annie W. Goodrich, 28 September 1906, New York Hospital Training School Student File, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[15] ALS, Julia C. Stimson to Henry A. Stimson, 6 March 1907, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[16] Julia C. Stimson, "Record of Attendance," New York Hospital Training School Student File, New York Hospital/Cornell Medical Center Archives, New York City.

[17] ALS Julia C. Stimson to Alice B. Stimson, 6 June 1908, Box 3, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[18] "Julia C. Stimson Diary," 23 June 1906, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[19] History of the Motor Car (Toronto: Thomas Allen & Son, 1970): 154.

[20] TL, Julia C. Stimson to Mother and Dad, 6 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[21] "Julia C. Stimson Diary," 3 July 1919, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City; TL, Julia C. Stimson to Nena Shelton, 22 July 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.

[22] "Annie W. Goodrich--Crusader," American Journal of Nursing 34 (July 1934): 674.

[23] Smith-Rosenberg, The Female World of Love and Ritual, 311-312.

[24] Werminghaus, Annie W. Goodrich, 24.

[25] TDS, "The American Red Cross, New York State Branch, Application for General Nursing Service," 30 July 1909, Archives of the American Red Cross, Washington DC.
[26] Harriett Berger Koch, Militant Angel (New York: Macmillan, 1951): 51.
[27] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[28] ALS, Alice B. Stimson to Julia C. Stimson, 29 August 1909, Henry A. Stimson Papers, New York Historical Society, New York City.
[29] ALS, Annie W. Goodrich to Julia C. Stimson, 29 December 1929, Box 2, File 5, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[30] "Annie W. Goodrich--Crusader," 674.
[31] Julia C. Stimson, Nurse's Handbook of Drugs and Solutions (Boston: Whitcomb and Barrows, 1911).
[32] American Journal of Nursing 11 (1911): 762.
[33] Mary Adelaide Nutting, "Educational Status of Nursing," in United States Bureau of Education, Bulletin 1912, Number 7 (Washington DC: Government Printing Office, 1912): 7.
[34] Koch, Militant Angel, 58-63.
[35] "Julia C. Stimson Diary," 3 June 1911, Box 1, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[36] Ibid., 9 August 1911.
[37] Ibid., 16 August 1911.
[38] Ibid., 28 August 1911.
[39] Ibid., 30 August 1911.
[40] Ibid., 11 October 1911.
[41] "First Annual Report, Social Service Department, October 16, 1911 to November 1, 1912," Washington University Medical Archives, St. Louis, MO.
[42] TMs, Marjorie Fox Grisham, History of Washington University School of Medicine, Unfinished Official History, 1951, Washington University Medical Archives, St. Louis, MO.
[43] Telephone conversation with Dan Cherubin, New York Hospital/Cornell Medical Center Archives, New York City, 27 March 1989.
[44] D, American Nurses' Association, "Julia C. Stimson," (New York: National League of Nursing Education, published sometime after 1937). A copy of this document is in the Archives of the American National Red Cross, Washington DC.
[45] TL, Adelaide Nutting to Julia C. Stimson, 9 December 1912, Adelaide Nutting Collection, Microfiche 2242.
[46] "Executive Faculty Minutes," 7 May 1912, Washington University Medical Archives, St. Louis, MO.
[47] Julia C. Stimson, "Red Cross Relief Work at Hamilton, Ohio," American Journal of Nursing 13 (1913): 692.
[48] Ibid., 686-695.
[49] TLS, Julia C. Stimson to Jane A. Delano, 8 July 1913; TD,"List of St. Louis Red Cross Nurses, Hamilton Relief,"; Record Group 200, American Red Cross File 805.3, Ohio River Flood Personnel, 1913, The National Archives, Washington DC.
[50] "Minutes of the Hospital Committee," 16 March 1914; TL, Fred T. Murphy to Julia C. Stimson, 2 April 1914; Washington University Medical Archives, St. Louis, MO.

[51] "Third Annual Report, Social Service Department of the Washington University Hospital and the St. Louis Children's Hospital," 1 October 1913 to 1 July 1914, p. 19, Washington University Medical Archives, St. Louis, MO.

[52] Russell F. Weigley, History of the United States Army (Bloomington, Indiana: University Press, 1984): 352.

[53] John A. Garraty and Peter Gay, eds. The Columbia History of the World (New York: Harper & Row, 1972): 989; A J. P. Taylor, A History of the First World War (New York: Berkeley, 1966):110.

[54] Robert V. Piemonte and Cindy Gurney, Highlights in the History of the Army Nurse Corps (Washington DC: Center of Military History, 1987): 7.

[55] Elizabeth A. Shields, "A History of the United States Army Nurse Corps (Female): 1901-1937," (Ed.D. diss., Columbia University Teachers' College, 1980): 54.

[56] Lavinia L. Dock, Sarah E. Pickett, Clara D. Noyes, Fannie F. Clement, Elizabeth G. Fox, and Anna R. Van Meter, History of American Red Cross Nursing (New York: The Macmillan Company, 1922): 230.

[57] Base Hospital 21, France, May 1917-April 1919, p. 3, n.p., Record Group 112, Box 10, The National Archives, Washington DC.

[58] Piemonte, Highlights in the History of the Army Nurse Corps, 11.

[59] "Minutes of Hospital Committee Meeting," 13 April 1914, Washington University Medical Archives, St. Louis, MO.

[60] "Minutes of the Hospital Committee Meeting," 14 December 1914, Washington University Medical Archives, St. Louis, MO.

[61] Ibid.

[62] "Minutes of the Dispensary Committee," 11 October 1915, Washington University Medical Archives, St. Louis, MO.

[63] "Order of Exercises, Washington University Training School for Nurses Graduation," 20 May 1915, Washington University Medical Archives, St. Louis, MO.

[64] "Fourth and Fifth Annual Report of the Social Service Department of the Barnes Hospital, St. Louis Children's Hospital, Washington University Dispensary, July 1914 to July 1916," p. 5, Washington University Medical Archives, St. Louis, MO.

[65] Julia C. Stimson, "Preliminary Statement About Training School," 26 November 1915, Washington University Medical Archives, St. Louis, MO.

[66] M. Adelaide Nutting, "The Education and Professional Position of Nurses," in Report of the Commissioner of Education (Washington DC: Government Printing Office, 1907): 179.

[67] "Annual Report Training School," 25 May 1916; "Training School for Nurses," n.d., Evarts A. Graham Papers; Washington University Medical Archives, St. Louis, MO. (E. A. Graham was the surgeon who succeeded Fred T. Murphy as Head of Surgery).

[68] Julia C. Stimson, Nurse's Handbook of Drugs and Solutions (Boston: Whitcomb and Barrows, 1916)

[69] American Journal of Nursing 16 (1916): 674.

[70] "Minutes of the Hospital Committee Meeting," 5 June 1916, Washington University Medical Archives, St. Louis, MO.

[71] TLS, Julia C. Stimson to Dr. G. Canby Robinson, 7 March 1918, Washington University Medical Archives, St. Louis, MO.

[72] "Minutes," 1 May 1918, Washington University Medical Archives, St. Louis, MO.

[73] National Cyclopedia of American Biography Volume 57, s.v. "Stimson, Philip Moen".

[74] ALS, Henry A. Stimson to Julia C. Stimson, 14 November 1916, property of Lucile H. Thomee.
[75] ALS, Henry A. Stimson to Philip M. Stimson, 20 July 1916, property of Lucile H. Thomee.
[76] TLS, Julia C. Stimson to Jane A. Delano, 1 July 1916, Record Group 200, American Red Cross File 591.1, Army Base Hospital #21, The National Archives, Washington DC.
[77] TL, Jane A. Delano to Julia C. Stimson, 30 June 1916, Record Group 200, American Red Cross File 591.1, Army Base Hospital #21, The National Archives, Washington DC.
[78] TLS, Julia C. Stimson to Fred T. Murphy, 22 December 1916, Washington University Medical Archives, St. Louis, MO.
[79] TL, Fred T. Murphy to Julia C. Stimson, 29 December 1916, Washington University Medical Archives, St. Louis, MO.
[80] Dock, History of American Red Cross Nursing, 230.

CHAPTER III

World War I

Across the Atlantic to England, April 1917

On 6 April 1916, the United States declared war on Germany. The nation's most ardent pacifists could no longer tolerate Germany's unrestricted submarine attacks upon the country's vessels and citizens.[1] On 21 April 1917, a scant two weeks after the declaration of war, Base Hospital #21, the Washington University unit, was queried about their readiness to deploy to Europe. The director of the unit, Dr. Fred Murphy, responded that the unit could be ready to depart in one week.[2] Fortunately a small amount of additional time was afforded the unit so that the final preparations of obtaining inoculations, supplies, and uniforms and the completion of necessary personal business could be accomplished. In May 1917, the first contingent of the newly organized base hospitals embarked upon their journey to France. Base Hospital #21, the Washington University unit, with Julia as chief nurse was one of the first group of six hospitals to mobilize.[3]

On 4 May 1917, Julia wrote to her family:

> As you've all probably seen by the papers we all here are in the midst of alarms. . . most of the nurses are ready but it is quite certain we won't be leaving for several days more as the doctors' uniforms. . . won't be ready till next Wednesday. I'm glad indeed for the extra time. Leila has stopped all her university work to get my things ready and is sewing tags on things and getting me all beautifully equipped. The nurses can take a very small steamer trunk and a suitcase. . . this order for foreign service is playing havoc with the personel [sic] of the unit--so few expected to be called for duty abroad. In

> fact no one expected a call of this sort at all. I've been quite disgusted with the quitters who for one reason or another have begged to be excused. I've had about 10 drop outs. . . Two whose names I submitted I've had to drop by orders from Washington because they were born in Germany. . . we were at the Cobbs' to dinner this noon and soon Phil is coming here to supper and then were are going down to hear Joffre speak . . . waiting around after one is ready is very trying particularly when people of all sorts are weeping farewells over you all the time. . . Ruth Cobb is going with me--which is going to be nice for me--I'm so fond of her. She is as thrilled as I am about going, but her mother weeps all the time. We know it is the biggest opportunity of our lives.[4]

Ruth Cobb was a contemporary of Julia's and she was also a nurse. The Cobb family were long time friends of the Stimson family dating back to the Pilgrim Congregational Church days. Mr. Cobb, Ruth's father, was the president of the Glencoe Lime and Cement Company in St. Louis.[5] Ruth's life demonstrated many commonalties with that of Julia's. Her family background was impeccable and quite circumspect. Yet she led a challenging, productive life unfettered by the usual restraints imposed upon women of that generation.

This correspondence[6] suggested that Julia's friend of many years, Leila Albright, was residing in the St. Louis area at the time and that she was probably working in some capacity at Washington University. It also furnished additional evidence that nurses as a group were highly proficient in the administrative tasks of planning, organizing, controlling, and directing particularly when their state of readiness was compared to that of other health care professionals. Even in the Civil War days, women carefully organized themselves for their roles in war as evidenced by the thoughtful preparations and significant contributions made by the women of the United States Sanitary Commission.[7] The described weeping and lamenting on the part of those who would remain behind and the reneging

by a minority of the nurses who had been recruited were actions which certainly were understandable particularly when these happenings were considered in the context of the times. Women, of course, were just beginning to emerge from their formerly sequestered, highly protected positions in society and such reactions from their loved ones were not surprising.

The man referred to as Joffre in Julia's letter was a military man who served as Supreme Commander of the Allies in France[8] until the autumn of 1916. By that time, the French authorities concluded that he was incapable of leading the Allies to victory and Joffre was "pushed upstairs" (relegated to ceremonial functions only) to become a Marshal of France. In the final analysis, he lost all influence on the war.[9] Marshal Joffre came to St. Louis shortly before the hospital's departure to review the unit. He ceremoniously dedicated the hospital's flag by bestowing a kiss upon it.[10] Joffre's visit probably was intended to demonstrate the gratitude of France for the United States intervention and to serve as additional motivation for those who were departing for the European battlefields.

Another letter to Julia's parents from St. Louis on 6 May 1917 closely followed her previous letter. It fully described her view of the personal implications of the hospital's abrupt mobilization:

> I just wish I had the words to express what I think about this opportunity. Aside from what we think about the causes and principles involved and the tremendous satisfaction of having a chance to help work them out, to be in the front ranks in this most dramatic event that was ever staged, and to be in the first group of women ever called out for duty with the United States army and in the first part of the army ever sent off on an expeditionary affair of this sort is all too much good fortune for any one person like me. The responsibility of my big job of whipping into shape a band of heterogeneous poorly (mostly) trained nurses and of competing for efficiency and loyalty and

> spirit with groups of nurses from the East and most all from one school, seems almost an overwhelming job, but naturally Im [sic] going to do my very durnedest. . . Personally I am feeling fine and oh so keyed up. I cant [sic] ever be worthy of all the honor and opportunities that have come to me, not to mention all the happiness. . . The present senior class of 32 would have neen [sic] my first real class, the first that I have taken all through and they are weeping around that I am not going to [be] here to graduate them. But tomorrow night after chapel I am to have a heart to heart talk with them and I believe I can make them feel better. . . My salary is to be $90 a month with maintenance and travelling expenses. . . Leila is going to close up the apartment and store my things and take hers [sic] home. Phil is to have the Ford until he is ordered away and then it can be sold. . . I am going away leaving behind me nothing but the most wonderfully happy memories but no promises.[11]

Julia's comment in this letter stating that the Base Hospital #21 group would be among the first women ever to be called out for duty with the U.S. Army was inaccurate and probably a reflection of her ignorance of history at that time. Her own later writings refuted this notion and affirmed that women were called to provide nursing care in the Revolutionary War and the Civil War.[12] Other documents confirmed that women likewise were employed by the Army and sent overseas to serve in the Spanish-American War.[13]

On 17 May 1917, the unit departed from St. Louis amid much fanfare. More than 8,000 people were at Union Station to witness the leave taking which was marked by numerous pathetic scenes of mothers and sweethearts bidding tearful farewell. Many floral tributes were given to the nurses and Julia herself received no less than fifteen gifts of flowers. The contingent consisted of 237 individuals, of whom twenty-six were physicians and fifty-five were nurses. Their transport was a special train of seven sleeper cars, two diners, and a baggage car. As it pulled out of the station, every train in the area saluted its departure with a whistle. Many of

the throng were waving flags. The send off given to Base Hospital #21, the second military unit to leave St. Louis, was tremendously patriotic.[14]

On the nineteenth of May, the group arrived in New York and proceeded directly from the train to a ferry which conveyed them to the S.S. St. Paul, the vessel which would transport them to England. Within an hour and a half following boarding, a Red Cross committee efficiently provided the nurses with uniforms and the ship departed from New York harbor. Julia wrote that "all kinds of boats tooted and blew their whistles at us and people on ferry boats waved and cheered us".[15]

After embarkation and the departure of the ship, Julia reported that despite the persistent threat of attack by German vessels she was greatly relieved of many of her worries. Her relief resulted from the fact that the confines of the ship prevented her large group of nurses from going astray and all were accounted for easily. Julia later acknowledged that her anticipatory fears about her nurses were groundless. When Elsie questioned her about whether the responsibilities of so many nurses was burdensome, Julia optimistically replied:

> For a while it was a pretty big burden but now it doesnt [sic] weigh nearly as heavily as it did. I have such splendid people here with me! There are only about five out of the whole 69. . . who arent [sic] fine. These five have been a little troublesome but nothing to mention. And the rest are loyal, affectionate and entirely to be depended upon.[16]

At night, complete blackouts on board were enforced to prevent sightings by the enemy. Life boat drills were carried out in a climate of "cheerfulness and eagerness to get to work". Julia reassured her family that she was completely comfortable and happy.[17] Her persistently cheerful refrains undoubtedly were intended to comfort her worried parents as was the case so very often in the past.

Other shipboard activities engaged in while crossing the Atlantic were periods of drilling and exercising by the nurses. These exploits were begun by Julia after she observed the officers and enlisted men engaged in the same pursuits. The drill entailed "regular setting-up exercises as well as some military formations so that we can march in decency and order when we have to".[18] Julia humorously observed that:

> . . . on shipboard standing on one foot and raising the other knee is apt to be accompanied with some merriment. And some of our fat doctor officers have more or less difficulty lying down flat on their stomachs and getting up very fast.[19]

In addition, prayer sessions were held every evening with church services taking place on Sundays. A mixed choir was formed [20] to supplement the worship.[21] Throughout Julia's affiliation with Base Hospital #21, a distinctly religious climate prevailed. No doubt Julia, as a clergyman's daughter and an extremely devout person, facilitated this spiritual atmosphere. Julia credited this pervasive religious framework for the nurses' exceptional abilities to cope with the stress of the battle environment. She related that:

> Other Units have sneered [a] little at what they call our religious attitude. . . making the whole thing a prolonged act of service. But as Dr. Murphy said when he talked to our nurses. . . there is only one way of bearing the close contact with such pain and sorrow, of bearing whatever discomforts we may ourselves have to bear, of working out our own internal problems of antipathies or antagonisms, of keeping our souls serene and that is by doing it all with the deepest religious motive and in utter devotion to service.[22]

The efficacy of the religious climate which prevailed in this particular unit validated the idea that the practice of religion and the Corps of Chaplains has a place in the military setting.

Accompanying Base Hospital #21 on board the S.S. St. Paul was Base Hospital #10, a unit from Pennsylvania Hospital in Philadelphia, Pennsylvania.[23] The chief nurse of the Pennsylvania unit was Miss Margaret A. Dunlop, who had prior combat nursing experience with the American Ambulance Unit in Neuilly, France from 1914 until 1916. Miss Dunlop's father was a Connecticut clergyman. She was a graduate of Normal College in New York City and the Presbyterian Hospital of Philadelphia. For several years she was the assistant directress of nurses at her own training school. Miss Dunlop was described as having an energetic personality with initiative and a ready humor.[24] Both Miss Dunlop and Julia had comparable backgrounds and similar personality characteristics. It is not surprising that these two colleagues shared a congenial relationship. While enroute Miss Dunlop furnished substantial guidance to Julia about her upcoming foreign service and served as one of Julia's several mentors.[25] Evidence of the mentoring relationship was demonstrated in one instance by the fact that Miss Dunlop suggested that Julia divide her nurses into squads, delegating some of her authority to squad leaders in order to enhance her efficiency and to diminish some of the strains of leadership.

Julia could not fail to compare her nurses with those in the Philadelphia group. The results of her comparisons allayed her initial fears regarding their competence and their ability to function together as a group.

> I feel that I have no reason to be ashamed of them or to fear for what they are going to do. They have all shown a splendid spirit and seem to be full of enthusiasm and eagerness to show what Missouri can do when it tries. I feel perfectly sure they are going to be a loyal hardworking group.[26]

As the S. S. St. Paul moved into the danger zone [27] the seas became rough and the weather cold. Many doctors and nurses succumbed to seasickness, a malady which Julia never experienced. During this perilous portion of the journey, the nurses were forced to sleep in their day clothes in order to be prepared to abandon ship if necessary. In spite of these unpleasant conditions, Julia's morale remained high. She wrote:

> Dont [sic] you worry about me one least little bit. I am having the time of my life and wouldnt [sic] have missed it for anything in the world.[28]

While Julia was aboard ship, her father was faithfully penning her annual birthday letter. This missive implied that Julia was continuing to suffer from her painful legs and feet. It also provided some insight into Julia's invincible character as perceived by her father. It was, furthermore, a heart-rending example of a father's fervent prayer for his daughter who is bound for the battlefield:

> . . . It is hard to realize, my dear girl, that you are 36 years old; it is so short a time since you were one of the three little girls we took to St. Louis or the big baby we had to tie in the crib. . . to keep her from tumbling down on her head on the floor. . . Most of all my mind is upon all you have suffered since those bitter days of pain at Bass Rocks, when the doctor knew so little what to do for you and did so much mistakenly. . . I have long been amazed at your courage. I have never been able to see how you could stand up to the tasks in hand thro' it all. You have already done a whole life's work for the most active and efficient of men or women and yet never have been free from the actual attack of pain. . . I am quite ready to believe that your great self control and patience and your great influence over others are the result of your suffering; but what it has cost you. Who can know, but God!. . . Mother and I are feeling our inefficiency and inability, but I do not fail to give due appreciation to what my children are moving forward to. . . God bless and keep you my dear daughter and spare you, if He will, for many years of service.[29]

Base Hospital #21 arrived safely in Liverpool, England on 23 May 1917. There the personnel were told of their ultimate destination of Rouen, France but were not allowed to divulge this information in letters written home. Several days later they traveled to London. During this period, a few of the medical officers received training from the Royal Army Medical Corps while the remaining complement of the unit were feted at a round of receptions, teas, and theater parties.[30] The British populace overwhelmingly welcomed the American nurses, whom they called "sisters" and swamped them with kindness. In a letter to her family, Julia described the striking contrasts of the nurses' days in England from alternate states of pathos through conditions of merriment to participation in solemn occasions:

> First we see 1700 men, young men with faces or arms or legs blown off and then we go to a tea at a fancy club; next we see 500 blinded men fighting their way back into normal life by learning various occupations, then we are taken in a body to the silliest musical comedy that was ever staged. Again we see thousands of crippled soldiers brought out to see the King. . . and then we go to St. Paul's and see the Stars and Stripes carried up to the alter [sic] with the 64 British flags to be blessed at an "Empire Day" service.[31]

The same letter chronicled the status of the women of England at war:

> The streets are full of women in uniforms of all sorts, all smart and business-like. Women in England are coming into their own. What is to happen after the war when the men come back can well fill the minds of those who are given to prophesy changes, for a change is taking place here that can never be undone.[32]

Julia's insight concerning the fate of women after the war was remarkable. She was very future-oriented. Moreover, she regularly observed societal trends, pondered their meaning, and formed her own personal opinions.

During her brief time in London, Julia, ever an enterprising soul, seized the opportunity to network with a few key dignitaries. These relationships established in Britain were to prove of great use in her future endeavors. Julia lunched with Lady Herbert in her home on Carlton House Terrace which was situated across from the statues of Florence Nightingale and Lady Herbert's father-in-law, Sir Sidney Herbert, who had been Britain's Secretary at War during the Crimean War. She took tea with Mrs. Whitelaw Reid, the chairman of the London chapter of the American Red Cross[33] and was entertained by the Archbishop of Canterbury. Sir Thomas Lipton motored Julia out to his home. She dined with Mrs. Bedford Fenwick, the editor of the British Journal of Nursing. Mrs. Fenwick was also instrumental in the origination and organization of the International Council of Nurses,[34] a group in which Julia was involved heavily during her later years. Julia also called on family friends and connections one of whom was Lady Hely-Hutchinson, a friend of her Aunt Julia Stimson Loomis.[35]

A final letter from Julia at the Waldorf Hotel in London indicated that the nurses had reached their fill of socializing and were ready to go to work. It also hinted at the feelings of disquiet, loneliness, and dejection which arose in the midst of all the turmoil and excitement:

> [We] can hardly wait. We did not come for all this festivity and are getting "fed up" with it. . . I feel so far away and I can't believe now that I shall ever be going back to St. Louis and I want to go so much. All my experience there this spring seems a dream. . . It's mortal lonely at times. But this is my job now and I'm glad I'm here and I shall see it through. I wonder if Philip has sailed and if so if I will ever run across him. It's so hard to find out about anything here, things are kept quiet.[36]

Combat Nursing in Rouen, France, 1917-1918

The nurses of Base Hospital #21 departed from Southampton, England on 10 June 1917 crossing the English Channel to arrive at the port of La Havre, France. They were transported in a French troop train to their final destination of Rouen on 12 June 1917. Rouen, a lovely village in the Seine valley, was a major British hospital center consisting of fourteen hospitals. Three of the fourteen hospitals were located upon a horserace track, two miles from the town. Base Hospital #21 assumed the responsibilities and facilities of the British Expeditionary Forces General Hospital #12, a 1,350 bed tent hospital located on the race track.[37] When the American flag was raised by Julia's unit in Rouen, it was the first time the Stars and Stripes flew as the banner of the United States forces serving as allies in France.[38] The personnel of Base Hospital #21 were blazing the trail for the multitude of American service people who would follow.

The British staff were withdrawn from the hospital in increments as the American personnel gradually took over their duties. Many adjustments had to be made in getting used to the British way of nursing. Julia noted:

> And as for new titles, I already no longer turn a hair when I am introduced as "Matron Stimson". My bad and disrespectful children come to me all the time and say "Matron, may I do this or that?" That is the way the English sisters address their Chief Nurse.[39]

A good deal of affectionate teasing went on between Julia and her nurses. Julia related that:

> I am not to wear my white uniforms yet awhile, at the Matrons [sic] suggestion, so that the people here can tell me from the rest of my group. There is now no way of distinguishing me from the rest except my height. My asst. matron, Miss Taylor is the smallest in the unit. The nurses have a good deal of fun about our appearance together.[40]

Another example of the attachment of Julia and her staff was contained in the following:

> Two of my people heard me say . . . that I wished I had my violin here, so yesterday they went down to Rouen and bought me one.[41]

Eventually, only the matron and fifty V.A.D.s from the British staff remained.[42] It was immediately apparent that the fifty-five American Army nurses could not indefinitely provide all the care necessary for 1,350 acutely ill patients. Cables were sent back to the United States requesting staff reinforcements. Julia estimated that forty additional nurses and twenty-five nurses' aides would be required.[43] Later, supplementary trained nurses arrived but the nurses' aides never materialized.

In the United States a heated debate raged concerning the training and use of nurses' aides, supported by Jane Delano and the American Red Cross versus the exclusive employment of only graduate nurses in Army hospitals, a position supported by Annie Goodrich, Adelaide Nutting, and other nursing leaders. Proponents of the latter course of action prevailed when President Woodrow Wilson succinctly declared that "this is not a war for amateurs".[44] The establishment of the Army School of Nursing with Annie Goodrich as its dean was therefore authorized in 1918 to provide the requisite graduate nurses, the only type of nursepower sent overseas during the war.

In June of 1917 Julia received her Master of Arts degree in Sociology from Washington University through the mail. The degree was granted "in absentia in the service of her country".[45] She completed the work toward this degree while working in St. Louis.[46] The subject of Julia's thesis was compulsory health insurance. She strongly advocated nation-wide passage

of legislation mandating the provision of health insurance for all workers. Before arriving at this conclusion, however, Julia reviewed the status of health insurance in foreign countries, explicated the need for such a social policy, and projected the benefits of compulsory health insurance. She also discussed the principle of compulsion and outlined other optional benefits which could be included in health insurance such as maternity and funeral benefits.[47]

Throughout their relationship, Major Fred Murphy, the medical director of the unit and Julia's close colleague from the Washington University days, consistently treated Julia and the nurses with the highest degree of courtesy and concern. While in England, he regularly checked with Julia to insure that the group was all right and to see if they needed anything.[48] In the early days at Rouen, he observed that the nurses were being rather severely sunburned when moving between the big parasols and temporary awnings set up to accommodate patients. Julia relayed that:

> At Major Murphy's suggestion I got large broad brimmed garden hats for the whole lot. Today they have found them a great comfort. They certainly look a bit informal with their large farmer hats on and their white dresses, but they look sensible and comfortable.[49]

The nursing staff's first days at Rouen were marked by much emotional adjustment to the horrors of the war wounds they were treating. When asked by a patient who had lost both legs, one arm, and a portion of his other hand to extinguish his cigarette, Julia described her response:

> It seemed as though my throat would burst and I had to think very quickly how absurd it would be for the new Matron to weep before all those heroic stoical men and the matter of fact externally brusque but inwardly most kind English officers and orderlies so I got myself together speedily while I was

> putting out the cigaret [sic] in the sand with my boot toe. And he was only one, and there are thousands like him.[50]

Ruth Cobb experienced similar assaults on her psyche:

> The first night . . . she went all to pieces, but nobody saw her, but now she too is getting steadier . . . she was responsible for 90 men, many of whom were in the most awful condition. It was no wonder that it got on her nerves a bit.[51]

As matron, Julia could spend little time with her friend Ruth. She was forced to maintain this distance in order to avoid an appearance of favoritism. Julia enlarged upon the disadvantages of her lofty status:

> From a personal point of view, there are lots of disadvantages in being the head. I have to be on show all the time and always have to meet people and be sociable and go to all the functions, and I hate having things better than the rest of my people. For instance, our table in the mess hall has a table cloth instead of oilcloth and sometimes we have little extra things like strawberries when the others dont [sic]. By and by things wont [sic] have to be that way. But the Matrons here are very much honored and set apart and kotowed to in a way that disturbs our democratic American spirit.[52]

After a few weeks, the British matron left and Julia assumed the responsibilities of the chief nurse. Her new office was located in the race track's grandstand in what formerly was the jockeys' room. Julia wrote of the simple atmosphere of her environment:

> The furniture is a large plain table covered with a dark blanket, shelves and cupboards made of boxes, a small folding table, some camp stools, a couple of straight chairs and some matting. But the effect is quite cosy. . . and right cheerful.[53] My bulletin board is the side of a packing box.[54]

Julia was immediately confronted with many serious problems. The provision of nutritious, appealing food, an absolute necessity as well as a morale factor for the hard working nurses, was under the jurisdiction of the chief nurse. This was quite a challenge in view of the existing dearth of qualified cooks who were variously disinterested enlisted men, VADs

who required tea breaks five times a day, and French women who could speak no english, and the almost complete absence of reasonably priced fresh food staples. In addition, the kitchen was located in an old, open, dirty horse stall. Major Borden Veeder, a physician who served as Quartermaster and Supply Officer, assisted Julia in improving the status of the nurses' mess but the problem was never totally resolved.[55]

A lack of hot water was another difficulty which confronted Julia and which also never was reconciled. Dishes were never really clean. The bathing facilities for both patients and nurses was most unsatisfactory. The laundry of the nurses' white uniforms and aprons, regularly spattered by the omnipresent wet mud and wound drainage, was largely unacceptable.[56] Julia's efforts to cope with the problems confronting her nurses were an indication of her compassion and concern. These caring qualities which she possessed in abundance contributed greatly to her effective leadership.

On a more positive note, Julia was blessed with physicians in the hospital's administrative positions who provided her with unqualified support. Her "majors",[57] as she called them, defended and encouraged her at every turn. Unfortunately this type of collaborative relationship did not always exist between chief nurses and medical officers within the AEF in France.[58] Julia informed her parents that:

> Dr. Veeder's spirit in doing his particular job and doing it well even tho it is so absolutely different from what he was trained for and what he would prefer is the spirit that is found throughout our whole organization. . . There is a remarkable spirit of service and glad service everywhere. Of course there have been a few grumblers who have complained. . . but most of them have been converted by coming into contact with the attitude of men like Dr. Murphy. . . When he sleeps, I know not. . . He comes to ask if I will make out a list of magazines I

> would like for the nurses, or he sends roses and vases to put them in! . . . Late yesterday he was batting balls with a bunch of enlisted men. They of course are crazy about him. . . There is never a matter too trivial for his attention or too vital and too important for discussion with him. . . My attention has been turned to our unusual good fortune in having such a leader.[59]

One wonders if a romance developed between Julia and Fred Murphy during this time of close contact. At the very least, an affectionate relationship which would endure for the remainder of the duo's lives ensued. Julia told her parents that:

> I like to talk with him because he does some thinking about what he sees and hears. He is constantly bringing me poems or others [sic] things to read.[60]

Fred Murphy was originally from Detroit, Michigan. His academic background was similar to that of Julia's father as he was educated at Phillips Andover Academy and graduated from Yale University. In 1901, he received his medical degree from Harvard University. From 1907 until 1929, Dr. Murphy was a widower with one young son.[61] In 1918 after the war, he established a scholarship in Julia's name at the Washington University Training School for Nurses. The $250 scholarship was intended to underwrite advanced education for the school's top graduate and it represented the interest earned by a four thousand dollar endowment. One account of this scholarship stated that the donor was anonymous [62] while another confirmed that Fred T. Murphy was the originator of the grant.[63] The current Washington University archivist verified that Fred Murphy endowed the fund.[64] The gift furnished ample testimony of Fred Murphy's affection and profound admiration of Julia.

During this initial period of service, Julia suffered from periodic bouts of insomnia. This affliction was brought on by the burden of the completely

foreign circumstances under which she was functioning and by the twenty-four hour absence of quiet and darkness in the hospital compound. On one occasion, Julia's concerned nurses observed that something was not quite right and:

> . . . came to inquire if I was not well, because they thought I did not look well and were worried. Wasnt [sic] that dear of them. Its [sic] only my lack of proper sleep that makes me look a bit queer. I am not a bit sick. Just a bit "groggy". I really am quite brown, and my hair is quite curly, from all this dampness.[65]

An example of Julia's style of participative management was revealed in a letter which discussed the use of cigarettes and wine by the nurses of Base Hospital #21:

> Our nurses talked the matter over at a meeting after I had presented the whole thing to them and voted to go on the water wagon and not to smoke, while they are over here, and they are doing it too. I dont [sic] ask or pry but tell them once in a while how proud I am of them when I can tell other people of the stand my people took by themselves. Miss Eakins of the Am. Ambulance who was down here was so much impressed by the attitude of my nurses on these matters she went back to Paris and told her nurses there about it and said it made a big impression on them.[66]

One wonders how Julia "presented the whole thing to them". Did she impartially discuss the pros and cons of the situation or did she offer her personal view of smoking and drinking wine? Whatever her approach, Julia was extremely adept in persuading her subordinates to choose the wisest, most appropriate course of action.

Julia's leadership style, as illustrated in her letters, was not at all in keeping with the current management thought of the day. At that time, theories of scientific management were in vogue. The father of scientific management, Frederick Taylor (1856-1915), advocated the use of time and

motion studies to find the best way to accomplish a task. He was primarily interested in maximizing profits through increased production output.[67] Frank (1868-1924) and Lillian (1878-1972) Gilbreth,[68] another scientific management duo, stressed job simplification and the use of work standards. Another disciple of scientific management, Henry Gantt (1861-1919),[69] emphasized efficiency. The scientific management movement concentrated on the physical environment to the exclusion of the social environment and human concerns. It endured as the favored school of management thought from the late nineteenth century through the 1930s. Julia's humanistic, democratic approach of management significantly contrasted with the philosophy espoused by her contemporaries, the scientific managers. Her style was more in keeping with the human relations movement which became popular in the 1940s. In this, as in many other domains, Julia was a woman in advance of her times.

Upon one occasion, Julia described her non-military approach to management:

> I am sure that I must be wrong, but I cant [sic] get away from the feeling that you can do the most with people when you appeal to the best in them, and dont [sic] insist on discipline for disciplines [sic] sake. Army life is altogether different from civilian life, and what held there does not hold here. But in my dealings with the nurses Im [sic] probably going on the wrong tack, and will undoubtedly come a cropper before we get back, because my discipline has not been rigid enough, and Ive [sic] been getting results because of my "personality" rather than because of my "orders".[70]

However, there were times when Julia's charismatic leadership was ineffective and she was required to take a firm authoritative stand. Overtly she seemed to thrive on these challenging situations. Such was the case described in another letter to her parents:

> I told him [Major Murphy] I thought he was likely to get a letter from an "abused" nurse complaining about me. I have been having a bit of trouble with a very stubborn person, who seems to be trying as hard as she can to block the wheels. She seems to have no thoughts and no imagination and almost no feelings and I havent [sic] been able to get at her a bit. So now I am trying a new game with her and am just lighting into her, keeping her nose to the grindstone, as the Major suggested that I do. So she is abused. When I spoke about the letter the Major said well I bet you a nickle it will be the last letter shell [sic] ever write me for it will give me just the very opening I need to tell her a few things. I have so few troubles of that sort, one once in a while adds a little spice.[71]

On the other hand, such skirmishes bothered Julia's inner self immensely. Her makeup was rather sensitive and she could not harden herself to the inescapable discord which exists in any organization. A description of her reaction to conflict among her staff was contained in the following excerpt from a letter of her brother to her parents:

> I believe that Julia is planning to go to bed early tonight. . . She had a rotten night last night, due to a new and rather unusual spat that started up the day before. She's wonderfully plucky about it all, says nothing about it, and is more troubled about the effect on her disposition than anything else.[72]

By mid-summer the hospital was inundated with a veritable flood of battlefield casualties. Julia pitched right in and worked with her nurses who were laboring at fourteen hour shifts in caring for the badly mutilated and gassed patients. She also unsuccessfully attempted to be allowed to work on the front battlelines, a rotating duty, with one of the Casualty Clearing Stations.[73] At this same time, Julia was suffering with an exacerbation of leg wounds. She wrote:

> Ive [sic] been bothered a lot with my leg recently. Had to have Dr. Clopton [Chief of the Surgical Service] dress it as it broke down a bit. No one but he and Ruth know I have anything the matter. Ive [sic] a bandage on now and its bound to be better soon.[74]

By August of 1917, the workload continued to be intense and the weather was incessantly cold and rainy. All of the staff were feeling the strain. Julia was well aware of the nurses' difficulties and directed much attention to alleviating their stress. She wrote that:

> I have had about a dozen of them weeping and so I am hunting about for more forms of diversion. . . There is a convalescent hospital for Sisters at Etretat to which I can send one or two at a time for a bit of a rest as soon as I can spare them, but I dont [sic] want to have to begin to do that yet. So we are to have a little dance in our Mess tomorrow night and perhaps I can get up some bridge parties or other games. . . if it will only clear up we could plan some outdoor games. You see my real problems are beginning. Id [sic] have given a good deal myself to have had some one like Mother to weep on last Sunday. . . Naturally I cant [sic] do any weeping here, since I have to be wept on, but there are times then it would be such a comfort to be braced up myself.[75]

Additional military requirements added to the nurses' stress. These World War I nurses were the first Army nurses to receive training in the use of gas masks. Julia, however, found the experience thought-provoking and a challenge as she recounted:

> We had our masks tested first in a room fill [sic] with a lachrymating gas, we were drilled in putting them on any number of times, for speed is a very important element and so each motion is counted and timed. Then we were lectured to for over an hour, the most interesting and barbarous lecture I ever heard in my life. It is at one and the same time the refinement of science and civilization, and of hideous barbarism. . . We were taken into a closed tunnel-like affair into which chlorine gas was being poured in clouds from pipes.[76]

As the war progressed and the weather worsened, the London Chapter of the American Red Cross provided valuable, much needed equipment for the nurses. Mrs. Whitlaw Reid,[77] the chapter's chairman, sent rubber boots, sleeping bags, sheets, pillowcases, hot water bottles, instrument kits, rubber aprons, rubber coats and hats and gray uniforms.[78] The practical

gray uniforms were necessary to replace the original white uniforms which were stained permanently.

Julia was one of many members of her family to serve her country. In keeping with the tradition of patriotic service during times of war, at least twelve Stimson/Bartlett family members were doing their duty in the war effort. Uncle Lewis Atterbury Stimson and his daughter, Cousin Candace, visited the battlefields in 1915 and 1916 and brought anti-tetanus serum, a relatively new discovery, to the wounded soldiers.[79] Aunt Julia Stimson Loomis journeyed across the continent of Europe doing works of charity for the war torn populace with her negro chauffeur who was fluent in many languages.[80] Julia's father and mother both expressed a strong desire to come to France to be of service.[81] They sought to secure a government appointment or a position with the YMCA but were refused because of their age. At that time Henry and Alice were seventy-five and sixty-three years old respectively. The Reverend Dr. Stimson had resigned from his pastorate in New York City and was teaching at a seminary in Hartford, Connecticut. The pair frequently lamented their inability to contribute to the war effort in France. Julia's brother Harry was an officer in the Field Artillery, the secret service and the Judge Advocate General Corps. Her brother Philip served in the Medical Corps.[82] Cousin Henry L. Stimson fulfilled his military obligation as a Lieutenant Colonel in the Field Artillery in France.[83] Julia's Uncle Sam Bartlett was a Captain in the Engineers.[84] Julia's Cousins, John and Gordon Bartlett, drove ambulances in France.[85] Another set of cousins, Alfred Loomis and William Dominick also were involved with the Artillery.[86] Julia's sister Lucile was engrossed in providing classes for the Red Cross and the Massachusetts State

Education Extension Board, teaching women how to cook with limited rations.[87]

By September 1917, Julia's brother Philip arrived at a clearing station and was serving on the front line.[88] Within a few weeks after his arrival, he was hit by enemy shrapnel and sustained a long wound down his back and on his right shoulder.[89] Naturally, Julia and her parents were greatly alarmed by this wound. Not long after his injury, Julia and Borden Veeder traveled in an ambulance to bring Philip to Rouen to convalesce at Base Hospital #21.[90] In this instance, Julia's position and rank enabled her to arrange special treatment for her brother. Such actions, when viewed by others, normally are not appreciated and do not engender feelings of esteem in the eyes of subordinates.

Julia traveled to Paris in October 1917 to attend a conference for American chief nurses in France. There she received some distressing news and experienced some bizarre interactions:

> I am so sad tonight because today I've just learned of Uncle Lew's death. I was at lunch with Mrs. George Allen . . . and she casually spoke of seeing the notice in the N.Y. Sun of Sept. 18. I was awfully shocked and could hardly stay thru the lunch which was in a large hotel dining room. Poor, poor Candace. I've just written her. I feel so badly for her and I feel so badly personally, for Uncle Lew has always been my favorite Uncle and oh, I feel so far away from you all and so lonely. . . Mrs. Allen, who's just as queer as ever and oh so irresponsible. . . asked me to go to the Plaza with her as her guest . . . She poured cologne on my forehead and sent me roses this aft. She wrote me a note calling me "beautiful child-woman" and has a Swiss man masseur living with her whom she rescued from a hard life, rubbing royalty at Moutone, who now acts as her general factotum. He was presented to me. Peter got her hat from her closet for her and went to do errands in the taxi with us! Too much for me. Batty is the word, but apparently sober tho not teetotalling. When I had shaken her and it was hard to--I walked the streets a while and had my weep out in the Madeleine. In the aft I'm going to tea with Mrs. Bradley, the charming wife of Col. Bradley [the Chief

> Surgeon of the AEF] whom I met in London at the Embassy. . . All of us Chief Nurses were entertained at dinner the first night by Mrs. Sharp--the wife of the Ambassador here--a terrific affair--only women, the 14 of us in uniforms like black crows. Mrs S. and 4 or 5 ladies to help her. . .and about 6 footmen and butlers. . . A reckless extravagant splurge. It struck me as not consistent with the efforts at economy and conservation that should be made by the wife of an ambassador. I'm mean to criticize I suppose but I was awfully oppressed and depressed by the lavish display. I'll be glad to get back to my dear children. Dr. Murphy ought to be back when I get back and that will be a comfort. . . This is a very low spirited letter and I'm sorry to send it but this is a low spirited time.[91]

It is entirely possible that the Ambassador's wife had deprived herself and her family to entertain the chief nurses. What Julia perceived as a tasteless display of lavishness may have only been meant as a kindness to the nurses in the form of a respite from the severe conditions of hardship which they were enduring.

In his will, Lewis Atterbury Stimson bequeathed to Julia the sum of $10,000. Julia's father inherited $15,000.[92] Julia was surprised by the bequest and could not understand why her uncle had singled her out for the gift to the exclusion of her brothers and sisters. She felt it was truly an act of thoughtfulness and kindness.[93]

Another letter to Julia's parents expanded on the subject of her Uncle's death and the concerns of the Paris meeting:

> We feel so badly about Uncle Lew's death. It means especially much to both Phil and me as Uncle Lew had been more to us, I believe than to the others, Phil as a student trying to follow in his footsteps, and to me as a patient for whom he had done much. . . Our meeting in Paris was very pleasant and worthwhile too. There were 13 of us Chief Nurses there. Six are with the B.E.F. and the others with the Am. Forces. . . We sent back to Washington suggestions about uniforms and equipment. We decided on what we wanted for distinguishing marks for Chief Nurses, black bands on the white caps and red bands on the cuffs of the uniforms. We had to take up the

> matter of the Army Efficiency Records which were open to many interpretations. Then matters of social life, dancing, going out with officers, leaves, a hostel in Paris, etc. were talked over. The question of dancing is a very warm one. The English nurses in military hospitals ar [sic] not allowed to dance. Some of us think our nurses should be allowed to do it for their good and the good of our own officers. I succeeded in getting the question left over unsettled until our next meeting in Feb. It will now go on according to the ideas of the heads of each unit.[94]

Julia's father was similarly grieving the death of his brother, Lewis Atterbury Stimson. He described his emotional response:

> As loss comes to us with the years in the death of those we love I suppose everyone realizes how much he has lost in lack of expression of his own and other's affection. It is borne in upon me with the death of my brother. I begin already to miss him in the way I do my mother. The thought constantly comes. "I will write him this," some passing question or occurrence and then I think, it cannot be. My mother is constantly with me in my thoughts and I doubt not will be till I go to her. And Lew is getting there and I mourn over the fact that we were reticent at many times and over many things. . . You are laying up, both of you [Philip and Julia], very much that will constitute pleasant memories and give you reason for no regret that you did not know each other.[95]

By mid-November, thirty-one nurses arrived from St. Louis to augment the small weary band of nurses of Base Hospital #21 in Rouen.[96] This welcome addition coupled with a lull in the casualties allowed Julia for the first time in over six months to release five nurses for a period of leave. At the same time, six nurses were at the Sick Sisters Hospital with a variety of minor infections, fevers, and colds.[97]

As Christmas neared, Julia wrote to her parents to describe the gifts which were being sent to their contingent. The presents consisted of jam, coffee beans, lump sugar, cocoa and chocolate, hard and soft candies, cookies and fruit cake, chewing gum, cigarettes, woolen underwear, shoes, knitted things, magazines, talcum powder and tooth paste, picture puzzles, nuts, and gramophones. Few of the gifts arrived intact as paper

wrappings were torn off and tin boxes were caved in and broken open. Those offerings which managed to arrive intact were wrapped in boxes and then sewed into a muslin cover. One old lady in an old folks' home in St. Louis sent bookmarks with religious verses cross-stitched upon them. Julia distributed them to the patients and had one wounded British Tommy soldier write a note of the thanks to the kind lady. Julia humorously wrote to her parents about that note of thanks:

> It was quite typical and was full of such expressions as "fed up with", "carry on", "stick it", "Blighty", etc and I am sure [it] would be a real object of interest and curiosity at the Old Ladies Home.[98]

Julia's mother sent a gift of knitted socks and "things" to Julia's four majors. Borden Veeder wrote a letter of appreciation for the remembrance. This letter hinted at his regard for Julia:

> Julia is as usual and as to be expected running her department in a splendid way. The nurses have a fine spirit and very happy as a whole under conditions which are definitely masculine and not adapted to women. . . The spirit of the unit is really wonderful--getting better and stronger every day. It is most interesting watching people find themselves.[99]

The last two words of that quote, "find themselves", would become the title of Julia's book, Finding Themselves.[100] The book was a collection of her letters written home to family and the title would, in the future, become a point of contention between Julia and her nurses.

With December came bitter cold and blowing wind. Julia wrote that "everything aqueous is frozen".[101] Even the fire buckets were frozen solid for weeks on end. The water in pitchers and the ink in fountain pens were frozen. Julia remarked that in the morning "we have to jerk our toothbrushes out of the glasses and pry the soap off of the soap dishes".[102]

The nurses wore gloves with the fingers cut off to keep their hands warm. Despite these measures, they developed chilblains. Julia referred to this prevalent condition which was an inflammation of the hands and feet caused by exposure to cold and moisture in a letter:

> The nurses are all bricks and just joke about chilblains now tho there are times when I've seen them cry--the poor dears. We've had to take several off duty for a day or so with hands and feet already.[103]

At the end of January 1918, Julia received a telegram from the American Red Cross office in Paris. This telegram relayed a request from President McCracken of Vassar College asking Julia to return to the states to provide directive and inspirational nursing lectures at the Vassar Training Camp for Nurses.[104] The Vassar Training Camp was one part of the national effort to prepare more nurses for the war. It was financed by the American Red Cross and provided a preparatory nursing course for college graduates. Following completion of the Vassar component, the participants were taken into selected nursing schools to complete their accelerated nurses training in two years and three months.[105] Julia discussed the request with Major Murphy, stating that she was willing to accept the job at Vassar but was equally willing to stay at her post at Rouen. Major Murphy felt that she should accept the opportunity.[106] At first consideration, the matter appealed to Julia. The possibility of spending four months at home offered some respite from the war time conditions and was certainly attractive.[107] After some further thought, however, Julia decided to decline the proposition. She based her decision upon her feeling that her greatest duty at that time was in Rouen with her nurses who had vociferously protested her leave-taking.[108] She wrote to Major Lambert of the American Red Cross in Paris that:

> Aside from my sense of duty in the matter, my desire is to remain in France and I am not "over conscientious", nor "influenced by personal motives" nor anything but sure of what I think is my duty and also what I want to do in the matter.[109]

During the new year, the toll of war was being levied upon Julia. When she wrote her parents, she was at an all time low.

> A draft of men is marching by singing and whistling and shouting which shows us that they are off to the front for that is the way the troops leave to go to the trenches. Im [sic] very tired and spunkless tonight and I havent [sic] any lofty thoughts nor inspirations for the needs of the flesh are seeming to predominate and what I want more than anything is a wonderful hot bath in a beautiful warm bathroom, and then such a long sleep in a big bed, where I cant [sic] hear any bugle calls, any breakfast bells, any coughing nurses or anything except perhaps soothing joyriding automobiles! . . . Ah well Ill [sic] be a much nicer person when I get back from my leave. I am due to go. . . to London.[110]

Not long after the first American nurses landed in France, the need for an executive nurse to take charge of American Red Cross Nurses in that country was recognized.[111] Julia (and perhaps other chief nurses as well) wrote to Clara Noyes, who was the Director of the Bureau of Nursing Service of the American Red Cross in Washington DC, to acquaint her with the need for different uniforms. Additionally, Julia advised Miss Noyes that many chief nurses felt for a need for a director for the nursing forces in France.[112] A few days later, Julia wrote to her parents:

> We have just heard a piece of news that delights us very much and that is that Miss Goodrich is to come over to be "Matron-in-Chief for France" as the corresponding official is called for the other nursing forces. I had already written as had the Chief Nurses of some of the other units asking Miss Noyes to send us some one to advise us, and make uniform regulations for us all and standardize our actions and customs. . . Miss Goodrich will be ideal for this position. Dr. Alexander Lambert was here last evening and he told us that she was coming. It may be

> that she has only been sent for but I hope it means that she is to come.[113]

The situation, however, was not as simple as Julia portrayed in her letter. Major Grayson Murphy, the head of the American Red Cross in Europe cabled to Jane Delano asking her to select a trained nurse of tact and experience to serve in the capacity described. Miss Delano accordingly appointed Miss Martha Russell to this position.[114] At the same time, Dr. Alexander Lambert, the director of the Red Cross Medical and Surgical Service in Paris, sent a cable, which Miss Delano did not see, to Annie Goodrich asking her to accept the same position.[115] At that time, Miss Goodrich was instructing at Teachers' College and was in charge of a public health nursing affiliation at the Henry Street Settlement.[116] She was reluctant to leave this position permanently.[117] Furthermore, Miss Goodrich felt that the person who occupied this position in France should have both military and civilian authority, not merely Red Cross authority.[118] At the time, the Surgeon General was not approached by Miss Delano or anyone in the Red Cross and asked to grant authority for this nurse to supervise nursing in military hospitals.[119] Miss Delano felt that it was unwise and presumptuous of Annie Goodrich to insist on this right.[120] The end result was that Miss Russell did go to Europe while Miss Goodrich did not. The unfortunate handling and misunderstandings of this situation coupled with Miss Goodrich's and Miss Delano's disagreement on the subject of the use of nurses' aides resulted in very bad feelings between the pair for some time to come.[121]

Miss Martha Russell thus traveled to France and assumed her position, not with the necessary military authority nor as an independent member of the Red Cross Commission for Europe with administrative freedom and

access to all departments but as a subordinate of Major Alexander Lambert in the Department of Military Affairs of the Commission for France. Because Miss Russell could not directly contact other officials and departments without going through Major Lambert and because she had no official Army status, she was severely handicapped in all of her efforts.[122] By January of 1918, Miss Russell was completely discouraged by her untenable situation and the Red Cross officials in France were dissatisfied with her performance. Consequently, Miss Delano was forced to nominate Mary Fletcher, a chief nurse of the American Red Cross Hospital #109 at Evreaux as a possible successor to Miss Russell. On 13 March 1918, the situation in the Paris Red Cross offices reached crisis proportions and Miss Russell was asked to resign. She complied with the request.[123] This unfortunate and embarrassing fiasco could have been averted with better planning, with improved administrative practices, and had Annie Goodrich's advice been heeded. Miss Goodrich's observations about the need for dual Army/Red Cross authority within the Paris organization was a reflection of her wisdom and understanding of executive/managerial relationships.

The next tentative plan of the Red Cross commission in France for the administration of the nursing service was to form a department of hospital women with Miss Ruth Morgan, who was not a nurse but a philanthropic lay woman, in charge.[124] Julia, who undoubtedly had established a reputation as a keen critical thinker, was asked to come to Paris to confer with Major Lambert and Miss Morgan about the organization of this department. When she was asked what was wrong with the nursing service's current organizational structure, she replied that, in her opinion:

> . . . they expected the chief nurse of the American Red Cross to undertake very difficult duties with her hands tied behind her. . . so long as the position of chief nurse had no official relation to the Army Nurse Corps, it would never have the authority, responsibility and dignity that it should have.[125]

When writing to her parents, Julia was a little more frank about the interaction. She stated that:

> I told them that no nurse in good standing who had any knowledge of organization or any self-respect would touch their job as it had been--with a ten-foot pole. They gasped and saidn [sic] they saw I was right.[126]

This response demonstrated Julia's unusually astute understanding of good organizational and administrative practices.

At the same time, Julia was queried about her interest in the position for herself. She responded that she was an Army nurse, that she had not considered herself as a candidate for the Red Cross job and could not consider anything that was not presented as an Army order.[127] Major Lambert, Miss Morgan, and Commissioner Perkins then asked Julia to outline her ideas about the position in a written form.[128] Her written remarks described the position of the chief nurse of the American Red Cross as being appropriately filled by an Army Nurse Corps chief nurse who would be nominated by and detailed for special duty with the American Red Cross. She would be an assistant to the chief nurse of the American Expeditionary Forces. Her duties would include providing assistance to nurses on leave and to nurses ordered back to the states. She would be responsible for provision of the nurses' supplies and equipment and for the establishment of an information bureau in Paris. Moreover, the chief nurse would plan for a nurses' aide service.[129] These written ideas clearly avoided any reference to the necessity for the nursing bureau to be a distinct organizational entity, one which was not under the control of a non-nurse,

lay woman. With her exceptional interpersonal skills, Julia was able to work efficiently through an intermediary (Miss Morgan) to effect her goals. It was later noted that:

> This whole subject of organization may be compared to an imperfect tool. Miss Russell tried to reshape the tool to the pattern upon which she knew Miss Delano and Miss Noyes were insistent. . . Miss Stimson took up the tool and worked with it as it was as well as she could and with her nurses accomplished a brilliant piece of work.[130]

The brilliant piece of work accomplished by Julia and her nurses was the competent administration and support of thousands of American nurses in France who then were able to effectively provide nursing care to injured and ill soldiers in an environment not at all conducive to their efforts.

After her brief Paris visit, Julia returned to her duties at Rouen. She later wrote that:

> I have since learned that the scheme which I had left with them was entirely approved by the Red Cross officials and was taken at once to Army headquarters and accepted by General Bradley [Chief Surgeon of the AEF in France] and Colonel Ireland [his assistant] and Miss Bell, the chief nurse [of the AEF]. Four or five weeks later I received an order [to report to Paris]. . . I have learned that both Miss Goodrich and yourself [Miss Delano] have had similar ideas about a definite relationship between this position and the Army Nurse Corps. . . I am perfectly sure that the way is opened for a far greater cooperation and understanding than was posible before. . . I wish very much that I might have seen Miss Russell before she left and could have explained to her my understanding and sympathy with her in the difficulties she encountered and my admiration of the spirit she showed in circumstances that made her position intolerable. She has been through a most difficult time and gave of her very best and anything that I am able to do will be but building on the foundation that she has laid.[131]

The written tribute to Miss Russell's efforts and subsequent failure demonstrated Julia's typically magnanimous attitude which was tempered with kind, uncritical understanding for those who preceded her. Such an

expression of sentiment was guaranteed to engender warm feelings in both Miss Russell and Miss Delano and oil the wheels of future interchanges.

Jane Delano was palpably annoyed that she was not consulted about Julia's appointment to the Red Cross chief nurse position in Paris.[132] Despite her ruffled feathers, however, Miss Delano reassured Julia:

> Please be sure that you have my unqualified blessing and the assurance that I shall do everything possible to make the work in France a success.[133]

A Promotion to Paris, April 1918

On 4 April 1918, Julia received her orders to report to Paris.[134] Her brother, Philip, also coincidentally received orders at the same time assigning him to a hospital in Paris.[135] Whether this was truly a coincidence or another example of Julia's ability to influence decisions and create the environment she wanted will probably never be known. The ambivalence of Julia's feelings about her upcoming change ranged from regret at the leavetaking to thrill at a new, greater challenge. These feelings were demonstrated by her remarks:

> I guess you don't need to be told how I feel about leaving my children here after all we have been through together. It is quite beyond words. I am just trying to steel myself to it and to get it over as fast as possible. Now it is time to go and break it to them. How can I make them glad to have me go? For I must do that.[136]
> Its [sic] a huge and most important job that I am wallowing in.[137]

Julia's departure was seasoned with many heartfelt adieus at several social gatherings at the hospital in Rouen. The festivities included a songfest, a dance, and lastly, a reception. Julia's nurses presented her with a fitted dressing-bag and with a little gold mesh purse for her watch chain. Her four majors presented her with roses and another gold watch

charm. The gold watch charm was from Tiffany Jewelers of Paris and it contained several large garnets forming a red cross.[138] Although Julia originally thought the gems on the watch charm were garnets, they were in fact rubies.[139]

Julia and Philip settled into a cosy apartment in Paris. Accomodations were quite easy to find as many Parisians were abandoning the city to avoid the crescendo of enemy bombardment. The duo's domestic needs were catered to by a French maid of all work named Isabelle.[140] Frequent air raids and enemy bombardments by the long range German guns, referred to as Big Berthas, were the order of the day (and the nights). The city's fate was very uncertain and no one could predict whether or not Paris would be overtaken by the Germans.[141] Julia spent many frustrated and confusing weeks settling into her new job. She wrote that:

> It is a complicated position but I am hoping that I can keep the complications from showing. The work is very hard and most confining which I find very irksome after my almost outdoor life of the past ten months. I shall make more and more inspecting trips as soon as I can leave office affairs. . . I dictate letters galore, see all sorts of people, plan and settle all sorts of things. At noon, I try to get off to lunch by myself . . . then walk a bit and go and sit in the Madeleine a while. . . I am so tired of the confusion. . . Our office is too crowded and inconvenient. . . there is no peace.[142]

One of Julia's first objectives was to set up a nurses' equipment shop to make needed uniforms available to the nurses. She immediately appointed a newly arrived nurse who also happened to be an anesthetist, Miss Marie Rhodes, to organize the bureau.[143] Soon the endeavor grew and before long, it was supplying straw hats, jersey dresses, and trench coats, to name but a few items, to a host of Army nurses. The bureau encountered tremendous difficulties in procuring and delivering its merchandise. For instance,

only medical supplies were legally transportable to the outlying units. To deliver the needed items, Miss Rhodes would informally circulate through the Parisian hotels and petition the visiting soldiers to hand carry the parcels back to the nurses on the front lines. After some time, the equipment shop expanded to include several assistants, stenographers, and a camion (truck) with a chauffeur for deliveries.[144]

Within the month, Julia comfortably settled into her new job and office. She then proceeded to make inspection trips into the field to acquaint herself with her nurses' needs. On her first day of inspecting, she visited nine hospitals. She continued this practice, maintaining a hectic pace, throughout her remaining time in France. Her various trips also included visiting a myriad of French hospitals which cared for American soldiers, some with no English speaking attendants at all. Other French hospitals had only one American Red Cross nurse to care for the wounded Americans. Frequently, the one American nurse was the only trained nurse on the staff. French nursing staffs consisted predominently of untrained lay women and religious nuns, echoing the tradition of centuries.[145]

Soon after Julia's departure from Rouen, Fred Murphy was similarly promoted to a position of more responsibility away from Base Hospital #21. Their relationship flourished. Julia confided to her mother:

> Major Murphy is being ordered to headquarters A.E.F. This I have seen coming for a long time and Col. Ireland told me of it definitely when I was at Tours [where the Chief Surgeon of the AEF was based]. But Major M. wrote to me a few days ago that his orders hadn't reached him yet. For the first time in several years of intimate work together, Major M. and I have no official relationship to each other. He's not Chairman of any Com. of mine nor employing me, nor my "O.C." and we're having lots of fun out of this new relationship and are really enjoying a friendship of longstanding. He had hoped to be up

> in Paris this weekend and we would have done various things together including the opera but his orders didn't come.[146]

This same letter makes an enigmatic reference to Ross, a gentleman who seemed to be another possible suitor for Julia's hand. She observed that she was glad that she hadn't seen him in a year because there were several aspects of his character that were disappointing to her. Ross was at that time in France, four hours away from Julia. They were as yet unable to meet and Julia stated that she was relieved to be spared the necessity of making a decision. She thanked her parents for their forbearance in not questioning her about him a year ago when she could not talk because she was so overwhelmed. Julia observed that she had calmed down since then.[147]

Julia never noticeably lacked suitors. Many years later during World War II, her niece encountered a physician who had wished to marry Julia. In his youth, he had climbed up a ladder to reach Julia's window in New York City to have an illicit conversation with her. Julia's parents obviously disapproved of the relationship.[148] In her early days at Rouen, Julia was again the object of some romantic overtures. On one such occasion an infantry colonel sent her a huge bunch of sweetpeas and mignonette.[149]

In one of her frequent letters, Elsie questioned Julia if she would "settle down after the war". Julia mused and replied:

> . . . I wonder--not unless I can change very radically from what I am now. Life is very wonderful and full for me now. It's hard as hard but glorious. I am so fortunate to have so much to do and to be so well and to feel at last partly equal to my job. I'm very happy too. . . I'm really spoiled I have so much admiration and approval expressed to me and affection. But that is stimulating and it makes me very humble. I'm trying to be useful and the chance is so big and people are so helpful and so appreciative and courteous. Even the highest

> up Army officials treat my opinion with respect. If it weren't for Fred who teases me dreadfully about the way I'm running the Army I'm afraid my head would swell. His teasing and his advice are the very most useful things I have, and his interest. . . the night I was in B. [Beauvais] F. and I talked about the wierdness of our being there and all that we were doing. I'm leading a regular story book life these days--a really truly regular modern fiction life with no element of adventure or thrill left out. . . I'm learning many many things and this last year has not been without its value to me personally as well as professionally.[150]

It was not difficult to see that the thought of marriage and settling down would appear lackluster in Julia's view when compared to the exciting life she actually was living. These few exhilarating years of her life in France were unequivocally the high point of her life. Throughout her entire adult life, however, Julia consistently avoided marriage.

This introspective letter was briefly concluded by a question to Julia's mother in the letter's postscript. Julia asked, "Do you all still think as you used to about suffrage for women?"[151] The question of granting voting privileges to American women was a highly debated topic of the day. As the second decade of the new century drew to a close, suffragettes were employing militant tactics such as the staging of sensational events, non-violent civil disobedience, and some form of disruption of government as usual to achieve their aims.[152] By the end of the teens, many individual states had granted women enfranchisement. Consequently by 1920, sufficient congressmen were responsible to enough women constituents so as to secure passage of Amendment XIX to the constitution which provided for women's suffrage.[153]

The proponents of the suffrage movement and many of the temperance advocates worked hand-in-glove. It is not surprising, therefore, that the Volstead Act, the enforcement apparatus for Amendment XVIII

(Prohibition), was enacted during this same period.[154] Neither was it surprising that the bulk of the nation's young male population were absent fighting an overseas war at a time when both of these amendments passed in 1919.

No indication of Julia's formal stance on the enfranchisement of women has been found. However, in her middle years she was an active member of the League of Women Voters[155] and in view of her personal philosophy so patently expressed by her lifestyle, it is unlikely that she would fail to support such a measure. Many years before, Julia's mother wrote from Britain:

> Thursday evening Lucile and I had a most interesting time--We saw by the sandwich boards with which women were parading the streets thro' the day, that there would be a meeting in Caxton Hall that evening of the Woman's Freedom League. Where the eight women who were arrested at Mr. Asquit's house, and remanded for a week would be present. Mrs. Despard, Mrs. Cobden. . and others would speak. So I've determined to go and hear and see what we could of the women who are kicking up such a ruckus over here. We not only attended this meeting but we walked over to the Parliament House, where I've talked with some of the women who are on "picket duty" standing night and day while parliament is in session at the gates. My heart simply ached for the poor, tired, girl we talked to. I am sure it is all such a mistake. And with many it is an obsession as complete and irrational as the Children's Crusade, and in a way, the results promise to be as disastrous.[156]

Alice Stimson firmly opposed the idea of allowing women to vote and her stance mirrored her husband's opinion. Henry disapproved of the suffragist movement.[157] Whether they later changed their opinions is not known. Undoubtedly Julia did not agree with her parents on this issue.

By July 1918, the strong German offensive had been repelled largely through the efforts of the AEF.[158] The French populace wanted to honor the

Americans and arranged a parade on the Fourth of July, America's Independence Day.[159] Philip observed the parade and wrote:

> It was really very fine. First came three large American bands, all right together, then about four regiments of Americans, at least one being right from the line and in steel helmets. Then Julia and about 150 of her nurses, making a tremendous sensation, and then two or three regiments of Frenchmen. Julia walked all alone and looked very well indeed in her new uniform suit. Right behind her were Miss Maxwell (Presbyterian Hospital), Miss Ashe (Children's Bureau) and Miss Patterson (Roumania) carrying the Red Cross and National flags, and then came the files of nurses, four abreast looking very well indeed, being carefully sorted according to height and uniformity of get-up. . . many spoke with admiration of Julia, seeing her for the first time. But for setting a step for the nurses, Julia is too tall.[160]

Julia offered a further description of the event for her parents:

> . . . such an ovation as we received! Flowers galore were thrown before us or handed to us all and the applause was continuous. It was really thrilling. . . We'll probably appear in your Movies before long. We appeared here in the Cinemas that evening![161]

Several years later Julia reminisced about that exciting day:

> The majority of the nurses who paraded were on night duty in the hospitals of Paris. The day nurses were too busy to be able to leave their work because the hospitals were overflowing with patients, but the night nurses were willing to sacrifice some of their sleep in order to take part in this parade, which was the first one in which Americans had ever taken part in Paris. The majority of the nurses in the parade were reserves of the Army Nurse Corps, all the reserves being Red Cross nurses. . . At the time of the parade the military situation was so tense and conditions so serious, any one who took part could never forget the emotions of that day.[162]

With the advent of August 1918, Julia's brother Harry arrived in France to be based in Bordeaux. Previously, his unit had been training in Spartanburg, South Carolina. With Harry's arrival, the Stimsons were greatly represented in France. Julia and Cousin Henry L. Stimson (who had a car at his disposal since he was a Lieutenant Colonel) traveled to

Bordeaux to welcome Harry.[163] Evidence of how the family reputation and prestige functioned to enhance the positions of the Stimson family members is contained in this description by Philip of an interchange at his Parisian hospital:

> The Surgeon General of the Army, Major-General Gorgas and the Chief Surgeon of the A.E.F., Major-General Ireland, came to inspect us. . . accompanied by two colonels, and Lt. Col. Blake [Philip's Officer in Charge]-of course escorted by his adjutant [Philip]- showed them around. What with Gen. Gorgas' saying he was a pupil of Uncle Lew's in anatomy, and Gen. Ireland's loud praises of Jule, and Col. Forbushs' giving me the European address of Boudinot [another Stimson cousin who was a physician], and one of them saying that he had seen Cousin Harry lately, the Stimson tribe was fairly extensively covered.[164]

As time marched on and Julia gained the increasing confidence of several key officials in the ranks of the Army Medical Department, General Ireland relied more heavily upon her expertise and assistance to the exclusion of the chief nurse of the AEF, Miss Bessie Bell. Miss Bell was appointed to her position in November of 1917 by Miss Dora Thompson, the Superintendent of the Army Nurse Corps in the hope that she could coordinate Army nurse affairs and could function as a champion of the nurses in Europe. However, Miss Bell was a shy, retiring individual. Furthermore, she had been strenuously coached by Miss Thompson about the importance of maintaining accurate records. Accordingly, she chose to focus the bulk of her attention on record keeping rather than on making public appearances to further the cause of the Army nurses.[165] An Army chief nurse visited Miss Bell at Tours and recalled that the latter "seemed overwhelmed with office work and tells me she finds it difficult to get away

to visit the hospitals".[166] Another account of Miss Bell's demeanor stated that she:

> did her work with . . . a quiet efficiency. . . [and] so blended with the team. . . [that she had] to be grabbed, as it were, and dragged into view. [167]

Undoubtedly, Bessie Bell and Julia were a study in contrasts.

On one occasion General Ireland asked Julia, then a veteran of many inspection trips, to take Miss Bell and her assistant, Miss Nena Shelton, both of whom normally remained sequestered in their office in Tours, on one such visit. Miss Bell and Miss Shelton raved about the experience.[168] Julia and Miss Bell shared another such trip a few weeks later, visiting many front line installations. One night of the excursion was spent in a tent where:

> All night guns boomed, planes flew over, convoys rumbled by on the road, the sterilizer in the operating tent hissed and hurt men coming out of ether moaned.[169]

During this same trip, they crossed paths with General Ireland who expressed his pleasure that his request that Miss Bell should again accompany Julia out into the field was met so promptly.[170] An anecdote which describes an interaction with a newly arrived chief nurse, exemplified the importance of these endeavors:

> She was in the condition that so many new nurses are in shortly after arrival, when they are trying to adjust themselves to new surroundings and circumstances which are all so different from the ones they have known in civil life. She needed to be assured that after a few months she and her nurses would not be so distressed because they could not take care of their patients in the way that they had been accustomed to do in the States. She was warned to be careful of herself because in her endeavour to get things running smoothly she was not only working day and night, but working under great mental disturbance and anxiety. She seemed greatly reassured by her talk with the chief nurse.[171]

Julia wrote to her parents about these shared trips and confided that:

> Its [sic] too absurd my making arrangements about taking the Chief Nurse of the Army Nurse Corps to see Army nurses but that seems the only way to get her to go. . . It was a most interesting trip but a very tiring one and not too thrilling, having so many uninterrupted hours with Bessie Bell.[172]

In conjunction with an impressive conference of the Allied Women War Workers, Julia was called upon to arrange and coordinate a chief nurses' meeting with thirty-six chief nurses of the AEF attending. The group seized this opportunity to confer with Miss Bell about many mutual concerns. Another assignment given to Julia by General Ireland was to arrange a meeting for him with the matron-in-chief of the British Expeditionary Forces, Dame McCarthy. Julia hosted a formal dinner party in her apartment honoring the two. Her description of Miss McCarthy was noteworthy:

> Miss McCarthy is a regular Story-book creature, tall, majestic, and imposing, with grey hair and eagle eyes, about fifty-six or so. She is known as a perfect Tartar, and is supposed to be a terror "in action". But she is very fine-looking and I admire her tremendously, she carries off the importance of her position so dramatically and with such an absolute assurance of the fitness of things. Her grey uniform hat, so truly British with its ugly, round shape is the only part of her get-up that isn't worthy of her, but oh the rest! A long silver grey mohair coat lined with scarlet silk, and with braided collar and cuffs, a skin tight grey mohair dress with high military scarlet collar, scarlet cuffs, much grey silk braid around the collar and cuffs and down the front of the waist, two full rows of decoration ribbons on the left breast, and a Royal Red Cross medal on the right. . . with her . . . immaculate white kid gloves on, I can tell you she was ornamental.[173]

Dame McCarthy quickly assumed the role of mentor to Julia. At the former's request, Julia accompanied her on a tour of inspection of twenty-six British casualty clearing stations, five stationary hospitals, four hospitals for sick sisters, three general hospitals, a main dressing station,

a rest station, an ambulance train and the headquarters of seven general officers in eight whirlwind days. Of this experience Julia recorded that:

> She. . . certainly led me a merry chase. We left every morning about nine and kept steadily at it till eight at night, riding hard all the time, just stopping to go over hospitals. She's a perfect dear and was so good to me. It was a real treat to be with her so much and to talk with her and get her views and advice and to see her in most strenuous action. I learned heaps and heaps that will be useful to me all my life. . . We had meals and tea at such queer places and spent the nights in the weirdest and most interesting spots. . . once in what had been a French lunatic asylum.[174]

Julia took advantage of this trip to observe Dame McCarthy's methods of management. She recorded her observations in a report and used many of the matron-in-chief's ideas when she assumed a comparable position with the AEF. For instance, Julia adapted Dame McCarthy's concept of the chief nurse's total authority and responsibility for nursing concerns. Like Dame McCarthy, she also later implemented a system of middle managers, that is, a level of regional management between herself as chief nurse and the chief nurses of the various hospitals in France. The completion of frequent, unexpected inspections was a practice conceived originally by Dame McCarthy and followed religiously by Julia. Another principle of good management, that of speaking to every available nurse and asking her about her health and general welfare, the date of her next leave, and her living conditions was a customary approach utilized first by Dame McCarthy and later by Julia.[175]

Many months earlier, Julia had written to Miss Noyes in Washington DC about the overlapping of the responsibilities of her position with those of Miss Bell's.[176] Another historian reported that:

> Red Cross nursing activities in France and those of the Army Nurse Corps became so hopelessly entangled that it was hard to tell where one left off and the other started.[177]

Advancement to Chief Nurse of the AEF, November 1918

Over time, Julia undertook increasing responsibility for Army nurses in France as a whole as Bessie Bell defaulted on this obligation. By October 1918, Julia was preparing to assume all of the responsibilities of the chief nurse of the Army Nurse Corps of the AEF. She described how this job change finally came about:

> . . . In walked General Ireland and Col. Murphy and seated themselves in great solemnity. . . General Ireland had been up to my office. . . to say goodbye as he said he was leaving for the States at once [to become the Surgeon General of the Army]. . . Then he broke the news to me that he wished me to be Chief Nurse . . . of the A.E.F. It was a most staggering blow and made [me] feel as though I had actually been struck in the solar plexus. I told the General right off that my idea of the job. . . was a mighty different one from the one that had been exhibited for the past year. He said he hoped it was and that all I needed to do was to go ahead and say what I wanted the job to be and that I would have every possible backing and assistance. . . Ive [sic] heard inklings of it for some time but thought it couldnt [sic] possibly happen to me because in the first place I am a Reserve not a regular Army Nurse. . . there is going to [be] a lot of feeling about my appointment from the old regulars but fortunately they are vastly in the minority over here. . . I do know that Im [sic] going into the thing tooth and nail and Im [sic] going to see if I cant [sic] put the job of Chief Nurse of the AEF on the map. It hasnt [sic] been there before. Im [sic] going to insist upon so much of a free hand. . . I shall travel continuously. . . the question is how much I can put over of my conditions and requirements before I begin. . . I dont [sic] know any woman anywhere who looks to me equal to the job, it is so big and demands so much and has such huge opportunities. I am not big enough for it but I actually dont [sic] know any one who has better leading up experiences for it than I.[178]

Ruth Morgan, Julia's laywoman superior in the Red Cross office in Paris and by now her close friend, remarked that Julia had been training for this new, very demanding position for the previous six months "like a

racehorse".[179] Julia made an initial visit to Tours to meet with Colonel McCaw, the new chief surgeon of the AEF. Before accepting the AEF chief nurse position, she asked him for full responsibility for assignments, transfers, discipline, and regulations pertaining to the Army Nurse Corps. Colonel McCaw readily agreed to these stipulations but Julia justifiably was worried about resistance from the lesser men in the headquarters who had been tending to these matters for her predecessor.[180] However, because Julia eased herself into the new setting, gradually assuming more responsibility as her co-workers' confidence in her ability increased, she did not encounter any significant resistance.[181] Julia seemed to know intuitively how to manage a difficult role transition.

On 15 November 1918, four days after the Armistice was declared, Julia started her next big adventure in the city of Tours. She settled into several rooms as temporary lodging in the apartment of two elderly French ladies who spoke no English. She decided to maintain her interest in the apartment she shared with Philip in Paris so that abode could serve as a safe haven and a familiar refuge away from the new, alien environment.[182]

Since Julia intended to spend much of her time visiting hospitals, she arranged for the Red Cross to furnish her with a new Ford sedan. Her chauffeur was an Army sergeant. Julia wrote that:

> The Ford went like a bird and my new chauffer, [sic] Sgt. Bowler, and I hit it off well after I had made it clear that while I was a bit informal about some things I did draw the line at having a chauffeur smoke while he was driving me. We'll get along all right now. He seems to be a likely lad with some wits fortunately. . . I love the time I have to think on these rides but they are beastly lonely. The higher one gets in this professional life, as Miss McCarthy the B.E.F. Matron-in-Chief said, the more isolated and solitary one becomes.[183]

Less than a month later, Sgt. Bowler got drunk and smashed Julia's Ford "to smithereens".[184] Julia reported that:

> It is not certain whether he was drunk, or whether the old wound to his head made him a bit queer, at any rate the accident occurred and he is now under examination in a hospital and I have no car of my own.[185]

This unfortunate incident prompted Julia to write to the Red Cross Commissioner of France, explaining the untimely end of the first sedan, describing how extremely helpful it was, and requesting that he furnish a second automobile.[186] The Red Cross administrator's regard for Julia was such that she received a replacement vehicle in less than three weeks.[187]

With the prospect of peace a reality, thoughts were now turning to demobilization. Julia's dear friend Ruth Cobb returned to the states as she was in need of an abdominal operation. Her departure increased Julia's sense of loneliness.[188] Somewhat disenchanted in her role as a nurse administrator, Julia wrote to her mother:

> Please be looking for a job for me that has nothing to do with nurses or hospitals. I think I'd like a job in a bank with figures-or possibly I'd like wholesale groceries or something like that.[189]
> I have decided what kind of a job I shall want! To drive a Ford tractor engine on a farm. That would be so peaceful and yet so interesting![190]

It is doubtful that these mundane occupations would have satisfied Julia's unusual spirit or quenched her thirst for adventure for long.

A description of Julia's inspection activities in her new role provided an idea of her characteristic effectiveness:

> First I talk with the Chief Nurse and hear all her troubles and find out what difficult elements she wants removed without a fuss (just an order out of the sky as it were, ordering a particular to another place as though she were greatly needed in this other place, but where she will be away from influences

> which make it easy for her to be a trial to the Chief Nurse.) I learn whether the C.O. is helpful or not, see where the sick nurses are cared for, where all the nurses live and eat, and I make the Chief Nurse understand that the Chief Surgeon wants her to feel that all his staff is right behind her. Then I see the C.O. alone and find out if he thinks the Chief Nurse is satisfactory, and I make it clear to him that if she isn't she can be changed, but if he does not want her changed, he must support her in every thing she does. . . When I find nurses too crowded in their living conditions, or without proper sitting room facilities or being obliged to use patients [sic] dishes, I come back and make a row. Then the offending C.O. gets a letter from the Chief Surgeon with my recommendations embodied in [the] letter. You can see that the nurses. . . have got a rampaging champion now. . . The Chief Nurses seem so pathetically glad to have me come around.[191]

This procedure for inspecting units served Julia well. In January 1919, she wrote a letter through Colonel McCaw to General Ireland, now the Surgeon General of the Army, again describing this approach in detail. She also outlined general conditions in her areas of concern.[192] This characteristic practice of keeping her superiors informed, of communicating her accomplishments, and of maintaining close contact with key officials was one example of many shrewd political maneuvers employed by Julia throughout her career.

Within one month of her new appointment, Julia visited thirty-seven hospitals. This total averaged more than one visit per day. She acknowledged that she was sweeping like a new broom but justified her quicksilver start and her exceptional industry by the fact that so much needed to be done. She confided that she could hardly take the time to sleep every day.[193]

Another serious concern for Julia developed as the result of the more readily accessible free time afforded the nurses with the declaration of the Armistice on 11 November 1918:

> Just now I have a big problem how to look after the nurses who are on leave on the Riviera. After coming out of the drab dreary rainy muddy camps where they have been working so hard and finding themselves in air that is like champagne, in the brilliant sunshine, in the midst of comfort and luxury, for they can stay at any hotel they wish, it is no wonder they break away from all restraints and conventions. There are hundreds of officers there who are only too glad to give the nurses a good time, and the result is the repitition [sic] of very disquieting reports. All day I have been thinking and planning and getting. . . advice . . . Miss Hall's problem is just the same with her Red Cross nurses so I shall work out some scheme with her when I go up to Paris next week. What wouldn't I give for some such advisor as Miss Goodrich![194]

Concerns about irregularities in the wearing of the uniform; about smoking and drinking; and about unconventional social relations on the nurses' part, primarily while on leave consumed large amounts of time for both Julia and Carrie Hall, the former's Red Cross successor in Paris. Julia received a very diplomatic letter from Clara Noyes about the condition of nurses' uniforms as they returned to the states.

> Lingerie, shirt waists, nondescript hats, et cetera, being the particular "bones of contention," altho the nurses state that they had their regulation hats and shirt waists with them.[195]

Carrie Hall wrote to Julia about possible options for dealing with the deportment problems:

> I am wondering if you could arrange your next tour so that you could visit the various places where nurses congregate. I am not sure but that it is not serious enough for us both to go, and I am not sure but that we ought to station some nurses down there, for "police" duty. . . We have decided in this office that Peace is worse than War.[196]

Julia described her method for attempting to prevent these embarassing displays by discussing dignified behavior with the nurses on her inspection tours:

> The need is emphasized of care in their social relations over here where conventions are so relaxed, and the importance of discipline, as shown by the proper and regulated wearing of uniform. I also speak most seriously on the subject of drink, for that has been a matter which has given us considerable cause for uneasiness and disturbance. You will be interested, however, to know that in every instance where a group of nurses have been talked to on this subject, they have themselves voted to abstain from all forms of liquor and alcohol until they have returned to the States and are out of uniform. Since over 2300 nurses have already taken this step, I feel that I should let nothing interfere with further visits in order that, among other things, I may try to accomplish more along this line. . . It has seemed to me and to all the nurses with whom I have talked that this expression of their own feeling, as a matter of public opinion, would have more weight in securing results than would be accomplished by any regulation imposed upon them from without.[197]

Julia considered the facilitation of role transition in her subordinates as part of her responsibilities as chief nurse of the AEF. When one of her nurses from Base Hospital #21 assumed the status of chief nurse in a newly formed unit, she gave this advice:

> There is just one little pointer I want to give you, which may perhaps be of use to you since you have not been a Chief Nurse over here before, and that is that the Chief Nurse cannot be too much one of the group and maintain her authority over them. It will be hard for you to be reserved and dignified, because you are such a friend of all the nurses, but for the best success of your staff I am sure you will find it worth while to make the effort.[198]

By December 1918, Julia spirits plummeted to a very low level. Undoubtedly, she was feeling the monumental responsibilities of her new, very substantial job. Moreover, at that time, Philip had just become engaged to Elizabeth Baldwin, the daughter of an American psychology professor residing in Paris.[199] Julia could not fail to perceive this new liaison as a source of some, albeit minor, alienation from her brother. Also

she lacked a network of supportive friends in Tours. In addition the rooms where she was residing were bare and lonely. The knowledge that many of her compatriots would soon be returning to the states, while she would remain in France indefinitely added to her feelings of dejection. But the primary cause of her depression was the reaction of her friends in Rouen to the publishing of her book.

Six months earlier, Julia's father talked of privately publishing Julia's letters in book form.[200] After several consultations with Julia by mail, her father made arrangements with Macmillan to print the collection. Julia was to receive a royalty of 10% of all sales. One gets the impression that Julia had some persistent general reservations about the whole venture and questioned whether her Base Hospital #21 associates' names should be deleted from the book. Neither her father nor the publisher felt this was necessary, thinking that the personal touch would please the nurses.[201]

Why did Julia's aristocratic, patrician father insist upon making her letters public? Certainly he succeeded in pre-empting the privacy of his thirty-seven year old daughter who held a position of great responsibility. Perhaps the Reverend Stimson became arbitrary in his old age. Perhaps he possessed an inherent desire for fame for himself and his family. Maybe he simply was an autocrat and overly paternalistic in regard to the women in his family.

The volume was released in September of 1918.[202] It received glowing reviews in newspapers across the nation. For example, in somewhat flowery prose the Courier of Buffalo, NY proclaimed that:

> . . . the book is a little breviary for travelers in the country of human endeavor for a common good, and no tale was ever more simply told.[203]

The New York Christian Advocate suggested that:

> . . . To the many who have daughters or friends in this nursing service the book will be almost as welcome as a personal letter, it covers so many of the details of hospital life. Quite without intention it also discloses the important place which moral character may take in building up the morale of such a unit. America could not wish to have better representatives in foreign lands than this true and wholesome woman and others like her.[204]

The San Francisco Argonaut declared that:

> . . . They are the plain story of a great-hearted and clever woman, and among the best that have been published.[205]

Many complimentary personal letters lauding her journalistic achievement were received by Julia. These included expressions of appreciation and admiration from President McCracken of Vassar College, from Annie Goodrich, and from a number of family and friends.[206]

In spite of the praise, Julia's reservations persisted. Her reluctance concerning the project is revealed by comments which she made in a letter to her mother:

> . . . there are only one or two things in the letters that make me shiver-one where I said that Miss Dunlop was considerably older than I am (she is-but she wont [sic] like my putting it in print) and the other where I said I was going to use all the pull I could to get Phil to Rouen.[207]

The forbodings experienced by Julia were indeed prophetic. After reading the book, some of the nurses of Base Hospital #21 were highly incensed and deeply wounded by Julia's words. The first inklings of their negative responses were not long in coming to Julia. In December 1918, Philip made a brief visit to the hospital at Rouen and wrote Julia of some of the unfavorable reactions to the volume. He relayed that the heaviest criticism focused on why the book was entitled Finding Themselves rather

than Finding Ourselves, as though Julia considered herself a cut above the rest of the unit.[208] The title, of course, was derived from the words of Borden Veeder.[209] Julia's father personally selected the title independently of Julia.[210] Julia received several vitriolic, traumatic letters from the nurses of the Base Hospital #21. These letters caused an almost unbridgable rift and a temporary termination of her relationship with the unit. One such letter began with a caustic greeting:

> My Dear Matron: I don't know just how to write this letter of thanks for my book. I am very grateful to you. Well, my dear, I don't know that you will care to have me criticize your book. But I am going to say just a few things. There are some very beautiful things in it, and some very thrilling things that will be of great interest to many people. But on the other hand, there are some very unkind things. Some things very much better unsaid or at least unpublished. It is too bad your father did not send you a proof or consult some other nursing authority. There are those who say it is very unethical. It is most personal, and causing no end of criticism. In your own words the group see exactly how you felt about us when we left the states, your dread of whipping us into shape to compete with the Eastern nurses. I sincerely hope Julia that you Julia have found yourself. Since you never understood the Western nurse. You certainly will succeed in placing yourself before the public. You like that kind of thing. I don't. I hope that you will understand this to be exactly what I would tell my sister or Mance [Taylor] if it were necessary. I am very very sorry it was published for the public. We all know you intended to write a book, you often said so while you were here. But that it was to be a story. Well, as I said before, you will not need my criticism. . . We'll be seeing you for Christmas. Don't fail to come. Love, from Louise.[211]

Another wrote that she was sorry that Julia's picture and the price of $1.25 appeared on the book. She added that:

> . . . All the rest I could forgive. It has cheapened the Unit in the eyes of the world. Had such a book been written by a Chief Nurse of another Unit and been put on the market, you too, would have been glad that we had escaped such publicity. As

> for the good points, there are many. Most of all I like the character building of yourself. Yes it is there, in and between the lines. Your living with these nurses did wonders for you. You think that they changed but I do not think they changed as you did.[212]

The depth of Julia's hurt was communicated in a Christmas letter to her parents:

> Ive [sic] had only two acknowledgments from any of the 30 odd copies I left at Rouen when I was there Thanksgiving time. These two letters were from the two nurses there that I know the best and care for the most. . . Youll [sic] understand know [sic] why Ive [sic] been so depressed recently. I am simply crushed that I could have been so misunderstood by the people I care so much about. . . Since those two letters are the only ones I have received I cant [sic] help but believe that they represent the feeling of the Unit. . . I have never before needed confidence in myself so much as I need it now in this new work and never before have I had such a smashing blow. Fortunately not a soul has known about it. I was to have gone down to the Unit this Christmas but of course since that first letter came I knew I couldnt [sic] possibly go. . . How could anyone have thought I wasnt [sic] including myself in the "Themselves" of the title. And about the "whipping into shape" they ought to have known that my fears werent [sic] due to to the difference between the eastern and the western nurses but to the fact that of all the first units sent over mine was the only one whose nursing staff was composed of graduates. . . of 27 schools! . . . Do you wonder that I am sick at heart about the whole thing. The unforgivable thing about my picture and the price mark is of course funny, but there is nothing else very funny in it at all. I really am trying to bring to bear on the matter all the philosophy I have and Im [sic] trying very hard not to let the hurt get inside. Fortunately I really do know what I thought about the Unit and I know what I thought about my relation to it and what I think now about my worthiness for any great responsibility. . . I have had no words of comfort at all about the situation for I have not told a soul of it.[213]

In the original letter in which Julia discussed the group of nurses she was leading overseas, she did refer to them as a "heterogeneous, poorly (mostly) trained" group of nurses who would be competing with Eastern nurses.[214] Of course in the book the nurses were not described as poorly

trained. The words "poorly trained" were deleted from the published document. But the original letter strongly implied that Julia felt, at least initially, that the St. Louis nurses were inferior to their east coast sisters despite her protestations to the contrary. Later, she admitted that her apprehensions proved to be unsubstantiated.[215]

Some aspects of Julia's very successful leadership style can be discovered by reading her book. These included the devout, religious climate she fostered among her nurses; a humane, compassionate, commonsense approach to leadership she employed; the use of a participative, democratic management style; the untiring efforts she expended to obtain adequate food, recreational activities, and uniforms for her group; a wise use of discipline; and an uncanny ability to network with key authorities.

In accordance with her stated intentions, Julia did not spend Christmas in Rouen. Neither did she immediately give autographed copies of the book to any other nurses in the unit. In the final analysis, however, Julia did not allow her extremely hurt feelings to interfere with her responsibilities to Base Hospital #21. At the end of December 1918, Mance Taylor, the chief nurse of Base Hospital #21, wired Julia asking her to visit Rouen during the New Year period.[216] The request for a visit was not motivated by social concerns but was a cry for help. Julia responded to the appeal for assistance with typical concern and a remarkable lack of bitterness:

> Colonel Murphy told me that you were having some difficulties with your nurses in the matter of discipline, but as he gave me no special message from you, it did not occur to me that I could be of help to you. I wish I had received your telegram in time, for of course I should have gone down at once. The other thing that puzzles me is what you have written after your name- "At present Acting Chief Nurse". I cannot even make guesses at what that means, but I do trust that you will not let things disturb you too much, but will sit tight and see the thing through the few weeks that are necessary. Many of the units

> are having difficulties now, in this very trying time of inactivity, and it takes all the patience and wisdom and forbearance that can be mustered to hold things steady. I shall not be free to leave the office until after the seventeenth, when my assistant returns from her leave. . . I want so much to give you my help and advice if you think it would be of any benefit to you. You and the nurses of No. 21 will never know how much I am interested in them and concerned for them.[217]

Although the relationship between Julia and the nurses of Base Hospital #21 would never be exactly the same, this crisis helped to restore some measure of congeniality to their dealings. Instead of giving the extra copies of her book to Brentano's Book Store to sell as she had planned in a darker moment, Julia gave them to the remaining nurses who had requested them. These nurses actually were miffed because they had not received their copies.[218] Perhaps the situation was not as grim as Julia had earlier thought and the two rather critical letters were not an accurate reflection of the general feelings of the group.

On 30 December 1918, Jane Delano sailed for Europe on an official visit to review Red Cross activities on the continent and to participate in a Red Cross conference to be held at Cannes.[219] After her arrival in France, she initially visited with Julia in Tours and with Carrie Hall in Paris. On 14 February 1919, Julia accompanied Miss Delano on the first portion of her trip. They traveled to Nantes and then to Angers where Miss Delano addressed groups of American nurses, telling them of her personal affection and concern for their welfare and briefing them about the plans that the Red Cross was making for their future work.[220] Julia then left Miss Delano at Savenay to complete an inspection and a side trip on her own. In the meantime, Miss Delano fell ill in Savenay with a middle ear infection which progressed into mastoiditis and later required mastoid surgery.[221] By 5 March, Miss Delano's condition was somewhat

improved.[223] But the improvement in her health was shortlived. On 23 March, Miss Delano developed a cerebral abscess which necessitated a second surgical procedure.[224] After this operation, Miss Delano never regained consciousness. She died on 15 April 1919 and was buried in Savenay at that time.[225] After her funeral Julia wrote:

> The minister who conducted her funeral. . . said among other things that "only the mathematics of infinity could measure the influence of a woman like Miss Delano". I have thought of that expression so often, because it is so true, and it has been impressed upon me so much, as I said, in my visits to the nurses over here. . . It was especially fitting that she should die among her nurses, in the place of their big work, and where so many through her long days of illness could cheer her by their expressions of love and interest. For us there remains a very blessed memory and inspiration.[226]

With Miss Delano's illness, Julia was asked to lead the nursing section of the conference of the League of Red Cross Societies at Cannes.[227] She was joined in representing the United States by Carrie Hall, the chief nurse of the American Red Cross in France; and by Lillian Wald, who was representing the United States Children's Bureau.[228] The overall intent of the conference was to propose a program of Red Cross activities for the preservation and improvement of public health throughout the world.[229] Julia and her colleagues suggested the formation of a nursing department for the proposed Central International Red Cross Bureau in Geneva. They envisioned this department as serving as an intelligence center for information on nursing and women's work in public health throughout the world. They also recommended that the department undertake the publicity for and formation of training schools in underdeveloped (in terms of nursing) countries and arrange for conferences among nurses from all countries for the interchange of ideas. They stressed that public health nursing should be widely encouraged. The group also recommended

greater support and utilization of existing Red Cross assets, i.e., the fully trained nurses and the nurses' aides.[230]

While Julia was involved in the proceedings at Cannes and the concerns of Miss Delano's illness, she was equally absorbed in the other responsibilities of her office. This unique ability to efficiently handle a variety of stressful concerns was a hallmark of Julia's proficient style of management. In April 1919, she wrote to Dame McCarthy :

> You will be interested to know, I am sure, that I have thought so much of the things you talked to me about on that memorable trip last September, and following your example I have lost no opportunity to visit hospitals. During the five months of my directorship I have visited ninety-three hospitals. . . I have been indeed very full of work. We are returning our nurses very fast, but there are still more than seven thousand of them over here, and as the work slackens the problems increase.[231]

As Julia so truthfully observed, her problems were indeed multiplying. Although they were few in number, infractions of the regulation proscribing the fraternization of nurses with enlisted personnel were reported.[232] Additionally, complaints were made about the quality of accomodations furnished returning nurses in Paris while enroute to their port of departure.[233] Accusations were also leveled about the refusal of Army nurses to assist Navy nurses in the care of patients on the vessels which were returning troops and the nurses home to the States.[234] Julia also was the recipient of reports of nurses being treated discourteously at Brest, the port of departure. She traveled to this location to investigate the charges and exerted her influence to improve conditions.[235]

Another controversy arose after a Red Cross nurse, rumored to be a spy, was interviewed by Julia upon her arrival in France. The nurse accused Julia of putting her "through a very degrading ordeal" and allowing her "no

redress on account of [her] unusual name".[236] Julia responded to these accusations:

> Miss Hall was with me on Oct. 24th when Miss Brumbaugh arrived and recalls the circumstances. . . My recollection of the case. . . was that there was considerable talk about Miss Brumbaugh's disloyalty and I considered it my duty to speak to her about it, simply to find out if possible if there was any difficulty between herself and Miss O'Connell [the former's chief nurse] which led to their uncordial feelings. I talked with Miss Brumbaugh alone for only a very few minutes and as I felt that there was nothing whatever to the accusations, the matter was dropped and no further action taken. The conversation was entirely informal and friendly and could in no way be construed as a reflection upon Miss Brumbaugh. Her statement that she was put thru "a very degrading ordeal" to my mind reveals an exaggerated point of view. I am not accustomed to submitting any one to degrading ordeals.[237]

Julia's typical management of these controversial and occasionally delicate issues was characterized by a course of action which included a thorough investigation of the facts and a diplomatic, truthful response to the claims. Such an approach served her well.

For the first time in early May 1919, Julia referred to her imminent departure from France to assume a job in Washington.[238] The job she referred to was the position as dean of the Army School of Nursing. Doubtless, Julia was recommended for this position by the incumbent dean and her abiding mentor, Annie Goodrich. Furthermore, no one could doubt General Ireland's automatic approval of the appointment, in view of his past harmonious relationship with Julia. In a press release to Sophia Palmer, the editor of the American Journal of Nursing, Miss Goodrich wrote:

> It is with the deepest satisfaction that we report the appointment by the Surgeon General of Julia Stimson as Dean of the school. Miss Stimson presents a brilliant record of

> achievement during her comparative few years of professional life.[239]

On 10 June, Julia received a memo detailing the contents of a cable from the Surgeon General's Office requesting her immediate return to the states.[240] Without much noted fanfare, Julia departed from Brest, France on 16 June 1919 aboard the S. S. Zeppelin.[241] Her diary notation on this day alluded to the great confusion and many delays encountered in embarking.[242] The only account of Julia's voyage home is a brief summary provided by Julia's father to his sister Minnie:

> . . . Julia arrived Friday pm in fine shape tho' after a disagreeable voyage in a very poorly outfitted ship--poor food, scarce water--no stewardesses, some 100 young women of various kinds and about 5000 negro soldiers. However she does not much mind such little things![243]

Julia's diary reported that as the ship entered New York Harbor, aeroplanes and a dirigible flew around it. Her mother, father, sisters Dorothy and Bab, brothers Philip and Harry and his wife Isabelle joyfully greeted her at the gangway.[244]

Prior to her departure from France, Julia wrote to her parents:

> Incidentally and absolutely under the bond of secrecy Ill [sic] tell you that little daughter is likely to wear upon her buzum when she returns samples of various "stars and garters". She has been informed that she has been recommended for a French, a British and an American decoration. The American one is a very fancy one, but a recommendation is not a sure thing so this all may be bunk. This is just to warn you so that the shock wont [sic] be too great if one does fall on her. Goodnight again old dears.[245]

In recognition of her service, Julia was awarded many decorations. The most coveted of these, the United States Distinguished Service Medal, was presented to her by General

Pershing, the commander of the AEF.[246] On the day that this medal was pinned on, Julia's diary recollections observe that it was a:

> Great day. Cloudy but didn't rain. At 9:30 General McCaw took me to General Connor's office to be instructed with other decorees--4 genls [generals] and 5 Colonels. At 11 General Pershing gave us the DSM on the parade ground with all the trimmings. At 12 taken to lunch at General Connor's, about 40 officers and me.[247]

The pictures that record the moment of the medal's presentation depict broad smiles of merriment, in spite of the solemnity of the occasion, on both Julia's and General Pershing's faces. The citation accompanying the medal declared that it was being awarded:

> For exceptionally meritorious and distinguished services. As Chief Nurse of Base Hospital No. 21, she displayed marked organizing and administering ability while that unit was on active service with the British Forces. Her devotion to duty was exceptional while she was Chief Nurse of the American Red Cross in France. Upon her appointment as Director of Nursing Service of the American Expeditionary Forces, she performed exacting duties with conspicuous energy and achieved brilliant results. Thousands of sick and wounded were cared for properly through the efficient service she provided.[248]

Julia also received the British Royal Red Cross from King George V of England. Moreover, her name was included in a list of individuals being mentioned for gallant service on the Western Front by General Sir Douglas Haig, Commander-in-Chief of the British Army in France, in a supplement to the London Gazette of 18 December 1917.[249] Julia's French decorations included the Medaille de la Reconnaissance Francaise and the Medal and Diploma Medaille d'Hygiene Publique (Silver).[250] These two French awards were presented to Julia for her work during and after the war in behalf of the people of France. Finally, several years later the

International Red Cross bestowed upon Julia the Florence Nightingale Medal for "heroic and distinguished service".[251]

NOTES

[1] Taylor, A History of the First World War, 110.

[2] Base Hospital 21, May 1917-April 1919, 4.

[3] Henry P. Davison, The American Red Cross in the Great War (New York: The Macmillan Company, 1922): 82-83; Piemonte, Highlights in the History of the Army Nurse Corps, 11.

[4] ALS, Julia C. Stimson to Folks, 4 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[5] "St. Louis Society Woman Will Depart for Front," St. Louis Globe Democrat, 3 May 1917, Box 7, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[6] ALS, Julia C. Stimson to Folks, 4 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[7] Lavinia L. Dock and Isabel M. Stewart, A Short History of Nursing, From the Earliest Times to the Present Day (New York: G. P. Putnam,1920): 152.

[8] Barbara W. Tuchman, The Guns of August (New York: Bantam Books, 1976): 56-58.

[9] Taylor, A History of the First World War, 97-98.

[10] "Hospital Unit Departs for War Service," St. Louis Post Dispatch, 17 May 1917, 1.

[11] TL, Julia C. Stimson to Mother and Dad, 6 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[12] Julia C. Stimson, Sayres Milliken, and Ethel C. S. Thompson, "The Forerunners of the American Army Nurse," The Military Surgeon 58 (February 1926): 133-141; Julia C. Stimson and Ethel C. S. Thompson, "Women Nurses With the Union Forces During the Civil War," The Military Surgeon 62 (January and February 1928): 1-17, 208-230.

[13] Dock, History of American Red Cross Nursing, 25-66; Sophia F. Palmer, "Women in War," in Sixth Annual Report of the American Society of Superintendents of Training Schools for Nurses (Harrisburg, PA: Harrisburg Publishing Company, 1900): 68-75; Anita Newcomb McGee, "Nursing in the Spanish-American War," The Trained Nurse and Hospital Review (September 1919).

[14] "Hospital Unit Departs for War Service," St. Louis Post Dispatch, 17 May 1917, 1; "Departure of Red Cross Unit Witnessed by 8000 People," unidentified newspaper clipping, Box 7, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[15] TL, Julia C. Stimson to Family, 21 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[16] TLS, Julia C. Stimson to Family, 30 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[17] Ibid.

[18] Ibid.

[19] Ibid.

[20] Julia was a music lover and was probably instrumental in the choir's formation.

[21] TL, Julia C. Stimson to Family, 21 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[22] TLS, Julia C. Stimson to Family, 10 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

[23] Base Hospital 21, France, May 1917-April 1919, 4.

[24] Dock, The History of American Red Cross Nursing, 459, 536-537.

[25] TL, Julia C. Stimson to Family, 21 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[26] TLS, Julia C. Stimson to Family, 25 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City
[27] The danger zone was the area of the Atlantic Ocean in closer proximity to the European continent where attack by German vessels was possible.
[28] TLS, Julia C. Stimson to Family, 25 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City
[29] ALS, Henry A. Stimson to Julia C. Stimson, 27 May 1917, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[30] Base Hospital 21, France May 1917-April 1919, 4-5.
[31] TLS, Julia C. Stimson to Family, 6 June 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City
[32] Ibid.
[33] Dock, The History of the American Red Cross Nursing, 425.
[34] Daisy C. Bridges, A History of the International Council of Nurses, 1899-1964, the First Sixty-Five Years (Philadelphia, J. B. Lippincott Company, 1967): 1; Winifred Hector, The Work of Mrs. Bedford Fenwick and the Rise of Professional Nursing (London: The Royal College of Nursing and the National Council of Nurses of the United Kingdom, 1973): 5.
[35] TLS, Julia C. Stimson to Dad, 6 June 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City
[36] Ibid.
[37] Base Hospital 21, France, May 1917-April 1919, 5-6.
[38] Davison, The American Red Cross in the Great War, 83.
[39] ALS, Julia C. Stimson to Dad and Mother, 11 June 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[40] Ibid.
[41] TLS, Julia C. Stimson to Family, 19 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[42] The V.A.D.s were Voluntary Aid Detachment staff, a British equivalent of Red Cross nurses' aides. Their assistance proved indispensable.
[43] TLS, Julia C. Stimson to Clara D. Noyes, 13 July 1917, Record Group 200, American Red Cross File 591.1, Army Base Hospital #21, The National Archives, Washington DC; TLS, Julia C. Stimson to Family, 17 June 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[44] "Reminiscences of Isabel Maitland Stewart," (Columbia University: Oral History Research Office, 1961), copyright 1972, 196.
[45] "Miss Stimson is Equipped for Service with A. E. F.," Red Cross Bulletin, issued by the American Red Cross, Corner of the Rue des Pyramides and the Rue de Rivoli, Vol 31, 2 November 1918, p. 1.
[46] "Maj. Stimson's Career as Nurse is Notable," The Sunday Star, 21 May 1922.
[47] Julia C. Stimson, "Compulsory Health Insurance," (A.M. diss., Washington University, 1917) Box 3, File 7, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[48] TLS, Julia C. Stimson to Family, 29 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City
[49] TLS, Julia C. Stimson to Family, 17 June 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

[50] Ibid.

[51] Ibid.

[52] Ibid.

[53] TLS, Julia C. Stimson to Dad and Mother, 30 June 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[54] TLS, Julia C. Stimson to Family, 8 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

[55] Ibid.; Base Hospital 21, France, May 1917 -April 1919, 21.

[56] TLS, Julia C. Stimson to Family, 10 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

[57] Majors Fred Murphy, Malvern Clopton, Borden Veeder, and Walter Fischel.

[58] TLS, Julia C. Stimson to Dad and Mother, 1 December 1918, Box 3, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[59] TLS, Julia C. Stimson to Family, 8 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

[60] TLS, Julia C. Stimson to Dad and Mother, 16 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

[61] Who's Who in America (1948-1949) s.v. "Murphy, Fred Towsley".

[62] Piemonte, Highlights in the History of the Army Nurse Corps, 87.

[63] Unidentified newspaper clipping,. Box 7, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[64] TLS, Carole Prietto to author, 28 March 1990. The Washington University School of Nursing closed in 1969. The award is now earmarked as a general scholarship fund for undergraduates in any school.

[65] TLS, Julia C. Stimson to Dad and Mother, 10 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

[66] TLS, Julia C. Stimson to Family, 30 July 1917, Box 4, File 2, New York Hospital/Cornell Medical Center Archives, New York City.

[67] Ann Marriner, "Development of Management Thought," Journal of Nursing Administration 9 (September 1979): 21.

[68] Ibid.

[69] Ibid.

[70] TLS, Julia C. Stimson to Family, 15 December 1917, Box 4, File 2, New York Hospital/Cornell Medical Center Archives, New York City.

[71] TLS, Julia C. Stimson to Family, 25 November 1917, Box 4, File 2, New York Hospital/Cornell Medical Center Archives, New York City.

[72] TL, Philip M. Stimson to Dad and Mother, 22 October 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[73] TLSs, Julia C. Stimson to Family, 25 July 1917; 30 June 1917; Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[74] Ibid.

[75] TLS, Julia C. Stimson to Family, 8 August 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[76] Ibid.

[77] Whitelaw Reid, Mrs. Reid's husband, was the editor of the New York Tribune. Mrs. Reid was a wealthy, philanthropic non-nurse who was an ardent supporter of nursing and the American Red Cross in both the Spanish-American War and World War I.

[78] TLS, Julia C. Stimson to Family, 2 September 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[79] Boyd, Three Stimsons and a Bartlett, 34.
[80] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[81] ALS, Henry A. Stimson to Julia C. Stimson, 3 August 1917, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[82] ALS, Henry A. Stimson to Julia C. Stimson, 18 August 1917, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[83] Boyd, Three Stimsons and a Bartlett, 10.
[84] ALS, Henry A. Stimson to Julia C. Stimson, 24 July 1917, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[85] Ibid.
[86] Ibid.
[87] Ibid.; Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[88] TLS, Julia C. Stimson to Family, 3 September 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[89] TLS, Julia C. Stimson to Mother, 8 September 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[90] TLS, Julia C. Stimson to Family, 19 September 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[91] ALS, Julia C. Stimson to Dad and Mother, 6 October 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[92] "Last Will and Testament of Lewis Atterbury Stimson," 12 January 1914, Box 3, File 8, Julia C. Stimson Papers; "Rev. Stimson Inherits $15,000," unidentified newspaper clipping, Box 7, File 4, Julia C. Stimson Papers; New York Hospital/Cornell Medical Center Archives, New York City.
[93] TLS, Julia C. Stimson to Dad and Mother, 14 October 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[94] TLS, Julia C. Stimson to Family, 9 October 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[95] ALS, Henry A. Stimson to Julia C. Stimson, 21 November 1917, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[96] ALS, Julia C. Stimson to Mother, 15 December 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[97] TLS, Julia C. Stimson to Family, 14 October 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[98] Ibid.
[99] ALS, Borden Veeder to Mrs. Stimson, 17 December 1917, Box 6, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[100] Julia C. Stimson, Finding Themselves, The Letters of an American Army Chief Nurse in a British Hospital in France (New York: The Macmillan Company, 1918).
[101] ALS, Julia C. Stimson to Dad, 21 December 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[102] Ibid.
[103] Ibid.

[104] Original telegram, Perkins to Julia C. Stimson, 29 January 1918, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[105] Katharine Densford Dreves, "Vassar Training Camp for Nurses," American Journal of Nursing 75 (November 1975): 2000-2002.
[106] TLS, Julia C. Stimson to Maj Murphy, 31 January 1918, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[107] TLS, Julia C. Stimson to Family, 6 February 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[108] TLS, Julia C. Stimson to Folks, 14 March 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[109] TL, Julia C. Stimson to Major Alexander Lambert, 8 March 1918, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[110] TLS, Julia C. Stimson to Family, 6 January 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[111] Dock, The History of American Red Cross Nursing, 540.
[112] TLS, Julia C. Stimson to Clara D. Noyes, 13 July 1917, Record Group 200, American Red Cross File 591.1, Army Base Hospital #21, The National Archives, Washington DC .
[113] TLS, Julia C. Stimson to Family, 16 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[114] Dock, The History of American Red Cross Nursing, 540.
[115] Ibid., 542.
[116] Ibid., 543.
[117] Ibid., 554.
[118] Ibid., 555.
[119] Ibid., 556.
[120] TMs, Florence A. Blanchfield and Mary W. Standlee, "Organized Nursing and the Army in Three Wars," p. 102, The Center of Military History, Washington DC.
[121] TLS, Carrie M. Hall to Julia C. Stimson, 5 December 1918, Record Group 112, Army Nurse Corps Historical Data File, 1898-1947, Box 10, The National Archives, Washington DC.
[122] Dock, The History of American Red Cross Nursing, 550.
[123] Ibid., 564.
[124] Ibid., 563.
[125] L, Julia C. Stimson to Jane Delano, 16 April 1918, quoted in Dock, History of American Red Cross Nursing, 567.
[126] TLS, Julia C. Stimson to Folks, 14 March 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[127] L, Julia C. Stimson to Jane Delano, 16 April 1918, quoted in Dock, History of American Red Cross Nursing, 567.
[128] Ibid.
[129] TD, "Remarks About the Position of Chief Nurse of the American Red Cross," n.d., Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[130] Dock, The History of American Red Cross Nursing, 574.
[131] L, Julia C. Stimson to Jane Delano, 16 April 1918, quoted in Dock, History of American Red Cross Nursing, 567.

[132] L, Jane Delano to Julia C. Stimson, 8 May 1918, quoted in Dock, History of American Red Cross Nursing, 569.
[133] Dock, History of American Red Cross Nursing, 671.
[134] Stimson, Finding Themselves, 221.
[135] Ibid., 222.
[136] Ibid.
[137] TL, Julia C. Stimson to Family, 12 April 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[138] Ibid.
[139] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[140] TL, Julia C. Stimson to Family, 25 April 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[141] Garraty, The Columbia History of the World, 991; Taylor, History of the First World War, 148.
[142] TL, Julia C. Stimson to Family, 25 April 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[143] Ibid.
[144] TD, Julia C. Stimson, "American Red Cross Nurses' Equipment Shop, May 1918 to May 1919," 27 March 1936, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[145] TL, Julia C. Stimson to Family, 10 May 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[146] ALS, Julia C. Stimson to Mother, 12 May 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[147] Ibid.
[148] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[149] TLS, Julia C. Stimson to Family, 30 July 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[150] ALS, Julia C. Stimson to Mother, 17 June 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[151] Ibid.
[152] Nancy F. Cott, The Grounding of Modern Feminism (New Haven: Yale University Press, 1987): 23.
[153] Aileen S. Kraditor, The Ideas of the Woman Suffrage Movement/1890-1920 (New York: W.W. Norton, 1981): 6.
[154] Samuel Eliot Morison, The Oxford History of the American People (New York: Oxford University Press, 1965): 899.
[155] D, American Nurses' Association, "Julia C. Stimson," (New York: National League of Nursing Education, published sometime after 1937). A copy of this document is in the Archives of the American National Red Cross, Washington DC.
[156] ALS, Alice B. Stimson to Julia C. Stimson, 29 August 1909, Henry A. Stimson Papers, New York Historical Society, New York City.
[157] "Dr. Stimson, 73, Resigns; Asks for Younger Pastor," New York Tribune, January 1917, newspaper clipping property of Lucile Thomee.

158 Richard Goldhurst , John J. Pershing: The Classic American Soldier, Pipe Clay and Drill (New York: Reader's Digest Press, 1977): 296; Taylor, History of the First World War, 143-150.
159 TD, Philip M. Stimson, "The Champs Elysees in Paris, July 4th 1918," Box 3, File 14, Philip M. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
160 TD, Philip M. Stimson, " Philip Writes," 18 July 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
161 TLS, Julia C. Stimson to Mother, 7 July 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
162 The Red Cross Courier 15 June 1925, 4.
163 TL, Julia C. Stimson to Family, 13 August 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
164 TL, Philip M. Stimson to Family, 13 September 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
165 Blanchfield, Organized Nursing and the Army in Three Wars, 134.
166 L, Anna C. Maxwell to Dora E. Thompson, 19 August 1918, quoted in TMs, Pauline Maxwell, "History of the Army Nurse Corps, 1775-1948," 141, The Center of Military History, Washington DC.
167 P. M. Ashburn, A History of the Medical Department of the United States Army (Boston: Houghton Mifflin Company, 1929): 369.
168 TL, Julia C. Stimson to Family, 27 August 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
169 TD, Julia C. Stimson, "Report of Trip Taken by the Chief Nurse A.R.C. On September 12, 13 and 14, 1918," Box 5, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
170 Ibid.
171 Ibid.
172 TL, Julia C. Stimson to Family, 30 September 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
173 TL, Julia C. Stimson to Family, 8 September 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
174 TL, Julia C. Stimson to Family, 30 September 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
175 TD, Julia C. Stimson "Report of Visit of Chief Nurse A.R.C. to See Conditions of American Nurses with the B.E.F. Sept. 20 to 27, 1918," Box 5, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
176 Dock, The History of American Red Cross Nursing, 628.
177 TMs, Pauline E. Maxwell, "History of the Army Nurse Corps, 1775-1948," 122, The Center of Military History, Washington DC.
178 TL, Julia C. Stimson to Mother, 13 October 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
179 TLS, Julia C. Stimson to Family, 14 October 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
180 Ibid.
181 TLS, Julia C. Stimson to Mother and Dad, 19 December 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[182] TL, Julia C. Stimson to Dad and Mother, 15 November 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[183] Ibid.
[184] ALS, Julia C. Stimson to Elsie, 11 December 1918, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[185] TLS, Julia C. Stimson to Mother and Dad, 19 December 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[186] TL, Julia C. Stimson to Col. Harvey D. Gibson, 11 December 1918, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
[187] TLS, Julia C. Stimson to Col. Harvey D. Gibson, 2 January 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
[188] TL, Julia C. Stimson to Mother, 26 November 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[189] Ibid.
[190] TLS, Julia C. Stimson to Dad and Mother, 1 December 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[191] Ibid.
[192] TL, Julia C. Stimson to M. W. Ireland, 15 January 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.
[193] TLS, Julia C. Stimson to Mother and Dad, 19 December 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[194] Ibid.
[195] TLS, Clara Noyes to Julia C. Stimson , 21 December 1918, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
[196] TLS, Carrie M. Hall to Julia C. Stimson, 17 December 1918, Record Group 112, ANC Historical Data File, 1898-1947, Box 10, The National Archives, Washington DC.
[197] TL, Julia C. Stimson to M. W. Ireland, 15 January 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.
[198] TL, Julia C. Stimson to Jeannette Parish, 20 January 1919, Record Group 112, ANC Historical Data File, Box 9, The National Archives, Washington DC.
[199] TL, Julia C. Stimson to Mother, 26 November 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[200] ALS, Henry A. Stimson to Julia C. Stimson, 3 May 1918, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[201] ALS, Henry A. Stimson to Julia C. Stimson, 16 June 1918, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[202] TD, The Macmillan Company to Julia C. Stimson, "Invoice of Royalty Account", 27 September 1918, Box 4, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[203] TD, "Reviews," Box 4, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[204] Ibid.
[205] Ibid.
[206] Ibid.
[207] TLS, Julia C. Stimson to Mother, 26 November 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[208] TL, Philip M. Stimson to Julia C. Stimson, 17 December 1918, Box 4, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

209 ALS, Borden Veeder to Mrs. Stimson, 17 December 1917, Box 6, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
210 TL, Philip M. Stimson to Julia C. Stimson, 17 December 1918, Box 4, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
211 ALS, Louise to Julia C. Stimson, 1 December 1918, Box 4, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
212 L, unidentified, quoted in TLS, Julia C. Stimson to Dad and Mother, 22 December 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
213 TLS, Julia C. Stimson to Dad and Mother, 22 December 1918, Box 4, File 3, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
214 TL, Julia C. Stimson to Mother and Dad, 6 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
215 TLS, Julia C. Stimson to Family, 25 May 1917, Box 4, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
216 Original telegram, 30 December 1918, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.
217 TL, Julia C. Stimson to Mance Taylor, 6 January 1919, Record Group 112, ANC Historical Data File, 1989-1947, Box 9, The National Archives, Washington DC.
218 ALS, Elizabeth Baldwin to Julia C. Stimson, 6 January 1919, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
219 TL, Carrie Hall to Clara Noyes, 30 December 1918, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
220 TL, Julia C. Stimson to Clara Noyes, 30 April 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
221 TL, Julia C. Stimson to Mrs. Whitelaw Reid, 3 March 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
223 TLS, Anna Johnson to Julia C. Stimson, 5 March 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 1, The National Archives, Washington DC.
224 TL, Nena Shelton to Carrie Hall, 24 March 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
225 Dock, The History of American Red Cross Nursing, 1000-1003.
226 TL, Julia C. Stimson to Clara Noyes, 30 April 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
227 TLS, Gerry Murrang to Julia C. Stimson 22 March 1919, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
228 R. L. Duffus, Lillian Wald: Neighbor and Crusader (New York: The Macmillan Company, 1938): 206.
229 D, "Bulletin of the League of Red Cross Societies," Volume 1, Number 1, 1 June 1919, Geneva Switzerland, Box 7, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
230D, Julia C. Stimson, "Committee of Red Cross Societies, Preliminary Report--Nursing Committee," n.d., Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
231 TL, Julia C. Stimson to Dame E. M. McCarthy, 15 April 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.
232 TL, Julia C. Stimson to Isabelle Carson, 25 February 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.

233 TL, Clara Noyes to Julia C. Stimson, 5 April 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
234 TL, Dora Thompson to Julia C. Stimson, 17 March 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
235 TL, Julia C. Stimson to Daisy Urch, 7 June 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.
236 TL, Grace G. Brumbaugh to Clara Noyes, 29 March 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
237 TL, Julia C. Stimson to Clara Noyes, 7 May 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
238 TL, Julia C. Stimson to Carrie Hall, 7 May 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 10, The National Archives, Washington DC.
239 TD, Annie Goodrich, "Report of the Army School of Nursing," 8 July 1919, Record Group 112, Surgeon General's Office, 1917-1927, GG Institutions, Army School of Nursing, The National Archives, Washington DC.
240 TD, Larry McAfee to Julia C. Stimson, 10 June 1919, Box 4, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
241 Travel Order #23137, 9 June 1919, Box 4, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
242 "Julia C. Stimson Diary," 16 June 1919, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
243 ALS, Henry A. Stimson to Mary Atterbury Stimson, 30 June 1919, Reel 155, Microfilm Edition of the Henry Lewis Stimson Papers, Yale University Library, New Haven, Connecticut.
244 "Julia C. Stimson Diary," 27 June 1919, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
245 TD, n.d., Box 6, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
246 "Julia Stimson, War Heroine, is Back in St. Louis," The St. Louis Star, 8 December 1919.
247 "Julia C. Stimson Diary," 27 June 1919, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
248 TD, F. L. Whitley to Julia C. Stimson, 6 May 1919, Box 3, File 13, Philip M. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
249 Certificate, Secretary of State for War to Julia C. Stimson, 1 March 1919, Box 3, File 13, Philip M. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
250 "Famed Nurse Speaks Here October 26," Hartford, Connecticut Courant, 22 October 1942, newspaper clipping in the Archives of the American National Red Cross, Washington, DC.
251 TL, Chairman, American Red Cross to Major Stimson, 1 July 1929, in the Archives of the American National Red Cross, Washington DC.

CHAPTER IV

After the Great War

Post-War Adjustments, 1919

Following Julia's return to the states, she had just a few days of freedom before she was required to report to Washington. She spent this time visiting her brother Harry in Rye, New York and her sister Elsie in Germantown, Pennsylvania. She called upon Mrs. Whitelaw Reid in Westchester, New York, perhaps seeking to renew this valuable relationship;[1] conferred with Miss Ruth Morgan, her colleague from the American Red Cross in Paris, and lunched with her Aunt Jule at the Colony Club in New York.[2] During this time, Julia also was given a Ford "Coupelet" in New York by an unknown benefactor which she drove down to the District of Columbia.[3]

In this period immediately after the war, Dora Thompson, the Superintendent of the Army Nurse Corps was in a state of total exhaustion and in very poor health. Her debilitated physical state resulted from the long, stressful hours of work she devoted to leading a corps of 21, 480 Army nurses during the war.[4] A description of Miss Thompson's personality and her approach to work sheds some light upon how she became so debilitated:

> Painstakingly faithful to minutiae, Miss Thompson possessed that type of mind often described as the first prerequisite to genius. Hers was an infinite capacity for detail, which made her invaluable in the performance of her sharply defined duties in the Surgeon General's office. Iron-clad regulations handed down by the high officials of the War and State

> Departments controlled to the last detail the complicated process by which an American Red Cross nurse was assigned to active Army service. Miss Thompson piloted the Army Nurse Corps through these narrow channels with a faithfulness characteristic of the "Army mind". Beneath a certain cold reserve of manner born of her exacting tasks, she possessed gentleness and sweet restraint. She was absolutely free from what may be termed the politician's instinct.[5]

After Julia's arrival in Washington, Miss Thompson spent a month of sick leave at Greystone, a nurses' rest home in Riverdale on Hudson, New York. She was away from Washington until the last days of 1919, using a large amount of accrued leave to convalesce.[6] Dora Thompson never returned to the superintendency. Instead, she elected to step down to the level of assistant superintendent and assumed the responsibilities of chief nurse in the Philippine Islands, supervising Army nurses in the Philippines, Siberia, and Tientsin, China.[7]

Questions have arisen asking whether Julia forced Dora Thompson to relinquish the superintendency. It has been suggested that she might have accomplished this through her family connections and through her close relationships with Generals Pershing and Ireland[8] who held her in great respect. It is unlikely that Julia employed any nefarious methods to gain the superintendency. While she certainly was ambitious, there was no evidence that Julia was mean or underhanded. With her talents and charisma, she had no need to resort to Machiavellian tactics. In 1930, Julia received a letter from Florence Blanchfield after the latter's arrival at Jefferson Barracks, Missouri. It furnished some clues as to Miss Thompson's mental state and Julia's concern for her well-being:

> Miss Thompson, with her usual forethought and graciousness, made us most welcome. . . The quarters looked very attractive and everyone seemed happy, except Miss Thompson, who looked dreadfully thin and haggard, as if she had been thru a serious illness or a very trying ordeal. In the

> week that she was here with us, I tried to find out just why she was leaving the service, as she did not seem to have any very definate [sic] plans for the future. She insisted that she could not explain to anyone just how she felt, saying that she had received such a nice letter from you asking her to write and tell you frankly what her reasons were. She regretted that she was unable to do so, but she was sure she could not make you understand. As nearly as I could discover, she is leaving the service because she is obsessed with the idea that she is incompetent to the point of being a burden. She feels that she failed utterly in her efforts to correct the conditions she found here, both in the hospital and the Nurses Quarters. I made her admit that a marked improvement had been effected, but she insists that the credit is all due Colonel Morse and the nurses. Her state of mind is indeed pathetic, and she no doubt needs a change and a good rest, but it was most distressing to me to see her start off with no definate [sic] plans for the future nor funds to meet living expenses except for a very limited time. For awhile she thought she would go to Washington, enroute home and I encouraged her to do that, hoping that you would have an opportunity to see and talk with her, but at the last hour she decided to go home direct.[9]

Perhaps Dora Thompson was suffering with some type of psychiatric condition, such as post-menopausal depression. Certainly she had an overdeveloped sense of responsibility. Her chronically poor state of health would have precluded remaining in the superintendency.

Although it was not publicly known, Julia was asked to become the Superintendent of the Army Nurse Corps and accepted this challenge six months before Dora Thompson relinquished the position. Julia's father described how, from Julia's first days back in the United States, she was strongly encouraged to assume both the Deanship of the Army School of Nursing and the Superintendency of the Army Nurse Corps:

> She is Dean of the Army's training schools for Nursing and Acting Head of the Army Nurse Corps for 6 months--then to be the Head. The present Head is off on leave for the intervening period. The position was somewhat crowded upon her to accept at once. She needs rest but cannot get it at present. And I do not know when she can. She is in excellent spirits and looks well.[10]

Dean of the Army School of Nursing, 1919-1933

Julia probably received this demanding dual appointment at the instigation of her mentor, Annie Goodrich. Miss Goodrich originally conceived the idea of the Army School of Nursing and was responsible for its establishment as a means for providing the nurses necessary to support the war effort in 1918.[11] By March of 1919, it was decided that the school, which was begun as a wartime measure, would continue indefinitely in peacetime. Annie Goodrich then announced her intention to relinquish the deanship and her wish to return to her former duties at Teachers' College and the Henry Street Settlement House no later than July 1919.[12] Her continuing regard for Julia's capabilities probably led her to foster the appointment of Julia as her successor. The appointment as dean of the Army School of Nursing additionally required the sanction of General Merritt W. Ireland, the Surgeon General of the Army. Since Julia's close relationship with General Ireland dated to her earliest days in France and both clearly admired the other, it was not surprising that his approval was instantaneous.[13]

By mid-July of 1919, both Annie Goodrich and Dora Thompson had departed.[14] Julia was left with the massive responsibilities of two demanding jobs. Her ambivalent feelings of abandonment and excitement were conveyed in a letter:

> I am sure you can imagine how difficult it is for me to try to carry on Miss Goodrich's work. I should never have dared attempt it at all had it not been for Miss Goodrich's desire in the matter and her promise of assistance. Now that Miss Thompson and she have both left I am indeed very much of a lost soul, but am gradually getting accustomed to this very complicated combined job. I am most enthusiastic about the school and am overwhelmed with admiration for the wonderful way in which it has been established when the difficulties have been so great. You may be sure that I shall do

> everything in my power to put it on a permanent basis in connection with the Army Nurse Corps. To my mind it is the greatest hope for the Army Nurse Corps, and can be the best possible factor imaginable in the making the latter a progressive, up-to-date institution.[15]

A student's view of Julia's administration was recorded in the history of the school written by an early alumna:

> It would have been hard to find anyone who differed more in appearance from Dean Goodrich. While not stout, Miss Stimson was a large woman, tall and well-proportioned. She was direct in manner, forceful in speech. In uniform, appropriately enough, hers was a "commanding" presence. but she was an approachable person. Interested in the students, she took great pride in their accomplishments.[16]

In 1922, Julia conceived an idea to elevate the Army School of Nursing to the same status as that of the U.S. Military Academy at West Point. She wanted Congress to give the school military standing which would be superior to the status conferred upon the school by the Secretary of War. Julia envisioned the student nurses with the relative rank of cadets rather than as civilian employees of the Army.[17] Unfortunately, this notion encountered disapproval at some point. Had it come to fruition, the school's status and quality of permanence might have obviated the need for the Cadet Nurse Corps, the Walter Reed Army Institute of Nursing (WRAIN), and the Nurse Reserve Officer Training Corps (ROTC) Program. One stable, enduring method for educating nurses would have been far superior to the diverse, fragmented efforts demonstrated throughout the history of the Army Nurse Corps.

The New York State Board of Nurse Examiners made an inspection trip to the Army School of Nursing in 1923. Their findings testified to the excellence of the school:

> Since the recent survey of the School of Nursing connected with the Walter Reed Hospital we have no recommendations to make. The clinical facilities offered far exceed those of the ordinary school of nursing. The theoretical curriculum is well planned and well correlated with the practical experience given the students. The lecture and demonstration rooms offer excellent facilities for teaching and combined with the well qualified instructor the opportunities offered the young women in this School are second to none in the country. This Department was very glad to have had the opportunity of surveying the School and is glad to recognize its graduates for registration in this State.[18]

The Letterman General Hospital in San Francisco operated a branch of the Army School of Nursing since the school's beginning days. In September of 1923, no new students were admitted to the western branch and the existing students were transferred to the Walter Reed unit. The public announcement stated that the closure was effected to provide the students with the better experiences which were available at Walter Reed Hospital and to simplify administration and supervision. The true reason for the closing was a lack of sympathy for the school on the part of the administration at Letterman. Julia wrote:

> I feel very strongly that this move is a great loss to the L.G.H. and to its prestige on the Pacific Coast, but I am fully persuaded that there would be no sense in trying to convince anyone out there against their wills and against their sympathy. And so I am thinking only of the greater advantages that will accrue to the students here. . . I constantly feel from that direction the drag of brakes and lack of support.[19]

In this situation, Julia was able to read the handwriting on the wall, effectively put her losses behind, and move on with her activities. Julia's use of cognitive restructuring proved an efficient method of coping with life's many hurts and losses.

At some point in the 1920s, Julia began to teach ethics in the Army School of Nursing. She used an open forum method to teach, assigning four problems for student discussion every week. All of her topics were

most thought provoking. Many were quite timely. A few examples are listed below:

> To what extent is dress involved in the question of nursing ethics? Trace the historical development of the uniform and the current observance in regard to the uniform in public places, wearing jewelry, etc.
>
> Discuss the following questions from the standpoint of nursing ethics. Smoking, bobbed hair, use of cosmetics, drinking, rule of seniority, class distinction, tipping, and presents.
>
> What is the main contribution of nursing ethics made by the following: Hippocrates, St. Paul, Jerome, St. Francis, Elizabeth of Hungary, Luther, Edith Cavell, Deaconesses, Monasteries, St. Vincent de Paul, John Howard, The Fleidners, Charles Dickens, Florence Nightingale, Dorothea Dix, Knights Hospitallers, Secular Orders.[20]

These discussion topics would never be suitable course content for a class in ethics for the modern student nurse of today. Current ethical dilemmas seem to focus on much more portentous matters such as abortion, the provision of life support, and euthanasia. Perhaps these striking discrepancies are merely a function of time and an indication of the growth and development of this branch of knowledge.

Before long, however, Julia's fame as an ethicist spread throughout Walter Reed Hospital. By 1927, she was asked to teach the subject to student dieticians and reconstruction aides.[21] She complied with the formal request which was couched in very complimentary terms:

> I wish to emphasize the great value of a course of lectures on Hospital Ethics given by Major Julia C. Stimson. . . From questioning student dietitians [sic] who attended one of Major Stimson's lectures last year and observing the good impression that was made upon them, I believe that this course will be invaluable in furthering a sympathetic professional understanding between our various departments. It tends to guide the thoughts and feelings of our pupils along the proper line

> and promotes whole-hearted cooperation, which is indispensable [sic] for the efficiency of the hospital unit.[22]

Until 1924 Army student nurses affiliated for four months at the Henry Street Settlement House in New York City for experience in public health nursing.[23] Even while the students were away, Julia continued to think about them and sought out their feedback. On a warm July day, one of the students affiliating in New York City received a letter from Julia:

> I am afraid the great heat of the past few days has been very hard to bear. It was 93 here the day before yesterday, but today is lovely and I suppose the situation in New York is much the same. How are the courses at Teachers' college going? And are all of you making adjustments to life in New York, and to the particularly interesting kind of work, easily or with difficulty? Do write me as soon as you can find time and tell me how everything is. Give my regards to each member of the group and tell them I am thinking about them a great deal, and am anxious to hear about them.[24]

In April of 1924, Lillian Wald, the director of the Settlement House, informed Julia that she could no longer afford to take the Army students. She based this decision upon the fact that each student was costing the Settlement House $325 in room and board for the four month period.[25] The loss of this prestigious affiliation was a severe blow to the Army School of Nursing. Julia wrote to Annie Goodrich, asking for her advice in the matter.[26] Annie's reply was typically supportive of Julia and brutally frank in her estimate of Lillian Wald's character and judgment:

> I do not understand how a woman with the vision of Lillian Wald can be at moments-not so short sighted-but so absolutely blind. The whole development of the undergraduate student work at Henry Street was a long, persistent battle along the lines which you have discussed. The twenty eight hours of student work in the community fully equalled a similar number of hours contributed by the graduate staff because in lieu of experience we had student interest and enthusiasm and the majority of supervisors and staff heads who worked with the students felt this to be the case. Even Miss Mongayne, who

> was the statistician preceding Miss Curran, and an ardent supporter of Lillian Wald and the Settlement, differed with Miss Wald in her continued contention that the undergraduate student was a burden, not an asset to the service. I believe myself that the underlying factor is her desire to use this as a lever to raise more money.[27]

Lillian Wald's life demonstrated many similarities with that of Julia's. Like Julia, she was the cherished daughter of a well-to-do family. She also was well educated and groomed by her mother for marriage and motherhood. When she was fifteen Lillian applied for admission to Vassar College. However, her application was rejected. Lillian then applied for and was accepted in nurse's training and attended New York Hospital Training School, Julia's alma mater. In doing so she too overrode her parent's objections. Unlike Julia, Miss Wald was the president of a pacifist group, the American Union Against Militarism during World War I.[28]

Significant financial problems were developing in the Henry Street organization when the Army's affiliation was discontinued.[29] When one considers Miss Wald's leanings toward pacifism and her budgetary problems, it was not surprising that Lillian Wald eventually decided to disengage herself and the Henry Street Settlement from the Army School of Nursing.

Julia had to search for other affiliation sites. However, the pervasive isolationist, anti-military sentiment which existed throughout the nation in the roaring twenties complicated the search. A less desirable affiliation for public health nursing finally had to be secured within the District of Columbia.

Another problem related to the school's administration confronted Julia in the 1920s. Colonel Glennon, the commanding officer of Walter Reed Hospital, gradually attempted to take over Julia's responsibilities as dean of

the school. Julia described the Surgeon General Ireland's intervention in the conflict:

> It was a very difficult time and if the S.G. hadn't once more seen eye to eye with me, I might have been looking for another job. . . My right to the title "Dean" was also questioned. . . Col Glennon is wonderfully interested in the school and couldn't be more helpful--but he's a difficult man to work with, says he "can't argue with a woman", etc. and didn't say a word to me--just to the S.G. . . The fault in large measure is due to me in that I have not been sufficiently formal and ceremonious in my way of doing things.[30]

Julia's difficulties in dealing with Colonel Glennon mirror the problems women have traditionally encountered down through the ages in their relationships with men. Some men cannot directly converse or easily work with women in a peer relationship. Perhaps they feel threatened. Likewise, in the world of work, many individuals, both male and female, wish to usurp power from wherever they can find it. Julia's assumption of part of the guilt in the situation was a typically honest and introspective reaction. Her healthy relationship with the surgeon general saved her in this conflict.

As 1926 drew to a close, the Army School of Nursing was again inspected by Corinna French, a representative of the University of the State of New York. The costs incurred by the inspection totaled $18.30![31]

The results of the inspection were summarized by Miss French:

> It is evident that this is a well organized school of nursing, maintaining high standards of instruction in both theory and practice of nursing. No recommendations or requirements to make.[32]

On one occasion, Julia presented an entertaining, humorous graduation address, using an automobile advertisement to compare the blue birds[33] to sleek, speedy, efficient, beautiful, new cars. Julia read the advertisement

verbatim but inserted the word "nurses" whenever the text read "cars". The address elicited much hilarity among the graduates.[34]

In August 1931, it was announced that the Army School of Nursing would close. The decision to close the school was ostensibly made as an economy measure at a time when the nation was locked in a deep economic depression. An additional rationale for the closure was based upon the fact that only 10% of the graduates entered the Army Nurse Corps.[35] Were these, however, the true, legitimate reasons for closing the school? It is questionable when one considers the context of the closure. In 1931 there were only authorizations for 600 Army nurses.[36] As the nation was in the midst of a deep economic depression and jobs were scarce, no Army nurses were resigning from the Army Nurse Corps. Therefore, only a few Army School of Nursing graduates could be accommodated in the Army ranks. In addition, Julia's champion and mainstay, General Ireland, retired from active duty in the Army in 1931. His designated successor, Colonel Charles R. Reynolds, was not chosen to fill the surgeon general's post. Had Colonel Reynolds become the surgeon general, the Army School of Nursing might have been allowed to continue in spite of the compelling financial considerations. Instead, General Robert Patterson was selected to become the new Surgeon General.[37] Perhaps General Patterson was not as sympathetic to the cause of nursing as were the "Ireland Gang" with whom Julia had an unusual rapport.[38] It also is interesting to note that the Army Medical, Veterinary, and Dental Schools were not closed for the sake of economy or any other reasons at this time.[39] Another interesting facet of the situation lies in the fact that the decision to effect closure of the institution intentionally was made while Julia was on leave and away from Washington. Upon her return to duty, it was essentially an irreversible

decision and a fait accompli.[40] Unquestionably the school's closure partially resulted from financial constraints. Unfortunately the budgetary ax usually falls on the organization's weakest member. Traditionally nursing has been the least powerful faction in the health care professions. These factors all contributed to the sad demise of the Army School of Nursing.

The school's closure was protested vociferously by alumnae, parents, other civilian nurses, and members of Congress to no avail.[41] One history of the Army Nurse Corps chronicles Julia's reaction to the end of the school:

> To Major Stimson fell the task of justifying the decision to her colleagues in nursing. Thanking General Ireland for his letter "to console with me about my griefs," she said that not long after the order was issued "I got my bearings and found that it was quite possible for me to give generous and willing support to a matter properly authorized even though it was contrary to my personal ideas." An index of her success was General Patterson's statement in a conference that he signed her answers to protest letters without reading them since the "letters left nothing to be desired". "But it struck me very funny to write a letter to Mrs. Chester Bolton for the Secretary of War and explain the Surgeon General's reasons," Major Stimson continued, "when what I wanted to say was 'You are quite right. It is an inestimable loss and the figures are hard to understand, etc.'!" It was a face-to-face confrontation with leaders of the profession for Major Stimson when she attended a Board of Directors meeting of the American Nurses' Association a few weeks after the public announcement. When questioned as to the decision Major Stimson wrote "I put the case as though I were the Surgeon General, giving his arguments as fairly as I could." A member commented that despite the regret the Board felt at the School's closing it could congratulate itself "for having one of its members so good a soldier! "The Board", Major Stimson added, "then passed a resolution of regret not of protest."[42]

Activities of the Superintendent of the Army Nurse Corps, 1919-1937

Julia always enjoyed a congenial relationship with General John J. Pershing. Some factors which may have contributed to this good feeling

included the fact that General Pershing was a native of Missouri,[43] a state in which Julia also had ties. Moreover, Julia possessed many qualities in common with the general's much loved but deceased wife. These qualities undoubtedly appealed to Pershing. Helen Frances Warren Pershing was the daughter of a United States Senator from Wyoming. She was twenty-one years younger than General Pershing, thus a contemporary of Julia's. Mrs. Pershing's description by one of the General's many biographers bore a marked resemblance to Julia's persona:

> Helen was an excellent horsewoman and liked camping, hiking, and outdoor activity. She loved church, sobriety, traditional virtues, and community activity. She also knew her own mind. She was of that generation of American women who made universal suffrage an actuality, Prohibition the law, and transformed female employment into careers. She also had the good manners of a wealthy girl.[44]

Helen Pershing and the couple's three daughters perished in a fire in the family's quarters on the Presidio of San Francisco in 1915. General Pershing was away at the time policing the American-Mexican border and repelling the raids led by Pancho Villa. Only General Pershing's son survived the conflagration. Pershing was broken-hearted.[45]

In March of 1920, General Pershing invited Julia to sponsor a new ship, the "Chaumont", which was named after a sleepy French village where his AEF headquarters had been situated. The vessel was located in the Hog Island Ship Yards in Philadelphia. A record of the occasion reported the following conversation:

> "What shall I say?" said Miss Stimson, turning to General Pershing. The General answered immediately: "Say this: In the name of the headquarters of the American Expeditionary Forces, I christen thee Chaumont." After then, with a full arm swing that smashed the bottle to bits and sent the champagne spattering in a foamy flood over those gathered around the platform, Miss Stimson said it, and the big ship

> glided like a swan down the way, amid the cheers of the huge crowd and the blowing of whistles on locomotive cranes and harbor craft. "You really should have drunk the champagne first and broken the bottle afterwards," said the General as he congratulated Miss Stimson.[46]

A crowd of doughboys,[47] gobs,[48] and devil dogs[49] were present at the ceremony. They boisterously cheered General Pershing and Julia. After the launching, Julia distributed her large bouquet of red roses, one by one, to the ex-servicemen.[50] It was a very exhilarating, ego-enhancing, patriotic affair.

In June 1920, several German airplanes were were flown in a demonstration at Bolling Field in Washington DC. General Ireland and a party of friends were guests at the exhibition. Julia and Blanche Rulon[51] were a part of that party and they, with three male officers, took a ride in one of the airplanes.[52] When one remembers that the Wright brothers flew their maiden flight in 1903 and that aeronautics was in its infancy in the 1920s,[53] one can realize that participating in such a trip indicated great daring and a pioneering spirit. As always, Julia rose to the challenge and was eager to try something new. Later Julia wrote about her flight, marveling at the towns, churches, and farmers' fields below. She concluded that it "isn't God that impresses one up here but the limitless power of the human mind."[54]

Julia followed the precedent she started in Europe and undertook an extensive inspection tour of installations across the United States where Army nurses were assigned in October of 1920. She firmly believed in the precept that a good leader must get out among her followers to disseminate information, to gain first hand impressions of conditions, and to boost morale. On this trip, she was accompanied by her secretary, Eleanor

Wells. In little over a month, they visited Jefferson Barracks, Missouri; Camp Pike, Arkansas; Fort Sam Houston, Texas; Fort Bliss, Texas; Letterman General Hospital, California; Fitzsimons General Hospital, Colorado; Camp Funston, Kansas; Fort Leavenworth, Kansas; Fort Sheridan, Illinois, and Fort Totten, New York.[55] While at the various installations, Julia gave lectures on the details of relative rank. She inspected the working and living conditions of the nurses and made recommendations relating to their general welfare.[56] One newspaper account relayed a few personal details about Julia:

> Maj. Stimson is a large woman, tall, erect and stately in appearance. She looks like a business woman, and is perhaps a little past 30, and is pleasant to talk to.[57]

At the time of this trip, Julia was thirty-nine years old.

President Warren Harding, who assumed the presidency in 1921, unexpectedly died while in office in the summer of 1923. All of the Army officers on duty in Washington DC were ordered to march in his funeral cortege. Julia described the experience:

> I marched too. The Surgeon General expressly stated that he wanted me to, to represent the Nurse Corps. . . it was a good deal of an ordeal. The temperature was sizzling, over 90 and the serge uniforms were heavy and the sun was very very hot and there were long waits in the middle of the blazing street, but I got away with it without any trouble and without as much perspiring as many of the men officers. I was the only woman with about 400 army officers but I wasnt [sic] conspicuous because we marched in rows of eight according to rank and with men majors on each side of me and all in the same colored uniform few noticed any difference. . . I was awfully glad and proud to have been able to take part in the procession for it was a very wonderful and beautiful affair.[58]

Here is yet another example of Julia's devotion to duty and of her willingness to participate in the unpleasant side of her responsibilities without complaint. In fact, in this uncomfortable situation, she purposely

channeled her thoughts into a positive vein. However, her expressed pleasure in remaining anonymous rather than exemplifying the women in the service was less than admirable.

An extensive magazine article about Julia appeared in 1924. In it, the author described her difficulties in getting Julia to talk about herself. Whenever the interviewer asked Julia a personal question, she would skillfully parry the question and pivot her response to focus it on Army nurses. The author had to accede to Julia's firm resolve not to discuss herself. She was compelled to write almost exclusively about Army nurses in general. She did, however, document her impressions of Julia:

> Major Julia Stimson is every inch a soldier even in her appearance--more than six feet tall and as straight as an arrow. Her features are small and regular, and notwithstanding her twenty years of arduous service in her chosen profession and several critical illnesses and accidents from which she has suffered, she looks ten years younger than her actual age--and this is the sincerest compliment one woman can pay another. Somehow in spite of her Junoesque proportions, she impresses one as being extremely feminine.[59]

Julia was asked by another reporter in 1925 if she wished for a state of war again. She quickly replied with an emphatic "no" and affirmed that she had observed enough misery and suffering in her lifetime. She qualified her statement, however, by remarking that she could not be called a pacifist if that label inferred the advocating of peace to the sacrifice of national honor.[60] Later in her life as World War II loomed, Julia would again speak out against war:

> I know of no officer in the army who is in favor of war. War is an utter waste of time, man-power, woman-power and money; it is a waste of everything.[61]

Julia undertook another inspection trip to visit Army nurses in the West in November 1926. She visited Fort Sill, Oklahoma[62] and Letterman

Hospital in San Francisco, California.[63] She also visited Camp Lewis, Washington; Fort Riley and Fort Leavenworth, Kansas; El Paso, Texas,[64] Fort Sheridan, Illinois and Fitzsimons General Hospital in Denver, Colorado.[65] During this same trip, she addressed the Southern California League of Nursing Education in Los Angeles where she was presented with a bouquet of American beauty roses. A tiny doll dressed in the uniform of the New York Hospital School of Nursing was attached to the roses. Typically, Julia gave tribute to Annie Goodrich and to Ethel Swope, a California nurse, in her address. She also described the efforts being made to centralize the preliminary course of nursing education in the schools of nursing in Washington DC.[66]

An interesting and very accurate description of Julia appeared in a 1928 article which profiled nurse leaders in government service. It summarized Julia's career achievements and stated:

> She possessed the gift of getting along with people. Her fine principles, clear head, and direct, honest methods of dealing with difficulties, proved invaluable in the many war emergencies.[67]

Rank and Benefits for ANC Members, 1920-1930

In the immediate post-war period the concept of rank for Army nurses was being more widely articulated after many years of private discussion among nurses. The need for such a measure was based upon the idea that officer's rank would increase the efficiency and authority of nurses. The campaign for legislation was spearheaded by Helen Hoy Greeley, a Vassar graduate and an attorney from New York. Frances Payne Bolton, Adelaide Nutting, Jane Delano, Annie Goodrich, General John J. Pershing, and the American Legion all supported rank for nurses and testified regarding

their positions before Congress. The Secretary of War, Newton Baker, and the Chief of Staff, General Peyton C. March, opposed the measure and General Merritt W. Ireland, the Surgeon General, loyally followed their example. Later, General Ireland reversed his stance.[68]

Mary Standlee, an Army Nurse Corps historian who was one of Julia's most persistent detractors, erroneously reported in her writings that Julia did not support the drive for rank. She incorrectly observed:

> As lobbying and pressure for nurse rank was at a new high during this period, Miss Stimson's assignment in the Surgeon General's Office presented unsuspected complications. A strong-willed patrician, cousin of a former Secretary of War, she believed there were many unworthy nurses in the Corps and that until they reached a uniformly high standard, military rank should not be accorded all members of the Corps regardless of their duties.[69]

Julia's viewpoint on rank for nurses stood in contradiction to the above comments. She actually was a proponent of the issue. Her reservations were based upon what she saw as invalid justifications used to promote the legislation. She affirmed that:

> This afternoon I am to have an interview with Mrs. Greeley. I am looking forward to it with considerable curiosity, for I am prepared to refute and combat her statements about basing claim for rank upon the treatment that the Army has given nurses in France. I do not think it is a sound claim at all, and I shall tell her so. I shall, however, tell her that I do approve of it, in order that everyone may recognize what is very clearly stated in the Manual, but what is probably known only to a very few, and that is the status of the Army nurse. General Ireland sent for me the other day and had a very frank talk with me on the subject. There is only a part of his conversation that he told me I might quote, and that is that the Chief of Staff, General March, had told him he absolutely would not approve of rank for nurses. General Ireland told me he had made two special trips to see General March on the subject. He also told me what he personally would like to publicly state as his wish in the matter, but that he felt he could not do so because of his relation to General March. He was very anxious to know whether the accounts of indignities and unworthy treatment of

> nurses in France had been brought to my attention when I was over there. I told him emphatically not, and that I had given the nurses every opportunity to make known their difficulties to me. He said that he too felt that the agitation for rank over here was bringing out statements which were not justified. I do not see how it can be said that I did not realize the situation after I was director of the nursing service and visited so many hospitals and talked to the chief nurses, giving individual nurses opportunity to talk to me after every large meeting when I addressed them - frequently late into the night when I stayed at hospitals. I am already learning of many statements which I can emphatically refute, and I shall take pains to do so, even when they come from such people as Miss Noyes. For the sake of justice and the recognition of truth I cannot let them go. I will certainly work for rank - but not if the claims are based on supposed general unworthy treatment of nurses in France.[70]

Perhaps Julia's view of the experiences of World War I nurses was colored by the preferential treatment she received as a result of her political and social connections. However, many credible accounts of unsavory treatment of Army nurses were actually documented. They suggested that some maltreatment did occur and may have been prevented had the Army nurses possessed officer's rank.[71]

Julia wrote an article in 1920 publicly declaring her position in favor of relative rank. In it, she logically developed an argument, again insisting that nurses were not generally or deliberately abused in France. She cited numerous examples. She further stated that most of the nurses who served in France greatly benefited from the experience. She succinctly concluded by observing that she supported rank for nurses because such legislation had the potential to make the status of Army nurses perfectly clear and obvious to everyone.[72]

Congress passed legislation in June 1920 authorizing relative rank for nurses.[73] As soon as the President signed the bill, the Surgeon General pinned the gold leaves on Julia's shoulders, thereby making her the first

and only female major in the U.S. Army. Benefits which were accrued through relative rank included the privilege of attending civilian courses while on active duty with full salary and tuition paid, a greater spirit of cooperation from officers and enlisted men, an annual physical examination, increased freight and baggage allowances, the right to purchase military insurance, and the privilege of membership in the officers' clubs.[74] Unfortunately, the nurses' pay was not equal to that received by other officers. Neither did they receive pensions. A surprising development came to light during World War II in regard to relative rank for nurses. It then was learned that the relative rank bill had expired in 1925. However, no one was made aware of this fact.[75] Julia and General M. W. Ireland, both retired in the 1940s, were instrumental in solving this problem (infra Chapter V).

Julia made an appeal for an increase in pay for Army nurses in 1922. She reminded the Congress of the brave, faithful service provided by nurses during the war. She stated that the Army nurse's pay was not on a par with that of the civilian world thereby creating difficulties in recruiting and retention. She observed that Army nurses could not afford to own homes of their own and many were supporting elderly parents and siblings in school. Most could not save enough money to retire in their old age.[76] Army nurses received the raise in pay in June of 1922.[77] This was but another example of Julia's eloquence, persuasiveness, and personal, political, and positional power. In addition, it provided further evidence of her caring and concern for her subordinates.

During the 1920s and and much of the 1930s, the staff in the Superintendent's Office was involved in many clerical projects. In June 1923, they were instructed to prepare detailed records of service on all of the

21,480 nurses who served during the war. Since this effort had to be completed within a month, Julia was given a workforce of twenty-six clerks from the Adjutant General's Office to assist in the project.[78] In spite of the help, the task had to be overwhelming. Doubtless, Julia was heavily involved in the effort. At the same time, the nurses in the Superintendent's Office also were kept busy verifying service, authorizing the awarding of the Victory Medal, and making recommendations for employment for many of the 21, 480 nurses who served in the War.[79]

Throughout this same decade of 1920 and well into the 1930s, Julia and Anita Newcomb McGee,[80] corresponded regularly. The subject of their correspondence usually had to do with questions about pensions and benefits for Spanish-American War contract nurses.[81] The two developed quite an amiable relationship. Julia, with her historian's mentality, wrote on one occasion to Dr. McGee:

> I hope we will see you on your way through Washington to the sanitarium and that the rest and treatment there will prove so beneficial that you will be able to disinter those buried notes and will find the mirage an oasis where you can tackle the task of culling from that mass of old papers those worth while, for we feel, that though unofficial, they hold much of value for material in writing a history of the Army Nurse Corps.[82]

On 13 May 1926, a long-awaited retirement plan for Army nurses was authorized based upon length of service. The various Army surgeons general had advocated such a measure unsuccessfully since 1917. In 1926 this legislative bill was introduced by Florence P. Kahn and Edith Nourse Rogers, United States Representatives from California and Massachusetts respectively. Both Julia and Miss J. Beatrice Bowman, Superintendent of the Navy Nurse Corps, appeared before Congress speaking in favor of the action.[83] In recommending the legislation,

General Ireland observed that the Army Nurse Corps was the only component of the Army which did not enjoy retirement rights.[84] A perennial advocate for personal security for nurses, Julia strenuously supported the retirement plan.

Julia wrote an article in the Army and Navy Journal describing the passage of the bill and its effects. She reported that nurses, both civilian and military, had worked for the bill's passage for many years. She attributed the greatest credit to Sayres Milliken[85] and Anne Davis of the Navy Nurse Corps, both of whom talked with many Congressmen and prepared materials for Congressional hearings. Julia also stated that members of Congress commented on the earnestness, dignity, and consideration of a special committee of women who were working on the bill. Julia observed that these three specific adjectives were a "significant commentary upon the political activities of many women". Julia then enlarged upon the effects the bill's passage would have on the morale of the corps. She stated that it would create vacancies at the top of the rank structure, allowing for promotions and new appointments at the lower end. She added that it would assure a safe and comfortable old age for Army nurses. Finally, passage of the retirement bill was seen as one more step towards equality for Army nurses in relation to other officers.[86] This article demonstrated Julia's customary refusal to take any personal credit for a significant achievement despite her certain heavy involvement in the proceedings. Instead, she recognized the contributions of all others involved in the bill's passage. It also provided testimony to the fact that Julia was a shrewd political activist, well versed in the procedures necessary to influence legislation favorable to nurses.

In 1930 President Hoover signed the Retirement for Disability Act, authorizing retirement for disabled Army nurses with 75% of their active duty pay. Based upon Julia's documented visionary notions and her great compassion, it is safe to conclude that she was instrumental in fostering this advancement for her corps of nurses. Because she had no need for personal glory, Julia took no credit for this progressive achievement but instead thanked the members of Congress, the War Department staff and the Superintendent of the Navy Nurse Corps for their efforts to secure the bill's passage.[87] One can reasonably assume that this benefit and all of the advances secured during Julia's tenure would not have been achieved had Julia, as Superintendent, not supported and actively worked for their passage.

Accidents and Injuries, 1920-1933

On 11 December 1920 Julia was involved in an automobile accident. While driving on a rough road in Virginia, her car was sideswiped by a hit-and-run limousine and was capsized. Julia's hand was trapped between the side of the car and the ground. Both she and her passenger, Blanche Rulon, were drenched with gasoline. Two passersby from Fort Myer, Virginia assisted Julia, driving her to Walter Reed Hospital where it was determined that she sustained a dislocated wrist and five fractures of her left hand.[88] The surgeons at Walter Reed wished to amputate her hand but the indomitable Julia refused this solution. She underwent several surgical procedures and a period of determined rehabilitation. She was discharged from the hospital on 24 December 1920. Recovering quickly, Julia energetically sawed wood for the fireplace one day later on Christmas Day. Five days later, she was out of doors for most of the day and fixed the mail box at her home, among other chores.[89] Never one to relax and take it

easy, Julia refused to play the invalid role. Perhaps she was inured to pain and discomfort, having experienced so much in her lifetime. The sawing of wood and fixing the mailbox were further examples of Julia's versatility and her love of working with tools and with her hands. They were also probably efforts to rehabilitate her left hand. Ultimately, she regained almost normal function of this hand and was able to resume playing her violin, using a somewhat contrived method for fingering the strings.[90] Repairs on the Ford following the accident totaled $39![91]

Falling victim to another accident in February 1927, Julia slipped on her automobile's icy running board and injured her left leg on the top of an old scar. The injury was treated with an arsenic compound but did not immediately heal. As a result, Julia did not return to duty until seven weeks later.[92]

Julia began the new year of 1933 with yet another accidental injury. While in New York attending a meeting, she fell to the floor as she was preparing to sit down. Someone inadvertently pulled the chair out from beneath her. On this occasion, she sustained no fracture but had a sacroiliac strain and spent several weeks on a fracture bed in Walter Reed Hospital.[93] As noted before, when Julia was ill or injured, her afflictions were not mild.

The Orator, 1920-1936

During her lifetime, Julia presented numerous speeches and addresses. In 1920 she addressed the women of Barnard College on the topic of "Nursing as a Calling for Educated Women". Julia discussed the need for competent nurses in the war on disease and disability and the rewards of such work. She outlined the various settings in which nursing might take place, the opportunities for advancement, and the importance of selecting a

good training school. Quoting Florence Nightingale, she affirmed that the happiest people were those engaged in sick nursing.[94]

In May 1921 Julia addressed a group of high school students about careers in nursing. The text of her speech, entitled "The Spirit of Florence Nightingale and Modern Nursing", translated some of Miss Nightingale's ideas about nursing into modern times. Julia stressed the necessity of entering nursing in order to serve the sick with an intense and exquisite sense of humanity. She enlarged upon the happiness and satisfaction with life which could be derived from such a service-oriented approach. Julia stated that this focus should be emphasized rather than highlighting the need for nurses, the good salaries available, and the important positions which awaited graduates. In the introduction of the address, Julia demonstrated an accurate comprehension of nursing history from the eighteenth century to the Nightingale era. She used this knowledge to demonstrate the evolution of nursing, discussing the bright periods and the times of degradation. Julia expressed a hope that nursing was entering a bright period.[95]

June of 1921 witnessed the graduation of the first class of the Army School of Nursing. At the commencement, Julia was called upon to give a report of the first few years of the school's existence. She informed her audience that the graduating class of 512 nurses[96] was the largest to ever graduate from a training school. She spoke of the school's beginnings. She acknowledged the financial support of the American Red Cross in funding $86,000 to support the students' study of public health nursing. Finally she referred to the fact that the school was accredited by the Regents of the University of the State of New York and by the State Boards of Nurse Examiners of California and Illinois.[97]

Julia then introduced Annie Goodrich, the featured commencement speaker. The final poetic words of her introduction revealed the depth of her affection for her mentor:

> And so, it is with profound emotion and satisfaction, as a humble follower in her steps, that I introduce, not Miss Goodrich to the school, but, on the other hand, present the dream to the dreamer.[98]

Julia maintained a continuing campaign to attract college graduates into nursing. In May 1922 she addressed the women of Smith College in another such effort. On this occasion, she discussed the public health nurse.[99] Julia demonstrated a commitment to the profession, desiring to improve the quality of its members. She was a nurturer. Moreover, she was a staunch defender of the movement which advocated an academic setting for nursing education in an era when university schools of nursing were in an embryonic state.

In September 1922 Julia spoke before a convention of the American Association of University Women. This was an organization in which Julia took a very active role throughout her life. At that time, she was the chairman of its Board of Managers.[100] The subject of her address was "Edith Cavell". Julia discussed this English nurse martyr's qualities of fortitude, devotion, sacrifice, and humanity and related these qualities to the nurses of World War I.[101]

At least one predominantly female professional group other than nursing received a measure of support from Julia during their early days of development. In October 1922, she presented "Suggestions from the Experiences of Other Young Professions" to the American Dietetics Association. Using the experiences of nursing and social work as a basis,

Julia told the dieticians that they must all agree on a clear and vitalizing objective to give them cohesiveness and that they must have a national organization with a placement service. Finally she advised them to support research, to develop a standard curriculum, and to analyze their jobs while considering salaries, conditions of work, relationships, and recognition.[102] Julia was a prophet not heard by her own profession.

Sometime in 1925, Julia made a presentation about the power of a single life. In this presentation, she was not discussing the unmarried state, but was describing what one person could do. The talk focused upon the life of a particular nurse, known only as Miss Meir, who made substantial contributions to humanity in many little ways. Miss Meir entered the Army and served on the Mexican border, in Roumania, and in France. After the war, she worked untiringly, dedicating her life to the Indians in the western United States. Julia concluded her address by asking:

> Can a life of this sort--just that of an ordinary every day nurse--leave any doubt of worth-whileness and joy, or of the far-reaching influence of a single insignificant (perhaps) little woman whose being and radiant soul shines out of her face in a way that glorifies everything she does?[103]

The text of this speech hinted at the inspirational and motivational qualities Julia possessed.

Several post-war studies about nurses, nursing, and education were conducted, predominantly by non-nurses, in the 1920s and 1930s. A few of the issues discussed to little or no avail by these investigations included the geographical and positional maldistribution of nurses, the length of basic nursing education, the need for university preparation of nurses, the exponential multiplication of nursing schools and the increasing surplus of nurses.[104]

In September 1926, Julia similarly was contemplating these problems when she presented a paper before the American Hospital Association. In her address, she examined the problems that middle class patients were experiencing in obtaining nursing care. She referred the audience to two studies for answers to this problem. The first was a document entitled "One Way Out; An Answer to Some Problems of Private Duty Nursing" by Dorothy Deming. The second was an address by Janet Geister on the subject of "Hearsay and Facts in Private Duty". The answers suggested by these two studies were the use of central registries to distribute nursing care equitably, implementation of group nursing in hospitals, and initiation of hourly home nursing by visiting nurses.[105]

Janet Geister, the Executive Director of the American Nurses' Association, was considered a renegade in the organization's national headquarters. Her personality was abrasive and eccentric. She staunchly defended the private duty nurse to such an extent that she alienated her peers in the organization.[106] In the world of nursing, Julia generally was considered to be a good friend of Janet Geister.[107] However, Janet privately referred to Julia as "ambitious, conceited, dictatorial, and utterly insensitive".[108] She probably considered Julia to be a high ranking member of the "New England nursing aristocracy" which Janet observed had minimal "respect or understanding for work done west of the Hudson".[109] This was one of very few instances in which Julia was not highly revered by her close associates. Julia probably was ambitious, conceited, and even moderately dictatorial. However, it would be hard to prove that she possessed even a shred of insensitivity. Janet Geister's flawed critique of Julia lacked credibility particularly when one considered Janet's characteristically biased views. Both Janet and Julia

were great egotists. Thus, it was entirely possible that the pair clashed at some point in time.

Julia started out the new year in January of 1928 with her usual involvement in community service. She presented the opening lecture in a series of citizenship classes at the College of William and Mary in Norfolk, Virginia. Julia spoke of the service of women in the war and then discussed the present day opportunities for women in civil service. She observed, very perceptively, that women were not yet being treated equally by the government despite their comparable qualifications and experience.[110] Julia was an early feminist. When she observed that women were not being treated equally, she spoke out in a courageous, forthright manner.

In later speeches presented at Boston City Hospital and in Indianapolis in October 1928, Julia elucidated the benefits of a multi-faceted life. At these presentations, she stated that nursing alone is not enough and that nurses must be teachers, organizers, co-operators, leaders, interpreters, civic-patriots, and cultivated, well-rounded individuals who were completely devoted to others.[111]

Julia again spoke before the public several times in 1929. In her speech at Cooley-Dickinson Hospital in Northampton, Massachusetts she questioned whether God sends trouble. Julia concluded that troubles occur not because God sends them but because of the laws of nature.[112]

In another address in Buffalo, New York, Julia used a deck of cards to focus a presentation on nurses and their contributions.[113] The diamonds represented the money needed to pay for a college education and the nurses' earning power. The spades stood for digging into facts and pockets, blazing trails, and nurses' lifting power. The hearts told human

stories of sacrifice, devotion, courage and determination. The clubs represented compulsions, the urge to gain an education. The ace said "knowledge is power to transform the world" and "health is a fundamental factor in social progress". The clever, innovative nature of these addresses and their ability to pique the interest of an audience were probably an outcome of a summer course in public speaking which Julia attended at the University of Colorado at Boulder. While attending this course of instruction, Julia stayed with friends at a mountain camp ten miles away and drove her automobile into the campus every morning.[114]

In 1936 Julia discussed the physician's responsibilities in telling unpalatable truths to patients. She felt that only medical doctors who possessed inner resources of spiritual strength could tell patients unhappy news. Julia also felt that physicians who were guided by strictly scientific and materialistic attitudes were not helpful to patients in a crisis for "dry wells can't yield refreshing streams".[115] She concluded with some words that revealed her inner spiritual beauty:

> Doctors, nurses, relatives, [and] friends should not be denied a share in creating with the patient an inner victory over even the most cruel and devastating circumstances. They should not be denied a knowledge of the creative power, the bond, the strength, of looking squarely at fate and of dealing with it all together. . . The turning of hopeless physical defeat into a spiritual triumph is not an uncommon miracle.[116]

Honors, 1921

In September 1921, Julia was informed by Mary Woolley, the President of Mount Holyoke College that the institution wished to confer upon her the honorary degree of Doctor of Science.[117] The basis for this award was Julia's service in the Great War and her contributions as dean of the Army School of Nursing. Annie Goodrich received an identical degree. Julia's

father took part in the ceremony, which commemorated the college's fiftieth anniversary, by offering a scripture reading.[118]

Journalistic Activities, 1921-1936

A third edition of Julia's Nurse's Handbook of Drugs and Solutions was published in 1921. A review of the volume complimented its brevity and clarity. It observed that any nurse who mastered its contents would have a good working knowledge of the most common medications of the day.[119] This approbation was a mark of Julia's prestige and fame.

The fourth edition of Julia's Nurse's Handbook of Drugs and Solutions was published in 1926. A review of the manual referred to its continued success and its usefulness.[120] This was the last time the volume was printed.

An informative article by Julia appeared in April 1925. In general, it dealt with the numbers of nurses in the Army Nurse Corps, their assignments, eligibility for appointment, pay and benefits, and the advantages of service.[121] The probable goal of this public relations effort was to enhance the corps' reputation and to stimulate recruitment.

Yet another article published a month later was concerned with alumnae associations. This article was presented as an address at a meeting of the Maryland State Nurses' Association a few months before it appeared in print. Julia observed that alumnae associations should be working toward specific objectives--internal, external, spiritual, social, legislative, professional, disciplinary, and constructive. She stated that the most basic unit of these alumnae groups was the individual and that individuals derived their power from God. Therefore, in order to gain power and be effective, organizations and individuals must maintain an awareness of their connection with God.[122] This was one of the very few

times that Julia's religious background and her sense of spirituality were made public. Despite the public nature of her life, Julia usually kept her spirituality private.

Julia seemed to have at least one article published in the American Journal of Nursing almost every year during the 1920s and 1930s. She probably envisioned her writing efforts as part of her professional responsibilities. Julia's contribution during the year 1927 was a delightful description of the various recreational activities indulged in by Army nurses at several Army posts. She told of the fox-hunting at Fort Sill, Oklahoma; the equestrian classes in Kansas; the swimming parties and canoeing on Lake Michigan and the tennis playing at Fort Sheridan, Illinois; and the nurses' membership in the Outrigger Club in Honolulu, Hawaii.[123] Doubtless, this intriguing article was intended to promote a positive image of the Army nurse. It could not fail in that objective. However on the negative side, it could be said that this article contributed little to knowledge development in nursing.

Julia's writing activities continued in 1928 as did her friendship with a young lady named Ethel Thompson. Julia and Ethel wrote a series of two articles about nursing with the Union forces in the Civil War.[124] These articles served as sequels to the article which described the Revolutionary War nurses and like the first article, they remain historical classics today.

Julia also contributed an insightful article which appeared in the I.C.N., the official publication of the International Council of Nurses, in October 1928.[125] It responded to charges that the modern nurse had lost the spirit of devotion and self sacrifice which characterized earlier nurses. These accusations implied that the modern nurse was a business woman, merely plying a trade. Julia answered that the spirit of service had changed in

some of its external aspects but its intrinsic value was still preserved. She noted that in the past women could only choose between marriage or the religious orders. Thus many nuns chose religious service because they did not wish to marry. Julia affirmed that "the nurse is a nurse today because she desires to be a nurse". She then emphasized the importance of recreation to the modern nurse as "morals and codes and social standards are inevitably and strongly affected by play activities". Julia concluded with the following observation:

> It is said that nursing is an old name for a new profession. If this new profession is to keep pace with the development being made in other lines of professional activity, if nurses too are to make life and living full-bodied and well-rounded, we must look to our play, to the meaning and importance of the individual in general and to the understanding and developing of ourselves in particular.[126]

Julia personally lived up to these ideals in her own life. She also fostered and encouraged a full life for all Army nurses and for the students in the Army School of Nursing.

In September 1928, Julia collaborated with a professional writer to present selected stories of World War I Army nurses in a series of articles in the Ladies Home Journal. She was paid $750 for her contribution.[127] The articles presented interesting, factual accounts of the nurses' experiences. They remain fascinating reading sixty years later and probably performed a great service in informing the women of America about the contributions of the nurses who worked overseas during the war.[128] It is doubtful that Julia would be allowed to accept such a fee for writing about Army nurses today under the limitations of the Army's current regulations concerning ethical behavior by Army officers.

In 1930, Julia reviewed a movie entitled "War Nurse". Her comments about the film were quite descriptive, somewhat sarcastic, and very eloquent:

> I had the good fortune this week to see a movie called "War Nurse", a dramatization of an anonymous author's novel. I thank the producers for allowing me to see this show. From the time one of the leading men remarks "You're the kind of girl mother used to make" to a nurse who replies, "But not by you," this show defies every boundary of credulity until, as final proof, a seduced nurse gives birth to a child under the wreckage of a shelled hospital. The action alternates between blood and sex; the dialogue falters between dull objurgations of war and flashy barber-shop jokes; and the war seems to be stretched on a front that runs from Paris to Vienna. Not once does an illusion of truth or grace pry its way into this film. The producers no doubt calculate correctly that a play about women who bathe and nurse men as well as lay themselves passionately on the alter [sic] of duty--which consists in part of "sending the men away happy"--will attract enough women who fancy patriotism of this cut to make the film a profitable production. Not only is "War Nurse" the most crapulous, unpalatable, cadaverous, venal and ill-contrived movie I ever hope to see; it also is scorbutic, imbruted, humorless, libidinous, recusant, prurient, eversive, ruttish, pithless, incredulous, swinish, thimble-rigged, stable-mated, preposterous and lousy. I congratulate Metro-Goldwyn-Mayer, who produced it; Edgar Selwyn, who directed it; and the young ladies, including June Walker, who lent it their talent.[129]

The review does not leave the reader in a state of confusion regarding Julia's feelings about the film. Doubtless, these comments were not published by the movie's producer. There is no indication that they were published in any periodical at all. Remarks about "War Nurse" made at a later date by two nurse writers observed that it was one of the few movies of the 1920s and 1930s that recognized the fact that nurses took part in the support of combat. However, the pair termed the film "abominable" and stated that:

> The nurses were not part of the army, and, although they occasionally suffered bombings and enemy fire, their worst risk appeared to be moral degeneration from wartime romances.[130]

Julia's 1931 article of the year in the American Journal of Nursing was entitled "Weak Batteries". This clever piece was originally presented at the Virginia State Nurses Association meeting in 1930. It utilized an analogy, comparing professional organizations to batteries and radios. The nurses were advised to plug into the direct current (their professional organization) if they had weak batteries. Julia then described how the nurses could tune into various stations (professional programs).[131] Julia was deeply committed to the American Nurses' Association and the National League for Nursing Education, her professional organizations. She was always active in these organizations, encouraging membership, and she held numerous offices on both the local and national levels.

As the great depression grew worse, Julia's attention increasingly focused on the financial and organizational aspects of health care. In the thirties the nation's system of health care, as a whole, was in a state of acute crisis. In 1933 Julia wrote about a costing study carried out at Fort Benning, Georgia. This study revealed that medical care costs could be reduced by coordinating and integrating services in one hospital center.[132] In 1934 she wrote about the need to abandon egocentric thinking and to begin to think of the greatest good for the greatest number when solving the problems facing the profession. These were problems of:

> too many nurses, too many schools of nursing, too poorly prepared teachers of nursing, too poor education for nursing, too many hospitals using students nurses for the benefit of the hospital.[133]

In the former report, Julia seemed to be advocating for some form of socialized medicine or at least the organization of health care delivery into a

format of primary, secondary, and tertiary centers. In the latter, she extolled the virtues of altruistic thought and service.

In April 1935 Julia wrote describing some of the poorly written letters, about 200 a month, which she received from nurses seeking employment. She then outlined the proper way to write a letter of application.[134] Julia always was commited to nurturing and mentoring the new generation of nurses.

In September of 1935, Julia published another article in the American Journal of Nursing directing some more of her wisdom and ideas to younger nurses.[135] The thesis of her article was that nurses must be more than just nurses. She derived her ideas about what nurses should be from the worlds of business and industry. Julia felt that nurses needed to be versatile and adaptable, objective and impartial, and possess a large vocabulary. Julia observed that the "stupidest thing a girl can say in business. . . is 'That's not my job'." She stated that young women must be eager to begin at the bottom. Julia asked why hospitals didn't have planning and research departments, why they didn't stay in close touch with the consumers and why they weren't more attractive and comfortable. She concluded by observing that nurses should determine their personal aptitudes, develop their abilities and perhaps branch out in nursing or away from nursing. Julia's insights were prophetic and her ideas were fifty years ahead of the times.

Julia's professional writing was prolific and varied. In 1936, she wrote an article which detailed the organization of a plan to decentralize authority for emergency and disaster preparedness into nine corps areas of the country. She expressed her opinion that, "preparedness. . . is a sign of the highest type of intelligence".[136] These preparations were a prelude to

the more vigorous plans which would be implemented later as the nation began to consider its participation in the upcoming global war.

This same year, Julia also wrote an enlightening article about the evolution of the nurse's uniform and its purpose. She observed that the nurse's cap was a descendent of the deaconess' and the religious nun's stiff white cap and discussed every part of the uniform down to the nurse's shoes.[137] When reading this article fifty years later, one is reminded how the nurse's uniform continues to evolve and change.

The Historian, 1921-1937

During 1921, preparations were being made to publish an official history of American Red Cross nursing. Julia was asked to review and comment on certain sections of this history. One such section dealt with the circumstances surrounding Julia's assumption of the position as chief nurse of the American Red Cross in Paris. It contained very specific and frank references to the interactions among Miss Goodrich, Miss Russell, Miss Stimson, Miss Hall, Miss Delano, Dr. Lambert, and Mr. Perkins. Julia found public discussion of these topics distasteful and distressing. She wrote to Ruth Morgan:

> I am very much concerned about the proposed publication of all this material. In fact it is referred to by the author as "unfortunate dissentions" [sic]. While I believe that it is of historical value, I cannot see what possible good can be obtained by publishing such accounts of internal adjustments for the world to read. I want very much. . . to ask your opinion about the advisability of my making serious objections to the publication of so much that was not meant to be published.[138]

Julia also shared her concerns with Miss Carrie Hall, her successor in Paris:

> I have wasted considerable feeling and emotion on this. . . because it seems to me it gives so unfair an account of the situation in Paris. . . I, myself, am preparing a protest about the enormous amount of detail given to what was apparently considered in this country as faulty organization, neglecting to make note of the fact that, after all, we were able to function more or less. . . Every time I read over the miserable thing I am more distressed that such an account should be written of contentions and discussions of which we in France were largely ignorant.[139]

Leaving no stone unturned, Julia wrote to Annie Goodrich seeking her support and advice about the manuscript. Annie responded:

> My reaction to this history did not differ from yours; namely, that it seems to me the greatest pity in the world that it should all have to be rehearsed. Then I thought that if it was to be rewritten there were one or two letters and telegrams which ought to be included. Finally, I put the whole thing aside with the hope that I should have a calm time in which to go over it and again consider whether it really was necessary for all these past situations to be perpetuated.[140]

Julia also objected to the personal descriptions of herself in the manuscript. However, these descriptions were retained in the printed edition of the volume:

> The meteor-like ascendency of Julia Catherine Stimson offered sharp contrast to the unobtrusive rise of her predecessor. In the blinding light of war, her dominant personality stood out in the same bold outlines as did her Amazonian physique. Her regular, boyish features habitually wore a thoughtful expression, which brought to the observer an impression of dignity and power. Her well-trained mental processes, clean-cut often to the point of brusque speech, were as direct in their focus as were her keen blue eyes.[141]

Julia's strenuous objections to this characterization were sent to Clara Noyes, Chairman of the National Committee on Red Cross Nursing Service, who was supervising the production of the manuscript. Julia protested:

> In connection with the personal descriptions. . . there is a very grave question in my mind. While such breezy informal statements about people, and descriptions of personal characteristics and appearances may perhaps add slightly to the interest of the book in some quarters, it seems to me that they detract from its dignity. It seems to me that professional experience, preparation and attainments are entirely appropriate, but I can see no point to the addition of personal appearances or characteristics.[142]

Miss Noyes refused to change this description of Julia. She did, however, make some other corrections suggested by Julia. Miss Noyes responded to Julia's criticism in this manner:

> Miss Dock [the first author of the volume] and I have discussed the editorial policy with regard to characterization of men and women in the history. We feel that these brief sketches do much to enliven and color what would otherwise be tedious and ponderous exposition. Undoubtedly you yourself have enjoyed the comments regarding the appearance of Florence Nightingale, Linda Richards, and other pioneers of nursing. Perhaps 150 years from now these brief descriptions and characterizations of nurses who had a large part in the World War may also be of keen value. I have reread the characterization which Miss Pickett has written of you. Perhaps you would prefer that we omit the word "amazonian"? We had intended this as a high compliment, remembering the somewhat exhilerated [sic] feeling which mention of those classic women have always inspired in me.[143]

Clara Noyes' statement that such descriptions would be appreciated later by students of history had definite merit and has been proven true. Perhaps Julia was a little sensitive about her extreme height. She certainly was hurt by the reference to her large proportions. Her kind, good-hearted nature would never allow her to inflict such wounds on anyone else. Thus, she avoided any personal remarks and only wrote in the most straightforward factual manner.

Julia had the final word in the controversy but she was unable to effect much change in the volume's content:

> Any dispassionate reader will undoubtedly be impressed by the enormous amount of detail used in this chapter on the unimportant fact as to whether the Chief Nurse might have been able to function freely and effectively, and ignoring the fact that she was actually able to do so. At the same time, all detail as to the operation of the Chief Nurse under Miss Russell's regime over a period of one and a half years is entirely omitted. . . It is quite rightly a question of dignity and of organization. . . Will not all this undue emphasis tend to create the impression that I accepted an undignified position, and that Miss Goodrich refused a position she should have accepted?[144]

Julia felt that writers of history should use a factual, objective, non-personal approach. She felt that personal topics and opinions should not be included in a historical report. Julia assumed this stance throughout her life and strictly adhered to these tenets when she, herself, was writing history.[145] Most historians would disapprove of this sterile approach to historiography.

Julia's first historical publication appeared in January 1925. It briefly and factually reported that a document had been found which verified that nurses were employed by the Continental Army in 1777. This was the first known reference to the existence of nurses in Army hospitals.[146] Julia's interest in the history of nursing was a persistent theme in her life. More historical study and publications would follow, to wit: Julia's classic articles describing nursing in the Revolutionary and Civil Wars.[147] A brief, additional article with historical implications was published in 1936. It informed the reader about the existence of individual, annotated histories of every Army nurse who served from the time to the Spanish-

American War. It declared that these records were held in the Surgeon General's Office.[148]

International Efforts, 1923-1932

In 1923, the American Committee for Devastated France planned to establish a school of nursing for French women which would be affiliated with the University of Paris but would be organized along American lines. This influential and farseeing committee consisted of Dr. W. H. Welch of Johns Hopkins University, Dr. C. E. A. Winslow of Yale University, Miss M. Adelaide Nutting of Columbia University and Miss Annie Goodrich of the Henry Street Settlement, among others. It raised one million dollars to support the institution which was referred to as the Rue Amyot school in Paris. Julia was asked by the group to travel to France to study nursing conditions in that country. She was chosen for this three month mission because she was familiar with training school organization, university affairs, and was conversant with the French language and customs.[149]

Julia departed for France in mid-February 1923.[150] While there, she visited several schools for nurses.[151] She also helped to develop plans for the school with French nurses, doctors, and lawyers. These plans were to be submitted for approval to the American committee.[152] Julia returned to the United States at the end of May.[153]

The American Committee for Devastated France approved Julia's report and the plan for the school suggested by the French group. Moreover, the American Committee recommended Julia for a position of leadership in the school. The French group concurred with that recommendation and offered Julia the position of associate director for a three year period. The director was to be French.[154] When Julia received this offer in July, she was again in France.[155] She responded to the

proposition by detailing her perception of the position's duties. These included representing the American interest in the school, developing relationships with the university, and publicity chores.[156] The French officials accepted Julia's stipulations and offered her a $5,000 annual salary, a rent-free apartment, travel expenses, and a three year commitment to begin in October 1924. They expressed the hope that General Ireland would be sympathetic to their cause and release Julia from the Army.[157]

Julia accepted the job proposal and temporarily returned her attention to domestic matters. Her interest and total commitment to the nursing and educational needs of a foreign land at some personal sacrifice are a perfect example of Julia's patriotism and public-spiritedness. She did not limit her philanthropy to her own country but was generous in responding to the needs of other nations.

In January 1924, Julia again returned to France for a brief two week visit.[158] During this trip, she discovered that plans for the school were being postponed by the French element. Perhaps the slower, more relaxed continental approach did not mesh well with Julia's quick, economical style. At any rate, Julia wrote to the French group asking that she be relieved from her commitment. She stated that she was withdrawing from the project at the request of the surgeon general who refused to accept her resignation from the Army in view of the prolonged postponement of the plans.[159] There very well may have been more compelling reasons for Julia's resignation; if there were such reasons they are unknown.

Julia was accompanied upon her return from Europe by Dame Maud McCarthy, who was Matron-in-Chief of British Army Nurses and Julia's mentor in France during World War I. In 1924, she was Matron-in-Chief

of the Territorial nurses. Dame McCarthy came to the United States to visit with the American nurses who served with her during the war. Julia organized the itinerary, scheduling and arranging Dame McCarthy's travels.[160] Julia was committed to strengthening the relationships between American and British nurses. She was an international citizen and professional.

Ever a global traveler, Julia journeyed to a meeting of the International Conference of Nurses in Helsingsfors, Finland in June 1925.[161] In doing so, she demonstrated her dedication to the cause of world-wide understanding among nurses and her international framework for being of service to the profession.

Julia made another quick trip to France in August 1926. She briefly visited with the officials of the Paris school. Even though she would not be directly involved in its operations, Julia continued to support the Rue Amyot school's activities as a consultant in a somewhat limited capacity. The majority of her time in France during this visit was spent driving slowly through Normandy and Brittany with her friend Catherine Filene Dodd Shouse.[162]

Mrs. Shouse was a prominent Washington society woman. She was the daughter of a wealthy Boston merchant, the owner of Filene's Department Store. Mrs. Shouse attended Vassar College, Radcliffe College and finally graduated from Wheaton College in Norton, Massachusetts. She was the first woman to receive the Master in Education degree from the Harvard University Graduate School of Education. She also was the first Chairman of the Board of the Institute for Women Federal Prisoners, appointed to this position by President Coolidge. Furthermore, Mrs. Shouse was the Assistant Chief of the Women's Division of the U.S. Department of Labor

and the Editor of the Democratic Digest. She wrote a book entitled Careers for Women and published several articles on occupational information. Mrs. Shouse donated the property where the Wolf Trap Farm Park is now located in Virginia to the National Park Service.[163] Wolf Trap Farm Park was the first national park dedicated to the performing arts. Julia lived with Mrs. Shouse in her home in the District of Columbia during the winter months for several years.[164]

In June of 1932, the Rue Amyot nursing school in Paris which was the object of so much of Julia's efforts was formally dedicated. Julia made yet another trip to France to take part in the festivities. She gave a little speech in French to the students and played the violin for them so they could see "what could be done with a smashed hand".[165] Once Julia pledged allegiance to a project, she rarely abandoned it.

Researching Problems, 1926

As a part of her ethics instruction in 1926, Julia carried out a research study which probed the ideas of 140 probationers concerning approaches to safeguard the morals of student nurses. The study's subjects furnished Julia with 358 suggestions. Eighty per cent of the students polled felt that the responsibility for safeguarding the students' morals rested upon the school faculty. Accordingly, Julia suggested that schools employ a house mother or a social worker, foster the spiritual life of the students, provide entertainment in the nurses' home, and eliminate undesirable students who negatively influenced the other students. Although it was not mentioned by the students who participated in the study, Julia felt that some form of self-government would contribute to the protection of morals. She explained that participants in self-government generally have a greater feeling of personal responsibility and obligation toward the total group, thus

more self-discipline.[166] Julia probably saw some moral lapses on the part of the students. She identified this as a problem and designed a qualitative study to answer the questions which rose from the problem. Julia's qualitative study was executed with proficiency and furnished the answers for which she was searching. This project was an early example of a research study designed by a nurse to answer questions which arose from practice. Somehow, it is not surprising that Julia was on the cutting edge of nursing research at a time when little research was being carried out. Unfortunately, this project with its findings was not published in any periodical. If the information had been disseminated, it might have helpful to other concerned nurse educators.

While Julia's conclusions about the efficacy of self-government in the "morals" study were not published, they did lead her to publish some further thoughts on the matter and to describe the program which she implemented at the Army School of Nursing. In the Army program, class officers were elected and they held meetings with the students to discuss concerns. There were also meetings between the students, the faculty, and the graduate nurses on a recurring basis to enhance communication and understanding. Furthermore, a Big Sister movement was instituted and was successful in involving students to a greater extent in the school's and the hospital's administration.[167]

This program was quite an innovation in nursing education and superseded by twenty years similar programs initiated with great pride by schools of nursing in post-World War II days. It is highly unlikely that many hospital-based school in the 1920s supported or even allowed such self-governing activities. The origins of these undertakings probably had their genesis in Julia's college days. They were an expression of her belief

in democratic government. Throughout her career, Julia integrated these participative concepts into her administrative practice.

Personal Considerations, 1926

On her birthday in 1926 some unknown admirer, obviously an old friend who perhaps was Ruth Cobb or Fred Murphy, wrote a poem to Julia:

> I never can forget the day that you were born!
> No matter where I am, or what the task may be,
> I always think of you before this day has worn,
> To sunny noon. For you were ever dear to me,
> My gallant friend, in those glad days when we were young,
> And all the world lay shining bright before our way,
> And hope was brimming high. For us how sweetly sung
> The bluebird in the upland fields. Then came the day
> When friendship older grown, we met in later years.
> Those sweet long days when we together floated down
> The gentle river, sharing all our hopes and fears,
> And so we planned how best we both might win the crown
> That all must prize, of service to our fellow men.
> Oh, those lovely evenings in the soft moonlights,
> The whispered converse in the dark grey tower, then
> The hours when the organ's notes thrilled us with delight,
> As on you played dear hymns and chants to stir the soul.
> And then at last, Good night! How blue your wondrous eyes,
> So when this day in May ever around does roll,
> I think of you and shall until the sunlight dies.[168]

Julia inspired intense friendships and the bonds of these relationships were enduring. Whoever the author of this poem was, he or she truly loved and admired Julia.

In October 1926, a poem entitled "Experience" appeared in the American Journal of Nursing. It was preceded by a note "To B.S.R. and J.C.S. with loving appreciation". The poem was written by Ethel C.S. Thompson. Miss Thompson was an applicant to the Army School of Nursing. She was not accepted for admission because she had active tuberculosis. Julia and Blanche Rulon, her housemate, took Miss Thompson into their home in Alexandria, Virginia so that she might

recover from this much dreaded and contagious disease. This charitable action was indicative of great kindness and courage on Julia's part. Miss Thompson later collaborated with Julia and Sayres Milliken in writing an historical article on early American Army nursing. The article has become a classic in nursing history and is frequently referred to by nurse historians.[169] The poem which Miss Thompson wrote to Julia and Blanche read:

> From where I lie in bed
> I can see
> The slope of a roof
> And a tree.
>
> From where I lie in bed
> I can smell
> A hyacinth with dew
> In each bell.
>
> From where I lie in bed
> I can hear
> A cardinal singing
> "So dear, so dear!"
>
> And sometimes I can feel
> With love benign,
> As I lie here in bed,
> A hand touch mine.
>
> Oh, I might travel far
> Yet know much less
> Of what life has to give
> Of happiness.[170]

In July 1926, Julia reported that Ethel's tuberculosis was quiescent and that she had gained twenty pounds. Ethel was informed that if the improvement continued, she would be able to return to her former position as a writer of advertisements.[171]

Other Offers, 1927-1932

After ten years in the Army, Julia may have been mildly discontented or simply bored with her career. In 1927, she was queried as to her interest in being considered for the position of Dean of Women at Washington University in St. Louis. She wrote her mentor, Annie Goodrich, asking for her advice about the potential career change:

> As you know the school of nursing out there is very closely connected with the University and therefore, if I should accept, I would not be divorcing myself completely from nursing work but would probably have a very large chance to help develop a real university school of nursing. I have been ten years in the Army and while the work is always tremendously interesting and full of opportunities for expansion, the school is solidly on it's own feet with policies well developed and traditions established. The Corps has responded to a new kind of leadership in a surprising way but as you know there are legal and traditional limitations to the development of any very great changes in it. I do not think that either the School or the Corps would suffer from the change in leadership. I have heard you say that five years is as long as anybody ought to stay in any position. The opportunities for usefulness in my present position are very great but they would also be a [this "a" was later crossed out] great power ["power" was also crossed out] in the proposed position, and a nurse, as the Dean of Women of a large university, might have opportunities to help in the university education of nurses throughout the country, from a peculiarly strategic point of vantage. I do not know as yet whether the university will meet or exceed my present salary, or whether the position is really going to be offered to me.[172]

Julia was either not selected or chose not to accept this position. It was interesting that she struck out the word "power" in this letter. In doing so, she was consciously or unconsciously denying that the need for power entered into her decision. Julia had a strong need for power and enjoyed the personal and positional power which she possessed. It has been observed that Julia held the superintendent's position for seventeen years and no other nurse was considered for appointment during that period.[173] In the entire history of the Army Nurse Corps, no superintendent has ever

remained in that highest position for such an extended time. The only superintendent who came even close to Julia's record for longevity was Dita Kinney, the first superintendent, who served for eight years. Dora Thompson and Julia Flikke served for five and six years respectively. All other superintendents remained in their positions for even less time. One reason why Julia remained the Superintendent of the Army Nurse Corps for such an extended period was because she relished the positional power of the office and possessed the personal and political power to retain her position. Another and probably a more valid reason for Julia's extended tenure was the indisputable fact of her administrative efficiency and her altruism in working hard and long at her executive responsibilities.

As early as 1928, Julia and Annie Goodrich spoke of plans to the create a Cornell University School of Nursing out of the New York Hospital Training School.[174] A letter from Julia's father in 1932, referred to the fact that Julia was offered a position at Cornell in connection with this plan.[175] Julia was frequently sought out with offers for employment. Her fame as an administrator and educator spread far and wide and she was most attractive to potential employers. Curiously, she never accepted any of the propositions, although she did consider them thoroughly.

Organizational Contributions, 1919-1932

Julia was heavily involved in another project in 1931. This project was the re-burial of Jane Delano and erection of a monument in her honor. This work would continue for many years. Miss Delano was originally buried in France in 1919. In 1920, her body was exhumed and returned to the United States where it was reinterred at Arlington National Cemetery in Virginia.[176] Immediately after her death, a movement began in the United States to erect a monument to this Red Cross leader's memory. Donations

for the monument poured in from state nursing organizations and individual nurses and ultimately totaled $38,000. Since the chairman of the Delano Memorial Committee, Miss Adda Eldredge, lived in Madison, Wisconsin, the more strategically located Julia became the group's vice-chairman and undertook many of Miss Eldredge's responsibilities. The committee retained Dr. Tait McKenzie, a Philadelphia sculptor, to prepare a suitable monument. The project experienced many delays, one of the most difficult of which was gaining the approval of the Fine Arts Commission of the District of Columbia. Dr. McKenzie sculpted a bronze figure of a nurse, stepping out of a white marble niche and surrounded by marble seats. It was called the Spirit of Nursing and finally met with the approval of all concerned.[177] The monument was dedicated on 26 April 1934 in the Red Cross Garden in Washington DC. It honored not only Jane Delano but also the 296 nurses who died in the War.[178]

The depression influenced the profession of nursing as a whole to a greater extent that it affected many other occupational groups, primarily because the bulk of graduate nurses were employed as private duty nurses. When money was scarce, few families could afford to pay for private duty nursing. Thus this overwhelming majority of the profession, the private duty nurses, were extremely vulnerable to the vagaries of the economy. In addition, as early as 1926, an overproduction of nurses was widely noted. However, schools optimistically continued to multiply and many graduated increasingly larger classes. A general state of oversupply was thus created. Inevitably, numerous hospitals shut down as the depression deepened in the 1930s. By the same token, many schools of nursing were forced to close their doors or to drastically reduce the numbers of their graduates.[179] The extreme surplus of nurses was eventually overcorrected

by the extant economic constraints. Thus the painful result of the cutbacks and the nationwide nursing situation in the 1930s was ultimately a severe deficit in the numbers of nurses available as the impending global war drew nearer.

In May of 1932, in the midst of the darkest days of the depression, Julia addressed a class of graduating nurses and voiced her concerns about these imbalances. She encouraged the graduates to study the problems of the profession, to join professional organizations, and to inform the public about nursing. Julia also advised eliminating 2,000 poorly run nursing schools and maintaining 150 to 200 of the very best programs.[180] Julia presented an address on radio station WOL in Washington DC a few months later echoing this theme again. She stated that the battle cry of nurse leaders was "fewer and better nurses".[181]

Losses, 1934-1937

Julia's sister Elsie died in 1934. Her death was a great blow to the entire Stimson clan.[182] When one considers the closeness of their girlhood and their sisterly affection, Elsie's passing must have affected Julia deeply. Elsie's death was the first in a series of difficult losses Julia would now have to endure.

In 1935 Ruth Cobb, Julia's old and beloved friend, was terminally ill with lung cancer.[183] Julia invited Ruth to spend her last days in the little house in the woods, which the latter called a "sanctuary". Ruth spent part of her last days out on Julia's porch in the Alexandria countryside, listening to the birds and looking at the trees and flowers. Julia hired nurses and a maid to care for her friend.[184] Ruth died a few weeks later. Her death was a spiritual experience for both Ruth and Julia. Julia wrote that:

> . . . near her last time of consciousness I was sitting by her holding her hand and I said, "Ruthie you know you are loved? You realize it dont [sic] you?" And she with her same dear grin, showing all her pretty teeth just whispered "And how!" It has been a wonderfully blessed experience for which I shall be grateful all my life. About a day and a half before she died she said "Julie shall I keep this up", I said, "What,Darling," and she said, "This fooling". I said, "Yes dear, it makes it easier for all of us," so she whispered "all right then, I will, " and slipped off again. You see what a marvellous [sic] spirit she showed. Once she asked me, "Have I thought of everybody so that no one will thing [sic] I didnt [sic] remember them". . . All. . . have written me such wonderful letters but as I have told them they have no reason to be grateful. Ruth would have done the same or more for me and I was simply to be envied that I could take care of her and had such a lovely place to do it in and everything needed and am a nurse. . . General and Mrs. Ireland came out here to see me and Gen. Reynolds sent messages. . . I am so glad we didnt [sic] have to take Ruth to a hospital. . . [when] I told her, you should have seen the happiness on her face.[185]

After Ruth's death, an old St. Louis friend wrote:

> Ruth Cobb has just passed to her reward. Over in Arlington, with the Army Nurses, comrades in service, wrapped in our colors, with a flag over grave, Ruth finds her last resting place. A noble soul and a loyal friend has passed on. . . Lives like Ruth's are not lived in vain.[186]

With Ruth's last illness, Fred Murphy again appeared in Julia's life. After World War I, Fred intended to return to his full professorship of surgery at Washington University. But his Detroit family needed him to administer the Murphy Family Trust composed of large banking, manufacturing and real estate corporations. Consequently, he was forced to abandon medicine.[187] In 1929, the widower, Fred, remarried. However, his second wife expired in 1934.[188] He and Julia were seeing one another again in 1935:

> Last Thursday Fred telephoned from N.Y. that he would be here Saturday evening. He left yesterday morning after getting his business done Monday. I had several fine times with him.

> Ruth was most understanding and wanted me to be with him as much as I could. I had dinner with him Saturday evening, lunch on Sunday and then brought him out to see Ruth, and later in the afternoon took him to a big out of door party out at Kay's farm. . . Then we had supper together and I played for him with Bess in her apartment getting home early. Monday I was in Phila all day but I was with him for dinner and the evening. We were out here in the evening. . . It was moonlight and so heavenly here. Nothing could have been lovelier and we had a beautiful visit.[189]

After Ruth's death, Julia's mother wrote to her sister, Barbara:

> I hope Julia is beginning to get a little rest. She was evidently dead to the world when it was all over. It seems to me now is the time for Fred to step in and provide a little diversion.[190]

However, Julia and Fred's affectionate relationship did not lead to marriage. Fred married for a third time in 1937 and preceded this wife in death in 1948, nine months before Julia's death. An excerpt of a letter from Julia to Fred furnished some hints that their relationship was terminated. The partial letter is not dated, but it is likely that it was written prior to Fred's third marriage:

> Your letter wasnt [sic] a surprise. I had a hunch way back in the early summer that it was coming. But I am ashamed of you for your rationalizing. When you came last December you were straightforward and square. I understood perfectly and have been under no misapprehensions. But now you arent [sic] shooting very straight and are not giving me right out clearly and directly the true reason and the only reason (aside from loss of pleasure in our association and I seem to remember things that make me think that isnt [sic] the reason), which is a valid reason for not continuing to have that pleasure. That reason is of course the entrance into the life of one of us of some one [Fred's third wife?] whom a continuation of our association would hurt. Why couldnt [sic] you honor and trust me enough to say that was the reason? Your regretting terribly that Ive [sic] been allowed etc is so foolish. Regrets are for the weak and when they are based on something that isnt (sic) true, they are indeed a waste. Oh Fred dont [sic] you know enough honest sincere people to know when words can be taken at their face value? Nothing can measure what I received or compare it with what I gave. I

> was content and have happy memories without a shadow of regret and thats [sic] all there is to that. In some uninhibited moments I told you things that you wont [sic] forget. Take them my dear, as a little bonus and put them away in the safety box of your memory. You have taken enough losses in your life to make this little gift from me acceptable. In low moments sometime give a thought to it and take comfort that there are people who dont [sic] look for returns for gifts and who over long periods of time can feel happiness and satisfaction in a continuing outflowing of spirit (hows that for a description of what I have told you about!) even to an unknowing, unreceptive and shall I say--unworthy object. Now how do you feel being called an unworthy object. The adjective I infer from your own meditations. There is no possible service you can ever do for me, thank you. There is however just one thing Id [sic] like to ask. Dont [sic] go off completely into the void. Give me a hail once in a while. Ill [sic] play the game you may be sure. A card at Christmas from the family wont [sic] do. You have one advantage over me. You know my habitats. Have I dispelled your regrets? They are the only things that can hurt me. The one thing you owe me is to remember our meetings with a glow of happiness and pride. Cant [sic] you give me that? No Im [sic] not trying to keep up an unwanted correspondence but a reassurance on these questions will be appreciated. May you find deep and lasting love with her. God bless you both.[191]

Fred's defection hurt Julia deeply. It, coupled with Ruth's and Elsie's deaths, signaled the beginning of a long, downhill slide which would culminate ultimately in Julia's death.

A few years later, Julia was asked why she never married. She responded:

> "Frankly, I have never married because I just never met the man I wanted to marry. . . Oh I came very close to marriage at least twice in my life. . . But. . . ," she smiles, "I'm so glad I didn't. . . It seems to me on looking back, that I have had everything in life that a woman could ask. There have always been children who were very close to me. My nieces and nephews were like my own. Then when I was doing social work in St. Louis, I had many children committed to me as wards. . . Of course, my work never made it possible for me legally to adopt any youngsters. I have always worked with men and have enjoyed the associations. My commanding officers have been splendid. Many of them I have admired and adored. . . But marriage for me? No, I couldn't see it. I'm not

> a domestic type. My independence has always meant so much to me."[192]

Unbeknownst to all but her closest friends, Julia did have an unofficial ward. This ward was Maud Jones alias Rodney Richmond, a young lady who Julia first met when she was in training at New York Hospital. Rodney was an unwanted baby, abandoned to foster care as a child. As a youngster growing up at the turn of the century, she earned her living as a quick change artist and a violinist in vaudeville. Julia's ward was severely burnt in a hair dressing parlor explosion and was hospitalized in New York Hospital with these burns and a damaged hip. Julia wrote describing Rodney and their relationship:

> She is a perfectly decent, trustworthy woman who has had a very hard life but she has guts, is not a complainer and has always made the best of things, even constant pain and increasing disability. She sometimes has a sharp way of speaking and gets too vehement and plainspoken and often is irrelevant and discursive in explaining things. . . I have had a good deal of experience with all kinds of women and I want to say that I have a great respect for Miss Richmond and admiration for the courageous way she has lived her life. Considering what it has been and the handicaps under which she has labored anyone might be excused by understanding souls for an occasional sharpness of speech and little eccentric ways.[193]

Julia supported Rodney for almost fifty years, advocating for her, and extricating her from numerous scrapes. This was another relatively unknown example of Julia's boundless charity.

Julia's thoughts continued to center on the topic of death. In March 1936 she wrote an anonymous letter to The Atlantic describing Ruth Cobb's beautiful death.[194] Among her papers, there were several clippings that dealt with death, dating from this time.[195] Perhaps this contemplation of

death was somehow prophetic. On 18 July 1936, Julia's father died from a heart attack. He was ninety-three years old.[196]

The End of an Army Career, 1937

With her father's passing, Julia began to think of retiring from the Army.[197] Her desire to retire was motivated by a wish to spend some time with her mother in her waning years.[198] Undoubtedly, a sense of her own mortality, the need to completely relax and have some leisure in her remaining years, and a wish to escape from the demands of a complex, often frustrating bureaucracy induced Julia to retire as soon as she attained the required twenty years of service.

In the typical Army way, Julia's military retirement was ceremoniously hailed. Sister Olivia Gowan, the Dean of Catholic University of America School of Nursing, offered a formal tribute to Julia upon the occasion of her retirement. She commented about Julia's extensive organizational work, not only on a national level but also within the District of Columbia. She reminisced about the wealth of experience and knowledge which Julia shared when Catholic University founded its nursing program. She spoke of the loss Julia's departure represented.[199] Julia's four majors wrote:

> The Commanding Officers and Chiefs of. . . Base Hospital #21 A.E.F. cannot let this occasion pass without sending you our greetings and felicitations. We have had, so to speak, a proprietary interest in your career in the army, for it was Base Hospital #21 which tore you from a civilian status and started you on the work which you have so successfully carried on for twenty years. . . Today as you are ending your military career, we who were responsible for and closely associated with its start, wish to express to you how much that association meant to us and to tell you again how much your character and spirit added to whatever Base Hospital #21 contributed during its service in France. The loyalty to one another and the friendships which were born twenty years ago have never dimmed. May the old unit slogan of "Service-Loyalty-Unity"

> continue to hold in the future as it has done in the past. We offer you a toast-- "To the 'Fifth Major'".[200]

General Ireland, the retired surgeon general wrote:

> With your rare vision and good judgment you secured for your Corps the essentials to make it a sound, progressive, efficient unit, capable of rendering the highest degree of service and offering to members of your profession a satisfactory field for life work. During your time you secured for the members of your Corps a recognition in the Army second to none of the various Services. You have kept the Corps in touch with your profession in civil life. You have improved the personnel to a remarkable degree. You have improved living conditions so that it is a joy for the members of your Corps to carry on their work. Finally, a suitable retired status was secured for service disabilities and longevity retirement. . . I have no words to express my gratitude to you for your loyal, constructive support during the entire time I was Surgeon General. You go on the retired list with my best wishes and my deep personal affection.[201]

Julia received a similar accolade from the then-surgeon general, C. R. Reynolds[202] and from the Army chief of staff, General Malin Craig.[203]

Two of Julia's last official duties while on active duty included publishing a History and Manual of the Army Nurse Corps[204] and arranging for a monument to be erected at the Nurses' Plot in Arlington National Cemetery. This monument was sculpted by Frances Luther Rich, the daughter of the movie star, Irene Rich, and pupil of Malvina Hoffman, Carl Millis, and Eliel Saarinen, prominent American sculptors and architects.[205] The working model of the statue was given to Julia in 1937 by the sculptress, Frances Rich. After Julia's death, the statue was then given to New York Hospital as a memorial honoring Julia. It was kept in the Nurses' Residence.[206] Eleven years later, the statue was stolen at some point during an evening party attended by student nurses of New York Hospital and fraternity boys from local colleges. It was never recovered.[207]

Julia's retirement from active service in the Army Nurse Corps became effective on 31 May 1937.[208]

NOTES

1 ALS, Henry A. Stimson to Henry L. Stimson, 11 July 1919, Reel 155, Microfilm Edition of Henry L. Stimson Papers, Yale University Library, New Haven, Connecticut.
2 "Julia C. Stimson Diary," 30 June 1919, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
3 Ibid., 3 July 1919; TL, Julia C. Stimson to Nena Shelton, 22 July 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
4 TD, M. W. Ireland, "Recommendation for Distinguished Service Medal, Second Indorsement," 8 July 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
5 Dock, The History of American Red Cross Nursing, 312.
6 Maxwell, "History of the Army Nurse Corps," 634-636.
7 Ibid.
8 Elizabeth A. Shields, "A History of the United States Army Nurse Corps (Female) 1901-1937," (Ed.D. diss., Teachers College, Columbia University, 1980): 187.
9 TL, Florence A. Blanchfield to Julia C. Stimson, 20 January 1930, Florence Blanchfield Collection, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.
10 ALS, Henry A. Stimson to Henry L. Stimson, 11 July 1919, Reel 155, Microfilm Edition of Henry L. Stimson Papers, Yale University Library, New Haven, Connecticut.
11 TM, Annie W. Goodrich, "The History of the Army School of Nursing," 27 September 1919, Record Group 112, Surgeon General's Office, 1917-1927, GG Institutions, Army School of Nursing, The National Archives, Washington DC.
12 Marlene Conde, The Lamp and the Caduceus, The Story of the Army School of Nursing (Washington DC: The Army School of Nursing Alumnae Association, 1975): 60.
13 TL, M. W. Ireland to the Chief of Staff, U.S. Army, 1 July 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
14 TL, Julia C. Stimson to Nena Shelton, 22 July 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
15 TL, Julia C. Stimson to Elizabeth C. Burgess, 30 July 1919, Record Group 112, ANC Historical Data File, 1898-1947, Box 8, The National Archives, Washington DC.
16 Conde, The Lamp and the Caduceus, 70.
17 "Army Nurse Corps Head Wants a West Point for Nurses," unidentified newspaper clipping, Kalamazoo, Michigan, March 1922, Box 7, File 3, New York Hospital/Cornell Medical Center Archives, New York City.
18 TL, Alice Shepard Gilman to Julia C. Stimson, 11 June 1923, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
19 TLS, Julia C. Stimson to Annie Goodrich, 12 September 1923, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
20 "Ethics," Box 5, File 6, Julia C. Stimson Papers, Cornell Medical College/New York Hospital Archives, New York City. "Ethics," Box 5, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
21 The health care providers referred to as reconstruction aides have since developed into the disciplines of physical and occupational therapy.
22 TLS, Alfred Mordecai to the Commanding General, Army Medical Center, Washington DC, 15 August 1927, Record Group 112, Surgeon General's Office, 1917-1927, GG Institutions, Army School of Nursing, The National Archives, Washington DC.
23 TD, Julia C. Stimson, "Army School of Nursing," Record Group 112, Surgeon General's Office, 1917-1927, GG Institutions, Army School of Nursing, The National Archives, Washington DC.
24 L, Julia C. Stimson to a student, n.d., quoted in Conde, The Lamp and the Caduceus, 102.

[25] TLS, Julia C. Stimson to Annie Goodrich, 24 April 1924, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
[26] Ibid.
[27] TL, Annie Goodrich to Julia C. Stimson, 30 April 1924, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
[28] Doris Daniels, "Lillian D. Wald: The Progressive Woman and Feminism," (Ph.D. diss, The City University of New York, 1976): 24-31, 246-247.
[29] Ibid., 294.
[30] ALS, Julia C. Stimson to Sister Anne, 21 July 1924, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
[31] Receipt, Corinna French to the Army School of Nursing, 24 December 1926, Record Group 112, Surgeon General's Office, 1917-1927, GG Institutions, Army School of Nursing, The National Archives, Washington DC.
[32] TD, Corinna French, "Report of the Survey of the Army School of Nursing, Walter Reed Hospital, Washington DC," 2 December 1926, Record Group 112, Surgeon General's Office, 1917-1927, GG Institutions, Army School of Nursing, The National Archives, Washington DC.
[33] The students were nicknamed "blue birds" because of their blue uniforms.
[34] Untitled newspaper clipping, Washington DC Star, 7 February 1927, Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[35] "Walter Reed Nurse School to be Closed," Washington Herald, 14 August 1931): 6.
[36] Maxwell, "History of the Army Nurse Corps, 1775-1948," 71.
[37] Blanchfield, "Organized Nursing and the Three Wars," 180.
[38] Ibid.
[39] L, Army Medical School to Surgeon General, 18 August 1931, Record Group 112, OSG Correspondence, 1928-1937, GG Institutions, Army School of Nursing, 319.1-2, The National Archives, Washington DC.
[40] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[41] Numerous newspaper clippings and letters, Record Group 112, Surgeon General's Office, Policy and Precedent Series, 1887-1948, Nurses, The National Archives, Washington DC.
[42] Maxwell, "History of the Army Nurse Corps, 1775-1948," 74-75.
[43] Goldhurst, John J. Pershing: The Classic American Soldier, 9.
[44] Ibid., 118.
[45] Ibid., 157-164.
[46] "General Pershing Helps to Launch Hog Island Ship," Hog Island News, 15 April 1920, 2.
[47] A nickname for the World War I infantrymen.
[48] A nickname for World War I sailors.
[49] A nickname for World War I marines.
[50] "General Pershing Helps to Launch Hog Island Ship," Hog Island News, 15 April 1920, 2.
[51] Blanche Rulon and Julia were close friends. Blanche also served in World War I and was an assistant superintendent of the ANC. The pair co-owned a country home in Alexandria, Virginia during the 1920s and 1930s. Sometime in the 1930s, Julia and Blanche argued and permanently parted ways.
[52] "Junker Airplanes Arrive at Bolling," Washington Star, 11 June 1920.

[53] Robert E. Bilstein, Flight in America, 1900-1983 (Baltimore: The Johns Hopkins Press, 1984).
[54] TD, n.d., untitled, Box 7, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[55] "Nurse Corps Head Enters Extended Inspection Tour," The Comeback, 16 October 1920.
[56] "Only Woman Major in Army is Here on Tour of Inspection," El Paso Herald, 21 October 1920.
[57] Ibid.
[58] TL, Julia C. Stimson to Dorothy Stimson, 10 August 1923, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[59] Frances Fisher Dubuc, "The Woman in the Army," Success (November 1924): 54-55, 130-131.
[60] Oliver McKee, "The Lady Major and Her Job," Washington DC Star, August 1925, Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[61] "Woman Officer Speaks for Peace," Baltimore Sun, 7 January, no year indicated on the newsclipping, in the Archives of the American National Red Cross, Washington DC.
[62] Unidentified newspaper clipping, 19 November 1926, Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[63] "Only Woman Major Here on Tour," San Francisco Examiner, 1 November 1926, Box 5, File 5, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[64] Ibid.
[65] TLS, Julia C. Stimson to Annie Goodrich, 23 October 1926, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
[66] "Major Julia C. Stimson Honored by League," The Western Hospital and Nurses' Review (December 1926) Box 5, File 5, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[67] Lillian Sabine, "The Evolution of the Nurse in Government Service," The Trained Nurse and Hospital Review 80 (June 1928).
[68] Dock, The History of American Red Cross Nursing, 1064-1076.
[69] Blanchfield, Organized Nursing and the Army in Three Wars, 157.
[70] TL, Julia C. Stimson to Ruth Morgan, 30 July 1919, Record Group 112, SGO 1917-1927, General 211, Box 94, The National Archives, Washington DC.
[71] Philip A. Kalisch, "How Army Nurses Became Officers," Nursing Research 25 (May-June 1976): 164-177.
[72] Julia C. Stimson, "Nurses Overseas," American Journal of Nursing, 20 (1920): 24-31.
[73] Julia C. Stimson, "Concerning the Army Nurse Corps," American Journal of Nursing, 25 (April 1925): 281.
[74] Julia C. Stimson, "Rank for Nurses, What Have Five Years of Rank Done for the Army Nurse Corps?," American Journal of Nursing 26 (April 1926):271; "Miss G. J. [sic] Stimson Appointed First Woman Major," 16 July 1920, The Evening Star, Washington DC.
[75] Shields, "History of the United States Army Nurse Corps (Female): 1902-1937," 183.
[76] Julia C. Stimson, "Appeal for Increase of Pay for the A.N.C.," 6 May 1922, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[77] Blanchfield, "Organized Nursing and the Army in Three Wars," 162.

78 TLS, Julia C. Stimson to Annie Goodrich, 13 June 1923, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.

79 Much of the correspondence dealing with these actions is found in Record Group 112, Surgeon General's Office, 211 (nurses) 1917-1927, The National Archives, Washington DC.

80 Dr. Anita Newcomb McGee was the founder of the Army Nurse Corps. As a gynecologist and officer of the Daughters of the American Revolution, Dr. McGee recruited and appointed contract nurses for the Army in the Spanish-American War. Following the war, she was instrumental in establishing a permanent corps of nurses in the Army.

81 TLs Julia C. Stimson to Anita N. McGee, 4 January 1934, 30 June 1934, 17 June 1935, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.

82 TL, Julia C. Stimson to Anita N. McGee, 17 June 1935, Record Group 112, ANC Historical Data File, 1898-1947, Box 3, The National Archives, Washington DC.
116

83 Maxwell, "History of the Army Nurse Corps," 16.

84 Ibid., 17.

85 Sayres Milliken was an Assistant Superintendent of the Army Nurse Corps.

86 Julia C. Stimson, "How Retired Bill Affects Army and Navy Nurse Corps," 5 June 1926, Army and Navy Journal, Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

87 Original mimeographed letter, Julia C. Stimson to Miss Blanchfield, 25 June 1930, Florence Blanchfield Collection, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.

88 Unidentified newspaper clippings, "Maj. Stimson in Auto Accident"; "Major Julia Stimson Breaks Wrist in Crash"; "Nurse Corps Head Hurt in Accident"; Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City; Lucile Hinkle Thomee, interview with author, tape recording, 15 May 1989, Littleton, Massachusetts.

89 "Julia C. Stimson Diary," 11-30 December 1920, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

90 Lucile Hinkle Thomee, interview with author, tape recording, 15 May 1989, Littleton, Massachusetts.

91 "Julia C. Stimson Diary," 17 December 1920, Box 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

92 TD, "List of Injury and Treatment," Box 3, File 6, Julia C. Stimson Papers, Cornell Medical College/New York Hospital Archives, New York City.

93 TL, Julia C. Stimson to Tait McKenzie, 7 February 1933, Record Group 112, ANC Historical Data File, 1898-1947, Jane A. Delano Memorial File, Box 5, The National Archives, Washington DC.

94 Julia C. Stimson, "Nursing as a Calling for Educated Women," 1920, Barnard College, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

95 Julia C. Stimson, "The Spirit of Florence Nightingale," 12 May 1921, Senior Class, Central High School, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

96 Conde, The Lamp and the Caduceus, 78.

97 "Report of the Army School of Nursing," June 1921, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

98 "Address by Miss Goodrich," The Come Back, 24 June 1921, p. 6, Record Group 112, SGO Policy and Precedent Series, 1887-1948, Nurses, The National Archives, Washington DC.
99 Julia C. Stimson, "At Smith College," 22 May 1922, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
100 "Maj. Stimson's Career as Nurse is Notable," The Washington DC Sunday Star, 21 May 1922, 13.
101 Julia C. Stimson, "Edith Cavell," AAUW convention, 29 September 1921, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
102 Julia C. Stimson, "Suggestions from the Experiences of Other Young Professions," 13 October 1922, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
103 TM, Julia C. Stimson, "Miss Meir's Work," Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
104 "Nursing and Nursing Education in the United States," Report of the Committee for the Study of Nursing Education and Report of a Survey by Josephine Goldmark (New York: The Macmillan Company, 1923); May Ayres Burgess, "Nurses, Patients, and Pocketbooks," Report of a Study of the Economics of Nursing Conducted by the Committee on the Grading of Nursing Schools (New York: The Committee, 1928).
105 Julia C. Stimson, "What Shall Be Done for and with the Middle Class Patient from the Nursing Angle," Public Hospital Progress (March 1927): 100-102.
106 Virginia Mulhern Deforge, "Janet Marie Louise Sophie Geister, 1885-1964: Health Care Revolutionary," (D.N.Sc. diss., Boston University, 1986) , 515.
107 Ibid., 79.
108 Ibid., 87.
109 Ibid., 62.
110 Clarence W. Newman, "Citizenship Class Opens; Noted Woman is Speaker," Norfolk Ledger-Dispatch, 14 January 1928, Box 5, File 5, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
111 Julia C. Stimson, "Nursing is Not Enough," 2 October 1928, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
112 Julia C. Stimson, "Does God Send Trouble?" 31 May 1929, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
113 Julia C. Stimson, "A Pack of Cards," 26 October 1929, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
114 TLS, Julia C. Stimson to Annie Goodrich, 9 June 1928, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
115 Julia C. Stimson, "Shall a Doctor Lie to His Patients," 29 February 1936, Remarks at a panel discussion before the Medical Students' Club, Cornell University Medical College, Box 8, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
116 Ibid.
117 TLS, Mary Woolley to Julia C. Stimson, 22 September 1921, Box 5, File 4,, Julia C. Stimson Papers, Cornell Medical College/New York Hospital Archives, New York City.
118 "Founder's Day Celebrated," Mount Holyoke News, Volume 5, Number 2, 12 October 1921, p. 1, Mount Holyoke Library, South Hadley, Massachusetts.
119 "Book Reviews," American Journal of Nursing 21 (1921): 432.
120 "About Books," American Journal of Nursing 26 (January 1926): 83.

[121] Julia C. Stimson, "Concerning the Army Nurse Corps," American Journal of Nursing 25 (April 1925): 280-283.
[122] Julia C. Stimson, "The Spirit of the Alumnae Association," American Journal of Nursing 25 (May 1925): 351-355.
[123] Julia C. Stimson, "Recreation in Army Posts," American Journal of Nursing 27 (November 1927): 933-935.
[124] Stimson, "Women Nurses with the Union Forces during the Civil War".
[125] Julia C. Stimson, "Nursing and Recreation," I.C.N. (October 1928): 358.
[126] Ibid.
[127] ALS, Julia C. Stimson to Loring Schuler, 29 September 1928, Box 7, File 5, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[128] Gladys Moon Jones and Julia C. Stimson, "Women of the A. E. F., Stories of Nurses at the Base Hospitals in France," Ladies Home Journal (December 1928): 16, 133-136; Gladys Moon Jones and Julia C. Stimson, "Women of the A. E. F.--at the Front," Ladies Home Journal (February 1929): 31, 184-191; Gladys Moon Jones and Julia C. Stimson, "Women of the A. E. F.," Ladies Home Journal (March 1929): 115-122.
[129] TD, "Judge," 17 November 1930, Box 7, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[130] Philip A. Kalisch and Margaret Scobey, "Female Nurses in American Wars, Helplessness Suspended for the Duration," Armed Forces and Society 9 (Winter 1983): 223.
[131] Julia C. Stimson, "Weak Batteries," American Journal of Nursing 31 (April 1931): 419-424.
[132] Julia C. Stimson, "Army Nursing and the Cost of Medical Care," American Journal of Nursing 33 (August 1933): 757-759.
[133] Julia C. Stimson, "Social Versus Personal Thinking," American Journal of Nursing 34 (January 1934): 5-12.
[134] Julia C. Stimson, "When You Are Seeking a Position," American Journal of Nursing 35 (April 1935): 384.
[135] Julia C. Stimson, "Nurses, Just Nurses?" American Journal of Nursing 35 (September 1935): 836-842.
[136] Julia C. Stimson, "Preparedness," American Journal of Nursing 36 (February 1936): 135.
[137] Julia C. Stimson, "The Nurse's Uniform," American Journal of Nursing 36 (April 1936): 367.
[138] TL, Julia C. Stimson to Ruth Morgan, 24 October 1921, Record Group 112, ANC Historical Data File, 1898-1948, Box 10, The National Archives, Washington DC.
[139] TL, Julia C. Stimson to Carrie Hall, 10 February 1922, Record Group 112, ANC Historical Data File, 1898-1948, Box 10, The National Archives, Washington DC.
[140] TL, Sister Annie to Julia C. Stimson, 31 October 1921, Record Group 112, ANC Historical Data File, 1898-1948, Box 10, The National Archives, Washington DC.
[141] Dock, The History of American Red Cross Nursing, 312.
[142] TL, Julia C. Stimson to Clara Noyes, 22 November 1921, Record Group 112, ANC Historical Data File, 1898-1948, Box 10, The National Archives, Washington DC.
[143] TL, Clara Noyes to Julia C. Stimson, 28 November 1921, Record Group 112, ANC Historical Data File, 1898-1948, Box 10, The National Archives, Washington DC.
[144] TL, Julia C. Stimson to Clara Noyes, 8 March 1922, Record Group 112, ANC Historical Data File, 1898-1948, Box 10, The National Archives, Washington DC.

[145] Julia C. Stimson, "Summary of the History of the Nursing Service of the A.E.F.," 26 February 1920, Record Group 112, ANC Historical Data File, 1898-1948, Box 10, The National Archives, Washington DC; TL, Julia C. Stimson to Mary Standlee, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[146] Julia C. Stimson, "Earliest Known Connection of Nurses with Army Hospitals in the United States," American Journal of Nursing 25 (January 1925): 18.

[147] Stimson, "The Forerunners of the American Army Nurse; "Women Nurses with the Union Forces During the Civil War."

[148] Julia C. Stimson, "Records in the Nursing Division of the Surgeon General's Office," The Military Surgeon (April 1936): 307-309.

[149] TD, 26 January 1923, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[150] TL, Julia C. Stimson to Family, 25 February 1923, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[151] TL, Julia C. Stimson to Family, 4 March 1923, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[152] TL, Julia C. Stimson to Family, 29 April 1923, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[153] "Studies Nursing Methods," The New York Herald, 27 May 1923.

[154] TLS, A. M. Dyke to Julia C. Stimson, 5 July 1923, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[155] TLS, Julia C. Stimson to Mother, 5 July 1923, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[156] TLS, Julia C. Stimson to A. M. Dyke, 7 July 1923, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[157] TL, A. M. Dyke to Julia C. Stimson, 13 July 1923, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[158] TLS, Julia C. Stimson to Sister Anne, 21 January 1924, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.

[159] TL, Julia C. Stimson to A. M. Dyke, 1 February 1924, Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[160] TLS, Julia C. Stimson to Annie Goodrich, 15 February 1924, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.

[161] Untitled clipping, Nursing Mirror (June 1925), Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[162] TLS, Julia C. Stimson to Annie Goodrich, 22 July 1926, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.

[163] Judy Duffield, William Kramer, and Cynthia Sheppard, Washington DC: The Complete Guide (New York: Random House, 1982): 169.

[164] American Women. The Official Who's Who Among the Women of the Nation. s.v. "Shouse, Catherine Filene,"; Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.

[165] ALS, Julia C. Stimson to Mother, 22 June 1932, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[166] Julia C. Stimson, "Some Probationers' Ideas on Safeguarding the Morals of Student Nurses," 1926, Box 8, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City

167 Julia C. Stimson, "Cooperative Government," American Journal of Nursing 26 (November 1926): 876-877.
168 "To J. C. S. May 16th, 1926," Box 7, File 2, Julia C. Stimson Papers, Cornell Medical College/New York Hospital Archives, New York City.
169 Stimson, "The Forerunners of the American Army Nurse."
170 Ethel C. S. Thompson, "Experience," American Journal of Nursing 26 (October 1926): 768.
171 TLS, Julia C. Stimson to Annie Goodrich, 9 July 1926, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
172 TLS, Julia C. Stimson to Annie Goodrich, 13 June 1927, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.
173 Blanchfield, "Organized Nursing and the Army in Three Wars," 215-216.
174 TLS, Julia C. Stimson to Annie Goodrich, 27 January 1928, Annie W. Goodrich Papers, Yale University Archives, New Haven Connecticut.
175 ALS, Henry A. Stimson to Julia C. Stimson, 24 May 1932, Box 4, File 6, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
176 TLs, Julia C. Stimson to Clara D. Noyes, 27 August 1920; H. F. Rethers to H. I. Rogers, 31 July 1920; Record Group 112, ANC Historical Data File, 1898-1947, Jane A. Delano Memorial File, Box 5, The National Archives, Washington DC.
177 TLS, Clara Noyes to Julia C. Stimson 1 June 1931; TL, Julia C. Stimson to Tait McKenzie, 2 February 1932; TM, Julia C. Stimson, "History of the Delano Memorial," 8 April 1933; Record Group 112, ANC Historical Data File, 1898-1947, Jane A. Delano Memorial File, Box 5, The National Archives, Washington DC.
178 Clara D. Noyes, "Unveiling of Memorial to Our Heroic Nurses," The Red Cross Courier (June 1934): 358-359.
179 Isabel M. Stewart and Anne L. Austin, A History of Nursing from Ancient to Modern Times. A World View 5th ed. (New York: G. P. Putnam's Sons, 1962): 222-223.
180 Julia C. Stimson "Are These Graduates to be Congratulated?" 9 May 1932, Hudson, New York, Box 8, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
181 Julia C. Stimson, "The Distribution of Nurses and the Chances for Success in Nursing," 7 September 1932, Box 8, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
182 ALS, Henry A. Stimson to Henry L. Stimson, 9 July 1934, Reel 156, Henry L. Stimson Papers, Yale University Archives, New Haven, Connecticut.
183 Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
184 TLS, Julia C. Stimson to Mother, 15 June 1935, Photo box, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
185 TLS, Julia C. Stimson to Mother, 2 July 1935, Photo box, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
186 TD, William Danforth, Chairman of the Board, Ralston Purina Company, "Monday Morning Message," n.d., Photo box, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
187 Barney Brooks, "Fred Towsley Murphy, 1872-1948," Transactions of the American Surgical Association 65 (1948): 582-584.
188 Who's Who in America, 1948, s.v. "Murphy, Fred Towsley."

189 TLS, Julia C. Stimson to Mother, 15 June 1935, Photo box, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

190 ALS, Mother to Babs, 6 July 1935, letter property of Lucile Hinkle Thomee.

191 TD, AN, n.d., Julia C. Stimson Papers, New York Hospital/Cornell Medical College Archives, New York City.

192 Flora G. Orr and W. E. Crane, "No War, Prays Major Julia Stimson, but if One Comes, Women Can Play a Part," The New York Sun, 12 May 1937, 36.

193 TL, Julia C. Stimson to Foster E. Allison, 3 April 1938, Box 3, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

194 Anonymous letter, from A.B. (initials of Julia's Mother's maiden name) "One Way to Cross the Bar," The Atlantic (March 1936) Box 3, File 5, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

195 Arthur H. Compton, "Why I Believe in Immortality," 12 April 1936, Box 6, File 7; William Allen White, "Autobiographical Miniature, Thoughts at Sixty-Five," in Forty Years on Main Street (New York: Farrar & Rhinehart, Inc., 1936) Box 7 File 1; Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

196 "Rev. Dr. Stimson Dies in 94th Year," The New York Times, 19 July 1936, Box 7, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

197 TL, Julia C. Stimson to Mary Barrows, 7 August 1936, Box 5, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

198 TL, Philip M. Stimson to Harlow Gale, 28 December 1937, letter property of Lucile Thomee.

199 TD, Sister M. Olivia Gowan, "Tribute to Julia C. Stimson," 29 April 1937, Box 5, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

200 TLS, Fred T. Murphy, Walter Fischel, Malvern B. Clopton, Borden S. Veeder and James D. Fife to Julia C. Stimson, May 1937, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

201 TL, M. W. Ireland to Julia C. Stimson, 11 May 1937, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

202 TL, C. R. Reynolds to Julia C. Stimson, 13 May 1937, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

203 TLS, Malin Craig to Julia C. Stimson, 4 June 1937, Box 3, File 13, Philip M. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

204 Julia C. Stimson and Associates, "History and Manual of the Army Nurse Corps," The Army Medical Bulletin, Number 41, Special Issue (Carlisle Barracks, Pennsylvania: Medical Field Service School, 1 October 1937).

205 Flora G. Orr and W. E. Crane, "No War, Prays Major Julia Stimson, but if One Comes, Women Can Play a Part," The New York Sun, 12 May 1937, 36; ALS, Frances Rich to Julia C. Stimson, 18 November 1937, Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

206 "The Pulse," 15 December 1948, 6.

207 ALS, Dorothy Metzger to Philip M. Stimson, 21 August 1959, Julia C. Stimson Biographical File, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

208 A. S. Dabney, "Office Order No. 57," 1 June 1937 (Washington DC: Office of the Surgeon General, War Department).

CHAPTER V

The Final Years

A Return to New York, 1937

After her retirement, Julia retreated to her Maine cottage with her mother for a brief six weeks period of serenity.[1] They then returned to New York City to resume their lives. However, Julia's mother, Alice Bartlett Stimson, did not survive long without her husband Henry. By October of 1937 she experienced a stroke which quickly progressed from a mild left-sided weakness to a state of unconsciousness. She died within two weeks at the age of eighty-three, having survived her husband by only fifteen months.[2] This last death in a series of grave losses was another heavy blow for Julia. Unfortunately, more were to follow.

Alice's obituary notice summarized her many activities and diverse contributions to society. It noted that she was a former president of the New York Municipal League and that she established the first kindergarten in Worcester, Massachusetts in 1883. Additionally, it reported that she founded the Wednesday Club in St. Louis and was president of the Sorosis Club in New York from 1923 to 1927. The article also reported that Mrs. Stimson was a member of the Barnard Club, the Cosmopolitan Club, and the Colonial Dames of America.[3] In all probability some portion of Julia's organizing ability was inherited from her mother.

Concentration on Organizational Concerns, 1938

At the time of her retirement from the Army, Julia was the chairman of the Committee on the Harmon Association for the Advancement of

Nursing, a commission concerned with studying social security and group insurance for nurses. Her interest in these issues dated back to the time of her graduate study at Washington University prior to World War I and were a continuing indication of her compassion and concern for the plight of the individual nurse and her welfare. As she retired, Julia also was secretary of the Florence Nightingale International Foundation Committee and she served as the first vice-president of the American Nurses' Association (ANA).[4] Moreover, she served as president of the District of Columbia League of Nursing Education and the Graduate Nurses' Association in the nation's capital. For many years, she was a member of the Board of Directors of the ANA and the National League for Nursing Education (NLNE) and the secretary of the Board of Directors of the American Journal of Nursing.[5] Her earliest national office was as a member of the National Committee on Nursing Service for the American Red Cross. Her membership on that group dated back to 1914.[6] Julia's professional organization work would continue to be an important theme during the last decade of her life.

In 1938, Julia advocated that nurses prepare for their old age by means of budgeting. She advised nurses to:

1. Live always within your means.
2. Save patiently and systematically, even though the amount set aside at regular times may be small.
3. Be satisfied with a moderate or even small rate of interest on your money.
4. Do not play tips.
5. Diversify your investments.
6. Do not take the advice of every Tom, Dick and Harry for the investing of your money; seek the guidance of persons qualified by education and experience to give investment counsel.[7]

Julia's words to the individual nurse advocated a safe, conservative approach to financial planning and reflected the scars of a profession which suffered much during the depression. Their timeless wisdom continues to be of value even today. Julia expanded on this theme in a more extensive article in Public Health Nursing. She urged nurses to provide for their own security in their youth and to meticulously attend to this chore as a personal and private responsibility.[8]

Perhaps Julia's dedication to this issue of wise financial planning and her dread of improvidence were a product of her family heritage. Her paternal grandfather, Henry C. Stimson, earned and lost many fortunes in his day. If a picture of his lifetime capital status were plotted out on a graph, it would appear as a consistent series of extreme highs and lows.[9] Julia's parents with their extensive travels and full complement of domestic staff and her mother with her exquisite wardrobe, finest of furnishings, and frequent entertainments, not to mention the expense of the children's education all suggested that Henry and Alice Stimson lived life in a style well beyond their means. In their later years, the pair's comfort was assured by frequent monetary gifts from their affluent nephew, Henry L. Stimson.[10] Finally, Julia's Uncle John Ward Stimson with his perpetual insolvency[11] could not fail to provide a negative role model for Julia as she organized her own fiscal arrangements and advocated for sound financial planning on the part of working nurses.

Julia was elected the president of the American Nurses' Association at the Biennial Convention in Kansas City, Missouri in April 1938.[12] She quickly assumed the responsibilities of the office possibly because her Army retirement and her mother's subsequent death created a vacuum in her life. Very likely, she also missed the positional power which she formerly

wielded. Furthermore, in all likelihood her presidency gave her great pleasure and satisfaction. In October 1938 Julia traveled and spoke in Wisconsin and Minnesota; and in November she visited Georgia, Alabama, and Massachusetts.[13] In November Julia also took part in the formal dedication ceremony of the Army and Navy Nurse Statue in Arlington Cemetery.[14]

In 1939, Julia continued to actively fulfill her role as president of the ANA. She attended the meetings of the International Council of Nurses and the Florence Nightingale International Foundation in London and reported back to the American membership about the proceedings.[15] Recommendations made by the group were that a further history of nursing be written, taking up where M. Adelaide Nutting and Lavinia Dock left off in their four volume series, A History of Nursing; that a comprehensive survey of world-wide nursing legislation be prepared; and that a code of professional principles and ideals be compiled to serve as a guide for nurses of all countries. During the proceedings twenty-one nurses whose schooling was supported by the Florence Nightingale International Foundation were given certificates of education. At the same meeting, the ANA endowed the Foundation's education fund with a grant of $10,000. As the conference closed, plans were formulated for the next meeting of the congress in the United States in 1941.[16] As 1939 drew to a close, Julia spoke to a world-wide audience as the "Woman of the Week" on the General Electric "Hour of Charm". One favorable letter written about the address came from a nurse in Athens, Greece and bemoaned the program's brevity. No record has been found as to the focus of the broadcast.[17]

In 1940, Julia was re-elected to a second term as ANA president.[18] The theme of the year's convention was "Nursing in a Democracy".[19] Julia

spoke with sorrow about the ominous approach of the European war and declared that "adequacy of service is what we seek". She affirmed that American nurses pledged themselves to unity, tolerance, and understanding.[20] True to form, Julia climaxed her opening remarks with an inspirational and persuasive conclusion:

> . . . May this Convention release power within our own souls, fill us with convictions which cause us to attach ourselves to something more lasting than the moment in which we live and tap resources of divine energy from beyond ourselves for our daily need.[21]

Reinvolvement in Defense Issues, 1940

World War II imposed unprecedented demands upon the profession of nursing. In an effort to project and meet these requirements, nursing leaders led by Julia, as president of the ANA, met on 29 July 1940 and organized the Nursing Council on National Defense. As the drums of war grew louder, this group was committed to auditing the nation's nursing assets, to determining nursing's role in defense, and to unifying all nursing activities.[22] A farsighted and significant unit, the council eventually evolved into the National Nursing Council for War Service and launched an intensive campaign to attract and recruit nursing candidates.[23]

A campaign to reopen the Army School of Nursing was begun in 1940. A group composed of the school's alumnae, Annie Goodrich, and the Honorable Frances Payne Bolton coalesced to resurrect this institution.[24] Most of the civilian schools of nursing and Julia, as president of the ANA, were against the plan. The Surgeon General of the Army and the Secretary of War were also opposed.[25]

However, Julia's stance on this issue incurred the wrath of her mentor, Annie Goodrich. Annie wrote of her concerns to Julia:

> I have read, with interest and I must admit anxiety, your reasons for not approving of the re-opening of the Army School. I say anxiety because I believe it is so important that we should, as immediately as possible, strengthen the nursing service of this country. There is no question as to the importance of increasing the enrollment in the schools of nursing but the re-opening of the Army School would in no wise interfere with that. We are proposing, for instance, that the admission requirement should be the completion of the college course. This would only interfere with two schools and I am quite sure that they would not be in the least disturbed. It is true that we believe that schools of nursing should be under the educational system, but very few of our 1500 schools are so controlled. I don't quite understand why you say that a school under Army control would not be under the sponsorship of an educational organization. . . However, quite aside from that question is the fact that the course in the Army School was unusually broad and sound. . . There are very few schools of nursing in the country (about 20) where the relationship to a college or university insures all of the students an academic degree upon the completion of the course.[26]

It may be that Julia was unable to countenance the reopening of the school because she remembered the great emotional turmoil she personally experienced following its earlier unwarranted closure. Perhaps she knew that the school would again lack permanency and its benefits would be short-lived. Maybe she recognized the immediacy of the need for registered nurses and the length of time needed for their preparation and concluded that a new Army school, like its predecessor's inability to furnish nurses for World War I, would contribute little to the solution of the problem. Julia was so committed to a university education for nurses that she could not contemplate advocating the opening of another diploma program under the auspices of the Army. She felt the costs needed to reinstitute the school were unjustified and expressed doubts that the former high standards of

the school could be regained.[27] The idea to reopen the Army School of Nursing was ultimately abandoned.

It might be thought that Annie Goodrich was less committed than Julia was to the concept of anchoring nursing education in an academic institution because she herself earned no academic degrees. Unlike Julia with her earned bachelor and master degrees from prestigious institutions, Annie's only university degrees were the honorary doctorate she was awarded by Mount Holyoke College, the honorary doctor of laws from Russell Sage College, and the honorary master of arts conferred upon her by Yale University.[28] Julia's strong resistance to restarting the school initiated a conflict which resulted in the termination of her mentoring relationship with Annie. While the pair may have had some casual contact following this disagreement, no correspondence or record of any kind of meeting between the two has been discovered.

The unusually lengthy mentoring relationship between Annie Goodrich and Julia Stimson endured for over forty-five years. The stages of their alliance followed the pattern described as typical by researchers active in the field of mentoring. Four stages of the mentoring relationship have been identified.[29] These phases are invitational, questioning, informational, and transitional.[30] One investigation has revealed that frequently the mentor-mentee dyad conclude the transitional stage by parting in a climate of anger and hostility.[31] Seemingly, this was the nature of the transition or termination of Julia's mentoring relationship with Annie Goodrich.

More serious problems arose for Julia in 1940. A War Department Order which eliminated relative rank for nurses was unearthed and implemented by authorities in Washington in the year before the United States entered World War II. The order was to have been effective in 1925

but no one in the Surgeon General's Office knew anything about the directive nor did they heed its contents until 1940. Julia wrote to her cousin, Henry L. Stimson,[32] protesting this measure.[33] The letter which Cousin Henry wrote in response to Julia's letter flatly refused to rescind the order and coldly and inappropriately addressed Julia as "Dear Madam".[34] The stiff formality of the letter suggested that Henry never saw Julia's letter. The written response, which in all likelihood he signed automatically, was totally out of character. Undoubtedly one of Henry's minions in the War Department made a unilateral decision and wrote his own answer to Julia's request for assistance. One wonders why Julia originally did not send a personal note to Cousin Henry alerting him to this untenable situation. Perhaps she ruled this option out, thinking that the issue was official and its nature dictated a formal approach and an official resolution.

Julia's next approach was to petition for General Ireland's[35] help in restoring the nurses' relative rank.[36] As always, General Ireland supported Julia and called upon the Army Chief of Staff, General George C. Marshall, who finally reversed the distressing War Department Order.[37] If relative rank had been lost at that point, insurmountable difficulties would have been placed in the way of the recruitment and retention of these service members. The nurses' authority and efficiency would have again been called into question by their nebulous status. The position and advancements achieved by their earlier sisters would have been dealt a serious blow. Thanks to Julia's power, her connections, her interest, and her knowledge of manipulating the government's bureaucratic system, this disastrous condition was averted.

In 1941, Julia made many speeches and addresses on the subject of national defense.[38] Within a three month period, she traveled to Colorado,

Maine, Connecticut, Pennsylvania, Michigan, Washington DC, and New York to carry the ANA's message to its membership.[39] Julia was re-elected to the presidency of the ANA for a third term in May of 1942 at the Biennial Convention in Chicago.[40]

In that same year, Julia either was compelled or independently decided to relinquish her chairmanship of the National Nursing Council for War Service. A letter written by Julia stated that her responsibilities in organizing and incorporating the Council were complete and she felt it would be more democratic to elect rather than appoint the group's officers.[41] Another document affirmed that the election of officers was mandated by the laws governing the process of incorporation. As a result, Stella Goostray was elected president of the Council and reluctantly accepted the position.[42] Julia probably no longer wished to continue in this demanding role and let her wishes be known prior to the time of the election. This abdication was one beginning sign of Julia's withdrawal from her formerly involved lifestyle.

In October 1942 Julia returned to active duty as a Major to travel across the nation in an effort to recruit nurses for the war effort.[43] Characteristically, she could not fail to respond to the persuasive call for national service which was being issued to all able-bodied American citizens. By mid-January of the new year, she had spoken on many occasions to groups of up to 1,500 nurses in twenty-three cities from Fort Devens, Massachusetts to San Luis Obispo, California. She conversed with university women, medical officers and chief nurses and was featured on nine radio broadcasts.[44] One of the newspaper articles reporting her visit stated:

> If you want to fall in love with your nurse hereafter, you'll have to join the army because she'll be there instead of at the hospital for the duration.[45]

Julia wrote on this particular clipping, "Isn't this vile, More reporters have to do this".

Another clipping attributed these quotes to Julia:

> The G.I. glamour of today's Army nurse in her trim blue uniform far exceeds the nurse of the last war in her first loose-fitting "Mother Hubbard" with choke collar. . . When I appeared in London in June 1917, wearing my Red Cross uniform, someone asked me if I were a constable.[46]

Julia's handwritten comments on this newspaper clipping noted that "I did not say these things! JCS".

A third article affirmed that "Maj. Stimson is the 'Grand Old Woman' of Army nursing in this country".[47] Julia affixed arrows to this statement with the words, "this is too much".

The feedback which was returned to ANA Headquarters concerning Julia's travels and talks was overwhelmingly positive. One letter declared that:

> She has achieved in one hour and one-half far more than we working all together have been able to accomplish all these months of 1942. More power to our Leader.[48]

Another correspondent detailed her students' comments regarding Julia's presentations:

> She was witty. . . humble. . . sympathetic. . . She gave us the bad points as well as the good and above all showed us how badly we are really needed. . . Because of the intense interest aroused, very few felt that she spoke too long. . . She was practical. . . Her own utter sincerity. . . Her sense of humor appealed to us. . . Also helped to lighten the mood of the meeting. . . She herself is a dynamic person. . . most appealing. . . this is the type of address which will stick in one's mind for many days.[49]

Julia's appointment to active duty was originally for a three month period. The appointment then was extended to include another three months.[50] By February of 1943, Julia was exhausted from the grueling pace she set for herself. She also was having difficulty in coordinating her ANA and Army responsibilities. She asked to be returned to retired status as soon as possible, stating that she would continue to stimulate recruitment on a voluntary basis.[51] In the meantime, Julia was fulfilling another civic responsibility. She took a training course in civil defense and was performing citizen's defense duties in her home town of Briarcliff Manor New York.[52]

At some point during World War II, Julia was asked to return to the Superintendency of the Army Nurse Corps.[53] This invitation probably was proffered early in 1943 when Julia Flikke was absent from duty with an extended illness and was destined for a medical retirement.[54] Julia declined the offer feeling that an acceptance would foster a semblance of nepotism as her cousin was then Secretary of War.[55] Florence Blanchfield then succeeded Julia Flikke as Superintendent of the Army Nurse Corps.

In June 1943, Julia was asked if she would consider running for a fourth term as president of the American Nurses' Association. At age sixty-two, she undoubtedly was getting weary of her demanding lifestyle and work schedule. She responded to the inquiry:

> I have been wondering for a long time whay [sic] my duty was in connection with running again for the presidency of the American Nurses' Association. My inclinations are not to do it since I feel very strongly that some younger person should take over after my three terms. On the other hand, I have known that there were certain advantages in my being president because of my freedom from other cares and nearness to ANA headquarters, but I do think that the last factor should be given much consideration. Therefore, I have decided that I will not permit my name to be presented again.[56]

Julia's declination was accepted and Katharine Densford was elected to be her successor as the president of the American Nurses' Association.[57]

In 1944, death again struck close to Julia. Her favorite cousin Candace, the only daughter of Dr. Lewis Atterbury Stimson and sister of Cousin Henry, died. Like Julia, Candace remained single for all of her seventy-four years, devoting herself first to her father, a widower, and later to numerous philanthropies.[58] She and Julia had remained close friends throughout their lives. Her death, one in a series of many, could not fail to contribute to the downward spiral of Julia's spirits.

In June 1944, Julia was offered a position with the American National Red Cross as director of staff welfare. In this position she was to be directly responsible to the deputy commissioner and in charge of health problems of all personnel and of arrangements for hospital care of the Army Medical Corps.[59] No record of Julia's response to this offer was found. However, she obviously refused this proposition as well. The known number of unsolicited job offers presented to Julia throughout her career was remarkable and highly indicative of the esteem others felt for her professional abilities.

Perhaps Julia refused the American Red Cross offer because her interests lay elsewhere. During that same time frame, she wanted to resume her active duty status and serve in some capacity with the United States forces in England. Florence Blanchfield responded negatively to Julia's queries about such a position, explaining that with the new Army organization the commander of the theater of operations must request all personnel intended for his command in order to avoid duplication or overlapping of assignments. Colonel Blanchfield suggested that Julia approach the Red Cross if she wished to serve in England.[60] This subtle

rejection, even though it was couched in very diplomatic terms, had to be a blow to Julia's pride. Perhaps Florence Blanchfield viewed Julia's proposed return to the Army Nurse Corps as a threat to her leadership.

Julia tendered yet another organizational resignation in June 1944. She discontinued her long held membership in the American Association of University Women, basing her resignation upon her inability to attend meetings. The membership chairman's acknowledgement of her resignation expressed a very special regret, as Julia was one of the organization's early and distinguished members.[61]

The Final Decline, 1945

On the one hand, Julia seemed to gradually withdraw from her commitments in 1945. According to her records, she limited her public speaking to a very few occasions.[62] On the other hand, she did maintain her long standing, proprietary interest in Mlle. J. de Joannis' school of nursing, the Rue Amyot school, in France. This institution was dealing with significant post-war problems.[63] Moreover, Julia assumed a new responsibility, admittedly not extremely demanding, as secretary-treasurer of the Isabel Hampton Robb Memorial Fund which offered scholarship loans to nursing scholars.[64]

Throughout 1946 and 1947, Julia's retreat from involvement continued. She stepped in to assume the chairmanship of the Nominating Committee of the National Nursing Council, only after both the original chairman and her successor became ill.[65] She provided direction to the Advisory Finance Committee of the International Council of Nurses.[66] One gets the impression, however, that she did so reluctantly and only to provide necessary support to the Rue Amyot nursing school, long the object of her interest.

As a final act of withdrawal from the profession, Julia formally resigned from the ANA Board of Directors in 1947. Her resignation stated:

> For some time I've been thinking that I should resign from the Board of Directors and now I am sure of it because I shall not be able to go to Atlantic City in May. I hope it will be possible to get a younger and more active nurse appointed in my place before the meetings. I am becoming more and more involved in local community doings, (one of them the V.N.A.!) and I know so little about national nursing affairs I am sure it is only fair to give up my place on the Board to some one who can be of more use to it.[67]

This last period of Julia's life was lived primarily in her chosen home of Briarcliff Manor, New York. Here, she was a member of the Board of Trustees of the town library and of her church. She was also the chairman of the Music Committee of her church and trained the choir.[68] Other church duties undertaken by Julia at this time included that of superintendent of the Sunday School, trustee and clerk of the Church Corporation, and member of the Pulpit Supply Committee.[69]

It is entirely possible that Julia withdrew many of her memberships and curtailed much of her travel because she was in dire financial straits in her last years of life. Her negative financial status probably resulted from some bad investments made for her by a trusted financial advisor.[70] In 1942, Julia's Army retirement pay totaled $215.00 per month. From 1944 until her death, she carefully noted her club dues, magazine subscriptions, and charitable contributions in a household accounts book.[71] The amount of these latter expenditures remained relatively stable varying from a total of $271.00 in 1944 to a sum of $242.30 in 1947. However in 1948, Julia's records revealed there were only five donations totalling $50.00. Three of these contributions were to the Brearley School, the Frontier Nursing Service, and the American Red Cross.[72] This drastic reduction in charitable gifts was

probably a function of Julia's straitened circumstances. Julia never mentioned her problematic financial status to anyone. One of her friends remotely suspected that it existed.[73] But the reality of her straitened circumstances was not recognized until after her death.[74] After publicly preaching the gospel of wise conservative financial management so widely and frequently, Julia had to be mortified by her fiscal status. This, coupled with her acute desire for privacy and her need to present a dignified facade, explained why no one was aware of her impoverished state.

Early in 1948, Julia's brother, Harry, died from cancer.[75] Julia's grief was compounded when Fred Murphy and Malvern Clopton, two of her original four majors from World War I days, died not long after.[76] Coincidentally, General John J. Pershing also died in 1948.[77] It must have seemed to Julia that many of her longtime comrades were passing away. Such events could not fail to engender in Julia a sense of sadness and thoughts of her own mortality.

In August of 1948, Julia was advanced to the grade of Colonel on the retired list.[78] This promotion became effective as a result of legislation passed in June 1948. Since Julia had served on active duty during World War II in the grade of major, which was the rank of the superintendent, she was advanced to the retired grade of Colonel when Colonel Mary G. Phillips, the superintendent at that time, was similarly promoted. The law also authorized an increase in Julia's retired pay.[79] No doubt, Julia was happy to receive this promotion. Unfortunately, she held the rank for little more than a month and did not have the opportunity to enjoy the prestige and greater pay accorded her by the promotion.

Early in September 1948, Julia composed her will. In it, she bequeathed her home on Horsechestnut Road in Briarcliff Manor, New York to her

brother Philip. She willed her seaside cottage in Maine and all of her other possessions to her surviving sisters and to her brother Philip.[80] It was somehow ominous that Julia was making these final preparations. Perhaps she had a premonition of her own death. Perhaps she wished to die. Undoubtedly she was ill.

Throughout the summer of 1948, Julia was having pain in her lower abdomen and legs. She entered St. Francis Hospital in Poughkeepsie, New York for abdominal surgery on 24 September 1948 to find the cause for her pain. No malignancy or any pathology was found despite an extensive laparotomy at that time. However, in the immediate post-operative period, Julia experienced some type of circulatory failure and died on 30 September 1948. Her autopsy was grossly normal.[81] The last entry in Julia's military record indicated that the cause of her death was acute circulatory collapse, adynamic ileus, diverticulosis, and generalized arteriosclerosis.[82] Philip confided to a friend that:

> . . . We have since learned that her papers were entirely in order and she had said good-by [sic] to a close friend. She evidently was convinced before she entered the hospital. . . that she was going to die, but said nothing about it.[83]

Julia may have welcomed her own death. At the least, she accepted it and was ready to pass on. Her death was the end point of a downward spiral which began with Elsie's death in 1934 and was fueled with many other deaths and losses along the way. Because Julia was so skilled at maintaining a semblance of normality and a pleasant facade and because she was such a private person, not even her nearest and dearest were aware of her decline. It was unfortunate that such talent and experience

were lost to the profession and nation at the relatively young age of sixty-seven.

Many expressions of sympathy and floral tributes were sent to Julia's family.[84] A lengthy obituary notice appeared in the New York Times[85] and in various professional journals.[86] The notice in the Quarterly Bulletin of the Frontier Nursing Service revealed some little known adventures which Julia participated in and observed that:

> A few people, only a few, are so vibrant that one cannot think of them as overcome by death. Such was Julia Stimson. . . Colonel Stimson took seriously her responsibilities as a member of the National Nursing Council of the Frontier Nursing Service. She came to see us in the Kentucky mountains in our early days when travel was at its roughest. She went everywhere with me on horseback. She slept overnight at the mouth of Flat Creek on Red Bird River in a two-room cabin. She forded streams when they were nearly unfordable; she crossed mountain gaps that were almost uncrossable; she rode as long hours as those whose muscles had been toughened by being in the saddle every day. For all the nurses she met, there was a word of encouragement, a smile, a humorous comment. Always, she imparted some of that vibrance of hers that came from the springs of Life.[87]

Julia's body was cremated[88] and her ashes were scattered by a stream in a wood on her property in Briarcliff Manor, New York.[89] Why, when Julia was so active in the development of the nurses' plot in Arlington National Cemetery, did she choose not to be buried there? It has been suggested that Julia chose her final resting place in Briarcliff Manor because she loved her retirement home so much.[90] It is equally possible that, due to her straitened circumstances, Julia could not afford the expense of a military burial in Arlington National Cemetery. Interment in Arlington National Cemetery was a benefit given to all veterans without cost in 1948. However the price of a casket, the preparation of the body, and its transport to Virginia were expenses which were the responsibility of the

surviving family.[91] Independent to the last, Julia might have wished to care for her own last expenses with her own personal assets. If she could not afford a military burial, she characteristically would choose another option. If this were the case and Julia could not afford a burial in Arlington National Cemetery, it may have been a source of great anguish to her.

After her death, a memorial service was held for Julia at the Congregational Church in Briarcliff Manor, New York. The policeman directing traffic at the service was openly weeping.[92] Julia's brother, Philip, related that:

> . . . About twenty Army nurses in uniform appeared, as well as many representatives from many nursing organizations and others. Friends of her's played the organ and cello for a half hour before hand, and then the church choir led the congregation in singing the Star Spangled Banner, which with the flags in the chancel, comprised the military touch to the service. In her nine years in Briarcliff she had made such an essential place for herself in the community and the church there that we asked the minister to explain in the service that because of her many activities in Briarcliff, which he enumerated, it seemed fitting that the service be there in the town which she loved and which loved her.[93]

For the last fourteen years of her life, Julia was in a state of decline. Quietly and with dignity, she estranged herself from her profession, the public, and finally from life itself. It is entirely possible that Julia was ill for many years prior to her last hospitalization. Characteristically, she was quite capable of suppressing her symptoms and ignoring significant levels of discomfort while carrying on her life as though nothing were wrong.

In her last few years, Julia was quite willing to yield her position to the younger generation. Had she not withdrawn herself in this manner, what would the rest of her life have been? Undoubtedly, Julia would have become a venerable elder of the nursing profession, revered by all and consulted by

many for her wisdom and experience. But such, unfortunately, was not the reality of her life.

NOTES

[1] ALS, Julia C. Stimson to Miss Wolf, 10 September 1937, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[2] TL, Philip M. Stimson to Harlow Gale, 22 December 1937, letter property of Lucile Thomee.

[3] "Mrs. Alice Stimson Dies; Widow of Clergyman," New York Times, 28 October 1937.

[4] Flora G. Orr and W. E. Crane, "No War, Prays Major Julia Stimson," The New York Sun, 12 May 1937, 36.

[5] "News About Nursing," American Journal of Nursing 37 (June 1937): 689.

[6] Fact Sheet, "Major Julia C. Stimson," 5 November 1938, Box 320, ANA Collection, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.

[7] Julia C. Stimson, "The Dangerous Age," Nursing Today 1 (March 1938): 2-3.

[8] Julia C. Stimson, "The Nurse's Responsibility for Her Own Security," Public Health Nursing 30 (June 1938): 366-371.

[9] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.

[10] ALSs, Henry A. Stimson to Henry L. Stimson, 12 October 1925, Reel 155; Henry A. Stimson to Henry L. Stimson, 12 December 1934, Reel 156; Henry L. Stimson Papers, Yale University Archives, New Haven Connecticut.

[11] TLSs, Henry L. Stimson to Henry B. Stimson, 24 September 1925; Henry B. Stimson to Henry L. Stimson, 25 September 1925; Reel 155, Henry L. Stimson Papers, Yale University Archives, New Haven, Connecticut.

[12] "The Three Presidents," American Journal of Nursing 38 (June 1938): 626.

[13] TL, Julia C. Stimson to Julia O. Flikke, 19 September 1938, Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[14] D, "Program, Unveiling of the Army and Navy Nurse Statue," 8 November 1938, Box 5, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[15] Julia C. Stimson, "Two Business Meetings in London," American Journal of Nursing 39 (September 1939): 1037-1039.

[16] This meeting of the ICN did not take place in the United States in 1941. The president of the ICN, Miss Effie Taylor, cancelled the meeting basing her decision upon the advice of board members with whom she could communicate. These board members felt such a meeting would be impossible due to a lack of travel facilities and undesirable in view of the state of the world during World War II. (Bridges, A History of the International Council of Nurses, 120.)

[17] "ANA President's Fan Mail," American Journal of Nursing 40 (March 1940): 329.

[18] "Election of Officers,' American Journal of Nursing 40 (June 1940): 678.

[19] Julia C. Stimson, "American Nurses' Association Joint Opening Session," May 1940, Box 8, File 4, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[20] Lyndia Flanagan, One Strong Voice, The Story of the American Nurses' Association (Kansas City MO: American Nurses' Association,1976):482.

[21] Ibid., 483.

[22] Stella Goostray, Memoirs: Half a Century in Nursing (Boston: Nursing Archives, Mugar Memorial Library, Boston University, 1969):117.

[23] Ibid., 120.

[24] Blanchfield, "Organized Nursing in Three Wars," 246.

[25] Ibid.

[26] TL, Annie W. Goodrich to Julia C. Stimson, 12 June 1940, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.

[27] TD, Excerpts from a TL, Julia C. Stimson to Maud Doherty, 6 June 1940, Annie W. Goodrich Papers, Yale University Archives, New Haven, Connecticut.

[28] Werminghaus, Annie W. Goodrich, Her Journey to Yale, 4; Cindy Gurney, "Annie Warburton Goodrich, 1866-1954," in American Nursing, A Biographical Dictionary eds. Vern L. Bullough, Olga Maranjian Church, and Alice P. Stein (New York: Garland Publishing, Inc., 1988): 148.

[29] P. C. Pilette, "Mentoring: An Encounter of the Leadership Kind," Nursing Outlook 3 (1980): 22-26, quoted in TM, Willa Fields, "A Nursing Perspective on Mentoring," 15 February 1988, 14-15.

[30] Ibid.

[31] D. Levinson, The Seasons of a Man's Life (New York: Knopf, 1978) quoted in TM, Willa Fields, "A Nursing Perspective on Mentoring," 15 February 1988, 15.

[32] During this period and through World War II Henry L. Stimson, Julia's first cousin, served as Secretary of War in the cabinet of Franklin Delano Roosevelt.

[33] TL, Julia C. Stimson to Henry L. Stimson, 6 September 1940, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[34] TL, Henry L. Stimson to Julia C. Stimson 1 October 1940, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[35] At this time General Ireland was in a retired status, having left the Army in 1931. Nevertheless, he and Julia maintained a friendly relationship. While retired, General Ireland wielded considerable political and personal power.

[36] TL, Julia C. Stimson to M. W. Ireland, 28 October 1940, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[37] TLSs, George C. Marshall to Julia C. Stimson 6 November 1940, 7 December 1940, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[38] TD, Nursing Council on National Defense, "List of Addresses Delivered from 5 December 1940 to 7 May 1941 on the Subject of National Defense," Box 227, ANA Collection, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.

[39] "With the National Headquarters Staffs," American Journal of Nursing 41 (July 1941): 851.

[40] "The Biennial," American Journal of Nursing 42 (July 1942): 851.

[41] TL, Julia C. Stimson to Mary Standlee, 14 February 1948, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[42] Stella Goostray, Memoirs: Half a Century in Nursing (Boston: Nursing Archives, Mugar Memorial Library, Boston University, 1969): 120.

[43] TD, "Special Orders 270," 1 October 1942, Governor's Island, New York, Box 4, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[44] TD, "Report of Julia C. Stimson, Three Months' Temporary Duty from October 8, 1942 to January 7, 1943," Box 4, File 10, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[45] "Army Nurse Sought for Duty in War," Seattle Post Intelligence, 10 December 1942, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[46] "Army Nurse More Glamorous Now, Says 1917 Corps Chief," The Chicago Daily News, 23 November 1942, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[47] "Nurses Needed for Army Duty," Los Angeles Times, 24 December 1942, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[48] TL, Anne E. Radford to Alma H. Scott, 29 December 1942, Sophia Palmer Historical Collection, American Journal of Nursing, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.

[49] TL, Harriet Smith to Alma H. Scott, 23 December 1942, Sophia Palmer Historical Collection, American Journal of Nursing, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.

[50] "Major Stimson's Army Duty Extended," American Journal of Nursing 43 (February 1943): 220.

[51] TLs, Julia C. Stimson to the Surgeon General, 18 February 1943, Box 4, File 9; Julia C. Stimson to Florence Blanchfield, Box 4, File 10; Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[52] Office of Civil Defense, "Certificate of Membership," 1 March 1943, Box 5, File 10; Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[53] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.

[54] Blanchfield, "Organized Nursing and the Army in Three Wars," 430.

[55] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.

[56] TL, Julia C. Stimson to Margaret K. Stack, 9 June 1943, Box 329, ANA Collection, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.

[57] "The Biennial," American Journal of Nursing 44 (July 1944): 627.

[58] "Miss Stimson Dies; Secretary's Sister," New York Times, 10 February 1944, 15.

[59] Cable, Winant to Julia C. Stimson, 10 June 1944, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[60] TLS, Florence Blanchfield to Julia C. Stimson, 19 June 1944, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[61] TLS, Helen Johnson to Julia C. Stimson, 5 July 1944, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[62] TLSs, Clara Tead to Julia C. Stimson, 26 January 1945; Wilhelmine Twidale to Julia C. Stimson, 26 January 1945; Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[63] TLS, Anna Schwarzenberg to Julia C. Stimson, 8 February 1945, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[64] "Robb Scholarship and McIssac Loan Funds," American Journal of Nursing 45 (September 1945): 763.

[65] TD, "Minutes of Annual Meeting Corporation, National Nursing Council, Inc., Box 9, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[66] TLS, Anna Schwarzenberg to Julia C. Stimson, 19 November 1946, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

[67] TL, Julia C. Stimson to Ella Best, 3 April 1947, Box 329, ANA Collection, Nursing Archives, Mugar Memorial Library, Boston University, Boston, Massachusetts.

[68] "Julia Catherine Stimson--1881-1948," American Journal of Nursing 48 (November 1948): 675.
[69] TD, "Resolution of Briarcliff Congregational Church," 27 October 1948, Box 7, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[70] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[71] AN, Box 6, File 1, Julia C. Stimson Papers, New York Hospital/Cornell Medical College Archives, New York City.
[72] Ibid.
[73] Mary Bowman, interview by author, tape recording, 16 April 1989, Austin, Texas.
[74] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[75] TL, Philip M. Stimson to Borden Veeder, 4 October 1948, Box 6, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[76] TLS, Borden Veeder to Philip M. Stimson, 1 October 1948, Box 6, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[77] Goldhurst, John J. Pershing: The Classic American Soldier, 330.
[78] TLS, Mary G. Phillips to Julia C. Stimson, 20 August 1948, Box 5, File 9, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[79] Ibid.
[80] TD, "Last Will and Testament of Julia Catherine Stimson," 9 September 1948, Box 3, File 8, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[81] TL, Philip M. Stimson to Borden Veeder, 4 October 1948, Box 6, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[82] TD, "201 File," Julia C. Stimson, National Personnel Records Center, Military Personnel Records, St. Louis, MO.
[83] TL, Philip M. Stimson to Borden Veeder, 4 October 1948, Box 6, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[84] This correspondence and a record of the flowers which were received is contained in Box 6, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[85] "Col. Julia Stimson, A.E.F. Head Nurse," The New York Times, 1 October 1948, L+++.
[86] "Julia Catherine Stimson--1881-1948," American Journal of Nursing 48 (November 1948): 675, 732.
[87] "Colonel Julia Catherine Stimson," The Quarterly Bulletin of the Frontier Nursing Service 24 (Autumn 1948): 45-47.
[88] "Certificate of Cremation," Ferncliff Crematory, Hartsdale, New York, 1 October 1948, Box 6, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.
[89] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[90] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts; Mary Bowman, interview by author, tape recording, 16 April 1989, Austin, Texas.
[91] Telephone conversation with Loretta, Administrative Office, Arlington National Cemetery, Arlington, VA., 8 May 1990.

[92] Lucile Hinkle Thomee, interview by author, tape recording, 15 May 1989, Littleton, Massachusetts.
[93] TL, Philip M. Stimson to Borden Veeder, 4 October 1948, Box 6, File 2, Julia C. Stimson Papers, New York Hospital/Cornell Medical Center Archives, New York City.

CHAPTER VI

Looking Back: An Analysis of a Life

What can be learned from a study of Julia Stimson's life, her beginnings, educational preparation, style of leadership, and personal and professional attributes? A detailed analysis of Julia's life reveals much about professional achievement, leadership, and self-actualization. Content analysis of this biographical study, viewed from a holistic perspective, yielded a matrix of multidimensional roles from which emerged the persona of Julia Stimson. Ancillary roles that evolved from the study included economist, communicator, educator, researcher, feminist, prophetess, patroness of the arts, historian, ethicist, organizational activist, soldier, humanitarian, patriot, and leader. These roles were submitted to a historical analysis while simultaneously considering her assets and deficits within these domains. Finally, Julia's life and leadership abilities were examined within the specified theoretical frameworks to determine the extent of consonance between her talents and the theoretical constructs advanced by these theorists.

Life Roles

Nurse Economist

Throughout most of her professional life Julia assumed the mantle of the role of an economist within the organized profession of nursing. While several individuals external to the profession examined the economic status of nursing and nurses, very few nurses concerned themselves with such

non-health related internal issues. Julia was prominent among these very few. Most significantly, she devoted much thought and study to the economic status of nursing during the great depression, a socio-economic event of such magnitude that it radically altered the pattern of professional education and practice. Julia observed the grave imbalances between the supply and demand for graduate nurses. These observations led her to recommend that educators prepare fewer but better nurses. The painful events of the depression also motivated Julia to advocate for conservative personal financial planning by the members of the profession. Ironically, at the end of her life Julia herself fell victim to poor fiscal advice and financial planning. Julia's documented activity on the Harmon Association and her cost benefit study of health care delivery at Fort Benning, Georgia were prominent exemplars of her role as a nurse economist.

Notable Communicator

A second role enacted by Julia as a professional nurse leader was that of communicator. Julia was a master of the written and spoken word. Over her lifetime she wrote scores of articles and produced several books. The topics she addressed ranged from entertaining subjects to complex professional matters. In many of her publications she cleverly used the mechanism of analogy to stimulate and maintain reader interest and to facilitate subject understanding. Her extraordinary ability to write was a reflection of her classical education, agile mind, voracious reading habits, and indefatigable industry.

Julia was a persuasive, intriguing, and dynamic speaker. Her sense of humor was incorporated generously into the texts of her addresses. She spoke about many subjects and presented her addresses all over the world. Her exceptional skill as a communicator was demonstrated amply in the

legacy of her writings and the texts of her speeches which remain available for study today.

Nurse Educator

Another domain of high achievement found in Julia's life was her role as an educator. Her first recorded exposure to the discipline of teaching was as an adolescent when she served as a Sunday school teacher in her father's church. Later when she became the principal of the Washington University Training School for Nurses, her abilities as an educational administrator became obvious. Here she instituted improvements which strengthened the school's curriculum and the quality of the student body and bettered their environment. Other innovations such as instituting a prerequisite of a high school diploma for admission, charging tuition for instruction, and implementing a preliminary course of instruction helped to create a superior, humanistic learning situation which was uncommon in this early period of nursing education.

As the dean of the Army School of Nursing, Julia introduced one common core program of theoretical coursework which all new student nurses in the District of Columbia were required to attend before providing direct patient care. This centralized educational plan fostered economical use of resources and accessed the expertise of the most talented instructors for all potential students in the nation's capital. While dean of the Army's school, Julia also instituted an effective system of student self-government which enhanced pupil satisfaction and group cohesiveness, heralding a program of student participation thirty years in advance of its times. Moreover, Julia firmly believed in program evaluation and regularly sought out student feedback, an uncommon approach in that era. As dean,

she successfully taught the subject of ethics, devoting significant effort to this endeavor both in preparation and actual classroom time.

Julia was firmly committed to the concept of an academic setting for nursing and university degrees for nurses. She wanted an educational institution for Army nurses modeled after the United States Military Academy at West Point, New York. Had she achieved this goal, further fragmented efforts to provide basic education for nurses in the Army, which today are proposed anew, would have proved unnecessary.

Julia advocated upgrading the New York Hospital Training School for Nurses to the Cornell University School of Nursing. This advancement to collegiate status occurred in 1942. She also fostered the development of a university school of nursing in Paris, France. In her presentations and published articles she frequently articulated her approval of the movement to attract university graduates into the field of nursing.

As Superintendent of the Army Nurse Corps Julia obtained the innovative benefit of attendance at civilian schools and courses of instruction for Army nurses while on active duty status. Prior to her tenure as the chief Army nurse, all other branches of the Army had possessed these privileges. Julia was able to send nurses to Mayo Clinic in Rochester, Minnesota for anesthesia training; to St. Elizabeth's Hospital in Washington DC for psychiatric training; and to Columbia University in New York City for public health nursing experience. These were but a few of the educational institutions where Army nurses were able to expand their knowledge and skills. Without Julia's support and interest in advancing the cause of education these achievements would have been delayed indefinitely or might never have come to fruition. The fact that the Army Nurse Corps is able today to provide exceptional educational benefits

clearly superior to those provided by the other military nursing services is directly attributable to the early efforts of Julia Stimson. Obviously Julia excelled as an educator. Her belief in the concept of personal and professional improvement through education was evident to all members of the military and nursing communities.

Skilled Researcher

Neither could one doubt Julia's commitment to research. In the 1920s when only an infinitesimal number of nurses were carrying out research investigations, Julia was actively involved in designing and implementing her own studies. She regularly identified problems in practice and utilized research activities to generate answers to difficult questions. Two of her research projects sought to identify measures to safeguard the morals of student nurses and to discover the best method to deliver cost-effective health care. A third long term research undertaking succeeded in rectifying the absolute dearth of available information about early American nursing history. It was unfortunate that, despite her efficient grasp of contemporary science and mathematics, Julia limited herself to qualitative methodologies. Had she also employed quantitative methodologies, approaches she was well qualified to implement, she would have exercised greater versatility as a nursing research pioneer. Nevertheless, it was noteworthy that Julia perceived the value of qualitative research in an era and a milieu where the scientific approach was predominant and highly exalted.

Early Feminist

An additional role actively pursued by Julia was that of feminist. From her earliest days, she was not content with the Victorian specter of a life limited to marriage, family, home, and church. In spite of almost

insurmountable odds and in the face of strong parental and societal disapproval, Julia was determined to pursue a career. However, the fact that she was willing, albeit reluctantly, to postpone and ultimately readjust her career plans from medicine to nursing in some small measure diminished Julia's absolute dedication to feminist ideals.

Another indication of Julia's leanings toward feminism was her persistent disregard of gender restrictions. In an age when such masculine pursuits were highly irregular, Julia drove a car, flew in an airplane, and excelled in a plethora of mechanical ventures. Moreover, Julia undoubtedly was an ardent supporter of women's suffrage. Although she was out of the country in the two years which immediately preceded the passage of the amendment granting women the right to vote, she was later an active member of the League of Women Voters, an organization which evolved from the earlier efforts of women suffragettes. When Julia perceived inequities occurring in the workplace, she courageously spoke out and espoused the cause of gender equality. Although she was definitely pro-woman, Julia was successful and functioned well in what was perceived to be a man's domain, that is, field combat and the military society. As a feminist, she was a proponent of equal rights and benefits for Army nurses, believing that women officers should have parity with their male counterparts. The advancements of educational benefits, relative rank, increased pay, and retirement for service and disability which were enacted during her administration as Superintendent of the Army Nurse Corps were an indication of her devotion to the cause.

A second instance which raised questions about Julia's commitment to feminism, however, involved a letter stating that she had achieved almost total anonymity while marching in President Harding's funeral cortege

because her uniform was similar to that of the male officers and because the marching groups were arranged according to height. As the only female Army officer in the parade, Julia would have made a better public model for women in the Army had she wished to be more visible among her brother officers.

Prophet of the Future

Julia's visionary ideas substantiate the assignment of another role, that of prophetess. Many of her ideas and activities were far in advance of her times and served as prototypes for later trends. For example, Julia's thoughts about the probable regression in the status of women after World War I sadly proved true. Additionally, the leadership philosophy which she espoused from her earliest days as a nurse executive was at least twenty years ahead of the theorists who were her contemporaries in the field of management. Moreover, her beliefs that hospitals should institute departments dedicated to research and development, seek consumer input into their operations, and make their environments more attractive, while universally accepted today by all, have in some instances yet to be implemented. Her creation of a system of student self-government at the Army School of Nursing in the 1920s was not replicated and did not become a common practice in other schools until the arrival of the mid-twentieth century.

Other indications of Julia's farsightedness were embodied in the fact that her master's thesis which was written in 1917 supported a system of compulsory health insurance. While approximations of these benefits were available for a segment of the American society by the mid-1930s, universal compulsory health insurance has yet to be realized eighty years after Julia first expressed her ideas. In a similar vein, Julia's notions about

insurance, social security, and pensions for nurses were indeed precursors of future social programs.

No indication existed that Julia's ability to predict was in any way a mystical gift. Quite the opposite, it seemed that she regularly was able to exercise unusual foresight because she read considerably, allowed time for reflection and analysis, and accurately judged the merit of new ideas. Julia's ability to anticipate future events and ideas was a product of her industrious spirit and critical mentality.

Patron of the Arts

A profound love of music and the fine arts was a central feature of Julia's life. For example, Julia often used music as an instrument of leadership. During World War I, she led her nurses in choir singing thereby easing their tensions and enhancing group syntality. Julia was an aficionado of the theater and opera and a vocalist and gifted violinist. She personally used music as a source of entertainment and relaxation. In addition to her musical activities, Julia was also an amateur artist. She earned pin money as a young college graduate by medical drawings and coloring slides. Julia's role as a musician and patroness of the arts gave her a sense of respite, assisted her in her leadership role, and brought joy and depth to her life.

Nurse Historian

Julia was also an historian. She was highly conversant with world history and possessed a comprehensive knowledge of nursing history. Her writings and speeches frequently alluded to past events and historical figures such as Edith Cavell and Florence Nightingale. Julia used her historical acumen as a basis for decision making, as a springboard for new thought, and as a foundation upon which to base her executive

prognostications. She wrote three important historical articles which remain the definitive sources of information about early American military nursing and which are considered classics today.

However, a few of Julia's ideas about the process of historiography were at variance with accepted historical practice. A study of Julia's correspondence determined that she was a revisionist historian. On one occasion, she exerted substantial pressure to prevent items which she viewed as controversial or personal in nature from being published. Perhaps Julia's attempts to mask the accurate, detailed recording of history were motivated by her egotistical needs. Possibly the need for personal privacy and a highly developed sense of dignity could explain other sources of historical bias contained in her data collection. Unquestionably, she did not want anything embarrassing or unflattering printed about herself. Maybe she felt the comments which she wished to censor were unimportant and of minimal interest. Whatever the reason, Julia exhibited no scruples in trying to revise the written course of history.

Another facet of Julia's historian role at cross purposes with mainstream historical thought was her predilection for sterile history. When Julia herself was writing historical documents or when she was in a position to have the authority to approve such documents, she insisted that only absolute, unembellished facts be presented. Julia always prohibited the inclusion of personalities and elements of human interest material in any composition with which she was connected. Moreover, she vehemently argued that personal opinion and conjecture have no place in the practice of historiography. Her position on these issues stood in clear contradiction to the established tenets of the discipline of history.

Professional Ethicist

Another role in Julia's professional repertoire was that of ethicist. Her interest in this area of knowledge was an indication of her abiding concern for proper moral behavior. Undoubtedly she learned to love the science of ethics at her father's knee and later honed her ethical skills while a student of logic and argumentation at Vassar College.

On the one hand, when teaching ethics classes Julia appropriately avoided a dogmatic approach and encouraged open thought and discussion among her students. On the other hand, her focus of instruction was primarily on questions of professional behavior rather than upon critical life and death issues or complex moral dilemmas. For the era in which she was teaching, her topical choices were probably state-of-the-art. In the present ethical climate of today, however, her subject matter would be considered superficial and ineffective.

Organizational Activist

Julia occupied the role of organizational activist and exercised active membership in a myriad of organizations, both professional, civic, and personal. She was deeply involved in the American Nurses' Association, the National League for Nursing Education, the International Council of Nurses, the National Committees of the Frontier Nursing Service and the American Red Cross, the Board of the American Journal of Nursing, the American Association of University Women, the League of Women Voters, the American Women's Association, the Army and Navy Country Club in Washington DC, and several church, civic, and alumnae associations.

Julia held many offices in these organizations and directed a number of their special projects. She supported and recruited for these groups in her many speeches and publications. As a result of her personal commitment,

the relationships between these professional associations and the Army Nurse Corps grew closer and more cordial than ever before. The fact that Julia was able to make significant contributions to these groups and maintain a satisfying private life with sufficient personal time was an indication of her high levels of industry, energy, and organization.

Steadfast Soldier

One of Julia's most significant roles was that of soldier. As a female pioneer in the military, Julia coped with the dual stigma of societal disapproval of career women and women in the Army and the reality of gender bias prevalent in the ranks of military organizations. Ignoring society's condemnation of this role for women, Julia volunteered to serve and readily adapted from a peacetime setting to the demands of combat. She willingly participated in gas mask training, in calisthenics, and in marching. In addition to her demanding administrative duties as the chief nurse of an Army hospital caring for the war wounded early in World War I, Julia regularly nursed on the hospital's wards and strived in vain for a period of service at the casualty clearing stations which rendered care for soldiers on the front lines of the battlefield.

As a soldier, Julia's adaptability and her capacity to ignore pain and discomfort facilitated her successful completion of her role responsibilities. Her lifetime of experience in carrying on in less than ideal circumstances while continually beset with the pain of the chronic open wounds of her legs unquestionably prepared Julia for the stoicism necessary in her difficult military role.

Julia's leadership style was not at all compatible with the usual military approach to discipline. Her charismatic, democratic method of management stood in sharp contrast to the typical authoritarian style

advocated by the Army establishment. In spite of these polar discrepancies, Julia's methods of management produced superior performance and an enviable esprit de corps. Her role performance as a soldier was unusually successful.

Benevolent Humanitarian

Humanitarianism was perhaps one of the greatest of Julia's virtues. Her humanitarian role was a product of her early home environment and a gift passed down from her altruistic ancestors. Julia's humanitarianism was exemplified in her choice of a career in nursing and social work, in her disaster work during the Ohio River flood, and in her service in World War I. It was also demonstrated in her advocacy of those less fortunate than herself. Julia's humanitarian spirit was epitomized in her desire to lift the depression of her grieving Vassar friend, Mabel Ray; in the loyal friendship given to her companion, Leila McIntyre; in her life-long commitment to her abrasive ward, Rodney Richmond; in the care she provided for her dying comrade, Ruth Cobb; and in the provision of care and shelter to the would be nursing student and recovering tuberculosis patient, Ethel Thompson, who was also Julia's co-author. Further evidence of Julia's humanitarianism was contained in her refusal to publicly denigrate her less successful peers such as Martha Russell, Bessie Bell, and Dora Thompson. It was also evidenced in her calm acceptance of her peers' and her subordinates' foibles and her caring and compassion for her student nurses and the World War I nurses under her supervision.

Julia's overwhelming inclination towards benevolence, however, was undermined on a few uncharitable occasions when she was critical or condescending to an exaggerated degree. One such minor occurrence took place when Julia privately criticized the extravagant entertainment

provided by the wife of the ambassador to France during World War I. Another example of Julia's intolerance was contained in a letter to her family which harshly judged the lifestyle of the lady who brought her the unwelcome news of Uncle Lew's death. Julia's refusal to allow Ruth Cobb to speak and admit to her impending mortality, wishing to tread the path of denial until the end, was less than philanthropic and humanitarian.

Zealous Patriot

The greatest of Julia's attributes was her patriotism. In this role, she devoted almost fifty years of her life to her country, to humanity, and to her profession. Julia's activities as a patriot were not limited to her own profession or her own nation, but were also extended in behalf of the world-wide community. Evidence of her global commitment is contained in her work with the International Council of Nurses and in her dedication to the American Committee for Devastated France. Demonstrating concerned citizenship even in her later years, Julia returned to active duty with the Army Nurse Corps in her sixtieth decade, traveling at a hectic pace to recruit nurses for the war effort. In her waning years when her straitened circumstances restricted her travel, Julia's patriotism flowered in her civic activities in her local community of Briarcliff Manor, New York. Julia believed in and lived the democratic ideal. She clearly felt that all human beings were equal; although on a few occasions it was obvious that she felt that some individuals were more equal than others.

Nurse Leader

The last of Julia's roles to be examined, that of the executive role, presents a model of exemplary leadership. Julia was a quintessential leader, beloved, successful, and effective. Her leadership qualities and

activities presented a profile of leadership whose values are timely and timeless.

Julia's personal characteristics contributed significantly to her ability to lead. The fact that she did not eschew long hours of hard, menial work from her early days as a nurse probationer through her efforts during World War I to her Army Nurse Corps superintendency earned the respect and cooperation of her followers. Julia was uniquely able to persevere over time in very difficult situations such as her stressful position at Harlem Hospital. Similarly, she rarely despaired over a recalcitrant subordinate. This hardiness ultimately allowed Julia on many occasions to reconcile what seemed to be intractable problems and to reform and convert her most difficult employees.

Another feature of Julia's personality which facilitated her management style was her instinct about when to quit in the face of impossible barriers. A typical situation which exemplified this instinct occurred when Julia finally allowed the Letterman General Hospital branch of the Army School of Nursing to close after many years of cross country efforts to support its continuing operation in the face of local opposition. At what usually seemed to be the right point in time, Julia was able to relinquish the fight and avoid needless further expenditure of energy. She thus was able to channel these energies into more productive ventures.

Julia was challenged rather than incapacitated by hardships and handicaps such as her serious physical problems. This, coupled with the fact that she had an unusually high energy level, served as a source of inspiration to her followers.

A good sense of humor provided Julia with the ability to cope with many stressful situations. Her witticisms such as those included in the graduation address which compared the nurses to new cars and her stated desire to drive a tractor after the war were an indication of her ability to extract something pleasant from a tragic situation. This fun-loving quality in Julia fostered an esprit de corps among her nurses and enhanced their sense of camaraderie. It also furnished a model for the nurses to follow in coping with their own stresses as when they joked about their painful chilblains during the cruel winter of 1917 in France. Julia's sense of humor was an asset to her leadership. While this quality did foster a close relationship between the chief nurse and her nurses, Julia's dignified demeanor prevented the development of a state of undesirable excessive familiarity.

Other qualities such as Julia's intense loyalty to both her superiors and subordinates contributed to the efficacy of her leadership. Julia was an executive's executor. To a man, all of her superiors viewed her professional performance as exceptional. Her loyalty, good manners, and ability to produce results influenced their positive opinions.

Julia's venturesome, pioneer spirit and her insatiable thirst for adventure allowed her to find solutions to problems which threatened the welfare of her subordinates in areas where other less daring managers would fear to tread. For instance, when Julia's efforts to provide necessary equipment and uniforms for her nurses through normal Army channels failed, she procured these items from the Red Cross in England and later set up her own bureau in Paris to provide the necessary accouterments for all Army nurses in France. Julia was capable of circumventing bureaucratic barriers to achieve organizational objectives but in doing so

she did not breach the organization's rules. Such obvious interest in and consideration for the quality of life of her individual nurses could not fail to produce a spirit of cooperation among Julia's following.

Prime among Julia's leadership qualities was her caring and concern and her acute sense of responsibility for her subordinates. Frequent and regular evidence of these attributes appear throughout Julia's long career from her early days when she attempted to improve conditions for her students at Washington University Training School to the period in the 1930s when she campaigned for wise financial planning. Julia had a heightened sense of awareness about her subordinates' stresses. She planned and implemented activities to increase their coping as demonstrated by the entertainment and respite activities she devised for her Base Hospital #21 nurses. This interest and compassion produced a return of affection and a spirit of loyalty on the part of her followers.

A final characteristic with which Julia was blessed and which promoted her effective leadership was the ability to think critically. Julia was introspective. She was perceptive about organizational culture. As a result of her mental labors, Julia knew what she was about, what was to be achieved, what was expected of her, what the problems were, and what actions were indicated. Her mental capacity was undoubtedly inherited from her parents, enhanced by her rich childhood, and cultivated by her education. All of Julia's personal qualities contributed to her successful leadership. Other factors which added to her accomplishment were her management activities.

Julia was a consummate networker. She was a junior partner in several mentoring relationships and liberally used these contacts to assist her in her executive role. She observed other managers such as Miss

Goodrich, Miss Dunlop, and Dame McCarthy; analyzed their activities; and with their permission used what she considered to be profitable for her particular situation. Furthermore, she was a master in the art of dispensing subtle flattery. Her unobtrusive praise was an instrument used to influence both her superiors and her subordinates to her point of view.

Julia was able to collaborate constructively. She was a team player. A democratic soul, she encouraged participation in the organization's management by all of the participants. However, the democratic principle of majority rule did not always hold true when Julia was the leader. In many instances she supported minority opinions if she felt they merited her backing. Such was the case when Julia wanted the services of nurse aides in France and when she opposed the revival of the Army School of Nursing during World War II. Julia's ability to negotiate was demonstrated by her shrewd method for obtaining an automobile for her use while chief nurse of the AEF in France. This particular example also documented Julia's skill in marshaling the necessary resources to achieve the organizational goals.

Julia seemed to have an instinct about how to assume new roles. Her protocol for settling into a new position involved a quiet assessment of her new milieu and the establishment of relationships before she initiated any major action. Julia knew how to organize herself and her environment for maximum productivity. Her modus operandi involved delegating the responsibility, authority, and credit for various functions to her middle managers. This allowed her the time to perform those responsibilities which she felt required her attention or those which she obviously enjoyed.

Julia's inspection trips were clearly a satisfying element of her position and a method for maintaining contact with the grass roots of her constituency. She used these sojourns to make herself accessible to her

diverse, widespread corps of nurses, to boost their morale, and to gather and disseminate information. While out in the field, she additionally was able to solve many problems primarily because of her greater knowledge, experience, and authority.

Julia was scrupulous about giving credit where credit was due. She never assumed personal responsibility for any significant achievements even when she deserved the acclaim. Because she was confident of her own self-worth, she never was self-aggrandizing and had no use for personal glory. This absence of boasting and bragging was another feature of Julia's leadership which helped to endear her to her compatriots.

While Julia was an exceptional leader, she was not without fault. One disturbing pattern which could be quickly discerned through a study of Julia's career was her tendency to seek help from a powerful paternalistic figure whenever she faced critical problems. Fred Murphy and Merritt Ireland often intervened to rescue Julia when she found herself in a troublesome predicament. Perhaps Julia's refusal or inability to solve a portion of her own management problems stemmed from her Victorian background which dictated that women were to act helpless and powerless. Maybe, as an aristocrat, Julia preferred to use her status and connections to achieve her aims. Such behaviors in a female manager who perceived women as completely equal to men were inconsistent and inappropriate.

Upon occasion, Julia used her position to gain special privileges and preferential treatment. Such was the case when Julia had her brother Philip moved to Base Hospital #21 after his injury in France during World War I. These actions in all probability detracted from Julia's ability to lead as her nurses could not fail to perceive her manipulation of power.

Julia was surprisingly short-sighted and remarkably undiscerning at times. When she publicly refused to acknowledge the indignities endured by the Army nurses of World War I as a result of their lack of rank, Julia was denying an obvious reality. While this blind spot may have endeared Julia to her Army superiors, it served to alienate her from both her peers and subordinates in the nursing profession as a whole.

A few other personal flaws possessed by Julia in full measure were equally provoking to her associates. Although she tried to mask its existence, ambition was a prime constituent of Julia's personality. When considering her rapid rise to positions of power throughout her entire career, it was evident that such prominent advancements had to be achieved with a great deal of ambition as a motivating force. In addition to her ambition, Julia was also somewhat proud, rather superior, and very egotistical. As a leader of nurses in a democratic society, these qualities undoubtedly alienated Julia's followers to some degree.

Theoretical Congruence

Abraham Maslow and Julia Stimson

One of the frameworks used in this investigation was Abraham Maslow's theory of self-actualization.[1] Maslow, a humanistic psychologist, developed his theory by studying a group of individuals whom he considered to be superior people. He labeled these people "self-actualizers" and concluded that they were exemplary perceivers of both facts and values. He hypothesized that this group's values might be the ultimate model values for the entire human species.

In defining self-actualizing people, Maslow noted that they were:

> gratified in all their basic needs (of belongingness, affection, respect, and self-esteem) . . . [had] a feeling of belongingness and rootedness. . . [were] satisfied in their love needs, [had] status and place in life and respect from other people, and . . . [had] a reasonable feeling of worth and self-respect.[2]

Maslow further observed that self-actualizing people demonstrated a highly efficient perception of reality and were at ease with this reality. They were accepting of themselves, of others, and of nature. The qualities of spontaneity, simplicity, and naturalness were also characteristic of self-actualizers. These individuals were problem-centered rather than ego-centered. Moreover, they projected an aura of detachment and displayed a need for privacy. Autonomy, that is independence of culture and environment, was a typical attribute of self-actualizers. Furthermore, they possessed a capacity to deeply appreciate and savor the basic elements of life on a continuing basis. The peak experience (a term coined by Maslow to describe a mystic experience) was not uncommonly felt by self-actualizers. In addition, they possessed an Adlerian property called gemeinschaftsgefuhl--a deep and abiding feeling of warm identification, sympathy, and affection for human beings as a whole. The interpersonal relationships of self-actualizing people were fewer and more profound than those of other adults. Their character structure was basically democratic and they had a philosophical, unhostile sense of humor. Finally, self-actualizers were uniquely creative and able to transcend culture.[3]

It is clear that Julia achieved a state of self-actualization during her lifetime. Certainly, her more basic needs were all satisfied prior to the completion of her twentieth year. She had status and respect during that same period and continued to enjoy this type of esteem until her death. One of Julia's great strengths, the ability to efficiently perceive reality and arrive at accurate judgments, was a quality Maslow described in his theory.

Other Maslowian attributes, those of creativity, self acceptance, spontaneity, simplicity, naturalness, and autonomy similarly were applicable to Julia's personality. As a self-actualized person, Julia was problem-centered rather than ego-centered. This quality was exemplified in Julia's ability to maintain a focus upon a problem and to attribute credit and praise to those who were responsible for the problem's solution.

Other self-actualizing features discovered in this biographical investigation included Julia's pronounced need for privacy, as demonstrated in her refusal to share her personal life with members of the press, and her detached, dignified air. Julia also had few intimate relationships. While she was very open and sharing with her immediate family, she had less than a dozen really close friends at any one time. Maslow's self-actualizers demonstrated feelings of warmth for the human race, were democratic, and possessed a gentle sense of humor. These qualities were quite evident in Julia's makeup as well.

It is uncertain whether Julia experienced a peak experience as described by Maslow. Possibly such a mystical occurrence may have been shared by Julia and Ruth Cobb in the time immediately prior to the latter's death. Without doubt, this particular spiritual experience exerted a significant impact on Julia's life. Following that milestone, she became somewhat obsessed with death, writing and speaking regularly about life's conclusion, and anticipating her own end.

If one were to superimpose Julia's life upon Maslow's theoretical schema, a pattern of great congruence would be achieved. Unquestionably, Julia was a superior person, one of Maslow's self-actualizers. The motives articulated by Maslow in developing his theory demonstrated a high degree

of consonance with the aims of this biographical study of Julia Stimson. Maslow wrote that:

> . . . the demonstration that wonderful people *can* and do exist--even though in very short supply, and having feet of clay--is enough to give us courage, hope, strength to fight on, faith in ourselves and in our own possibilities for growth. Also hope for human nature, however sober, should help us toward brotherliness and compassion.[4]

Henri Fayol and Julia Stimson

Several leadership theories were utilized in addition to Maslow's theory as theoretical frameworks to guide this study. The first of these was Henri Fayol's description of the functions of management.[5] Fayol, a French industrialist, first delineated the work of planning, organizing, controlling, and directing as facets of the manager's role. Although Julia did not limit herself to these functions exclusively, she did enact these basic operations in her years as a nurse executive. Evidence clearly supported the fact that Julia devoted certain periods of her time to thinking and planning. Documents also proved that she excelled in organizing both herself, her environment, and her subordinates. Julia's succinct, accurate performance appraisals indicated that she was a master in the art of evaluation and controlling. The products of her decision-making confirmed her abilities as a director. Julia's work as a nurse administrator was evidenced in a variety of primary source records. Her administrative talents corresponded with Fayol's description of the functions of management.

Mary Parker Follet and Julia Stimson

A second management theorist whose work was included as a theoretical framework was Mary Parker Follet.[6] Follet concentrated upon the social aspects of organizations. She saw the organization as a social

system and management as a social process. Follet felt that orders should emanate from the dictates of the situation and not from the top of the hierarchy. She stressed cooperation and coordination of effort through mutual agreement between all involved in the work setting. Follet was an early advocate of participative management, a concept utilized by Julia several years before Follet advanced her theory. Julia implemented what were later to be Follet's ideas in her leadership activities as chief nurse of Base Hospital #21 and as dean of the Army School of Nursing. Her approach to controlling her nurses' unacceptable behaviors of imbibing alcohol and smoking cigarettes mirrored Follet's principles. Julia's leadership style demonstrated a high degree of fit with that advocated by Mary Parker Follet.

Douglas McGregor and Julia Stimson

The ideas of a more contemporary management theorist were selected as the final theoretical framework for this study of Julia Stimson's life. Douglas McGregor developed his theory of management from Maslow's theory of self-actualization.[7] He described two types of managers, the Theory X and the Theory Y manager. McGregor's Theory X manager served as a negative role model. This manager placed emphasis upon the goals of the organization to the detriment of the individual worker's goals. X assumed that people hate and avoid work and that they must be coerced and threatened to achieve productivity. X delegated few functions and supervised workers closely. In contrast, the Theory Y manager viewed work as a source of satisfaction. Y believed that workers have a sense of self-direction, self-control, imagination, and creativity. The Y manager allowed workers to participate in decision-making. Y delegated authority

and practiced only the most general of supervision. Y utilized praise and recognition to motivate workers.

In the early days of the twentieth century, Julia was performing as a Theory Y manager, fifty years before McGregor's theory was developed. She presumed that her Base Hospital #21 nurses were operating from only the purest and highest of motives. She expected the best from them. Both Julia and her nurses obviously derived much personal satisfaction from their labors. As a nurse executive at Washington University, Julia allowed her board of women advisors to share in her decision-making. She delegated responsibility and authority to her head workers in the social service department and never micro-managed their efforts. Throughout her life, Julia was lavish in her praise and recognition of her subordinates' work. Her leadership predated Douglas McGregor's Theory Y manager.

Julia's personal philosophy was exemplified in her managerial behavior. She was one of nursing's finest leaders. In spite of this fact, her contributions have been largely ignored both during her lifetime and after her death. Although history has overlooked the lessons of Julia Stimson's life, a profile of her approach to leadership has great current interest and merit and will undoubtedly be germane to future concerns.

Other Lessons

A study of Julia's life can teach us many lessons. For example, Julia's story presented an eloquent testimony to the efficacy of a broad, liberal education. Her preparation documented the need for a classical education, rich in the humanities, in the preparation of effective professional nurses. Furthermore, it confirmed the fact that such a background is absolutely essential for those who wish to be successful nursing leaders.

Another recurring truth among many confirmed by this study was the idea that it is necessary for the nation to maintain a state of defensive readiness at all times. This posture must be maintained despite a prevalent climate of economic austerity and extreme pacifism and in spite of a semblance of world-wide peace. The need to educate nurses to provide service in the military, particularly in times of highest demand when a state of war is pending, was demonstrated as well. Finally, the study suggested that the preparation of detailed biographies of other successful nursing leaders might yield substantial benefits for the future.

Conclusion

Julia Stimson was blessed with a superior ancestry, an ideal childhood, and an inherent drive to achieve and succeed. She was politically astute, frequently in the right place at the right time, and possessed the benefit of a well-respected name and family connections. She was a compassionate, accomplished leader who used a democratic, participative management approach.

Furthermore, Julia excelled in an astounding variety of roles, the greatest of which was that of a patriot. Julia was also a humanitarian, a versatile nurse, a dedicated social worker, an eager soldier, and a competent administrator. She was an organizational activist, an enthusiastic educator, an ethicist with exceptional insight, and a talented historian. Moreover, she was a leading nursing economist for her times. Julia was an aficionado of music and the arts and was an accomplished violinist. She was a prolific author and a charismatic speaker, able to sway audiences with her oratorical efforts. She was a skilled artisan and jack-of-all trades and an early feminist, long before such notions were accepted or even acknowledged. Truly, Julia Stimson was a renaissance woman--a

woman for all seasons. The profession of nursing was fortunate to be the object of her attentions.

NOTES

[1] Abraham H. Maslow, Motivation and Personality 2nd ed (New York: Harper & Row, 1970); The Farther Reaches of Human Nature (New York: Viking Press, 1971).

[2] Maslow, The Farther Reaches, 299.

[3] Maslow, Motivation and Personality, 149-180.

[4] Ibid., xxiii.

[5] Fayol, General and Industrial Management.

[6] Follet, Creative Experience.

[7] McGregor, The Human Side of Enterprise.

APPENDIX 1
STIMSON FAMILY TREE

1. John Stimson; born 1605; came from England in1635 in the "Truelove" to Watertown Farms, Massachusetts; married Susannah (?).

2. George Stimson; born 1641; fought with the Boston regiment at Mt. Hope and Taunton, Rhode Island in 1675 against the Narragansett Indians; married Allis Phillips of Ipswich in 1676; 10 children.

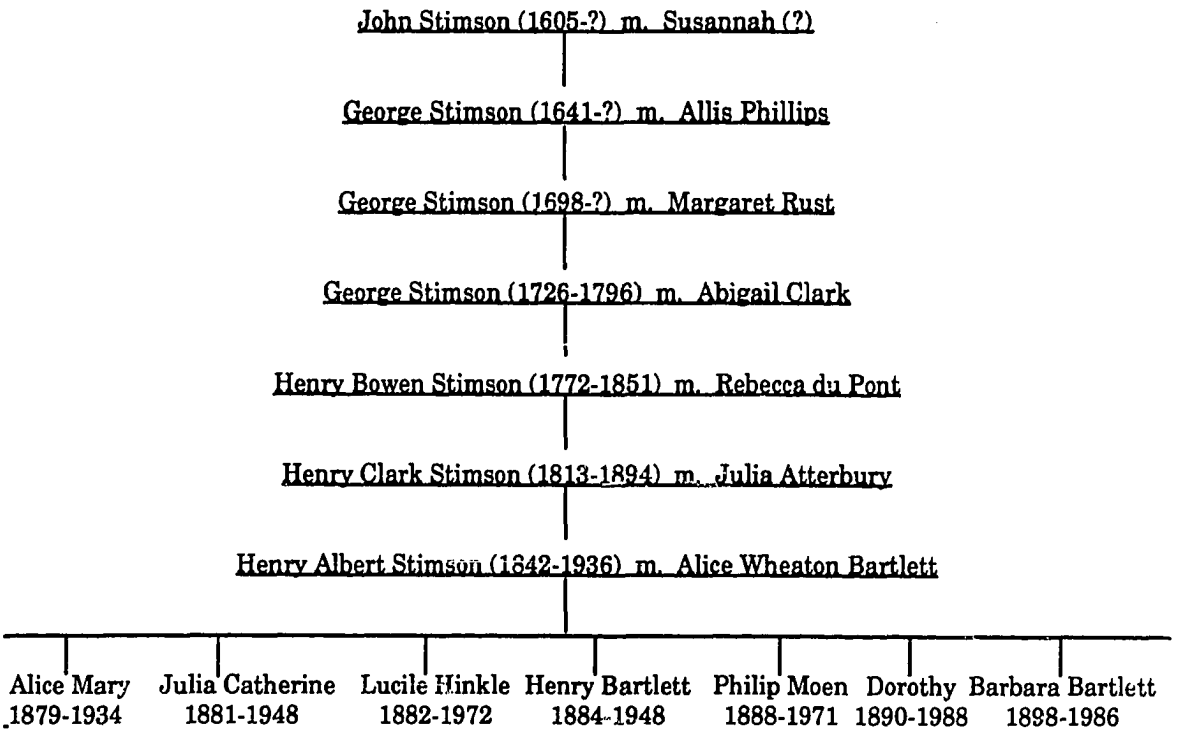
3. George Stimson; born 1698; married Margaret Rust in 1723; founded a Congregational Church.

4. George Stimson; 1726-1796; married Abigail Clark in 1751; a Captain in the French and Indian and in the American Revolutionary Wars; supplied Washington's army at Cambridge and impoverished himself in the endeavor; moved to Windham Valley, New York; 10 children.

5. Henry Bowen Stimson; 1772-1851; cabinet-maker; Congregational minister; married Rebecca du Pont in 1803; 11 children.

6. Henry Clark Stimson; 1813-1894; married Julia Maria Atterbury in 1841; 8 children.

7. Henry Albert Stimson; 1842-1936; married Alice Wheaton Bartlett in 1877; 7 children.



APPENDIX 2
BARTLETT FAMILY TREE

1. Richard Bartlett; born in England; 1621-1698; married Abigail (?); came to Newbury, Massachusetts in the "Mary and John" in 1634; served four terms as a representative in the Colonial Legislature.

2. Richard Bartlett; 1649-1724; married Hannah Emery in 1673.

3. Stephen Bartlett; 1691-1773; married Hannah Webster.

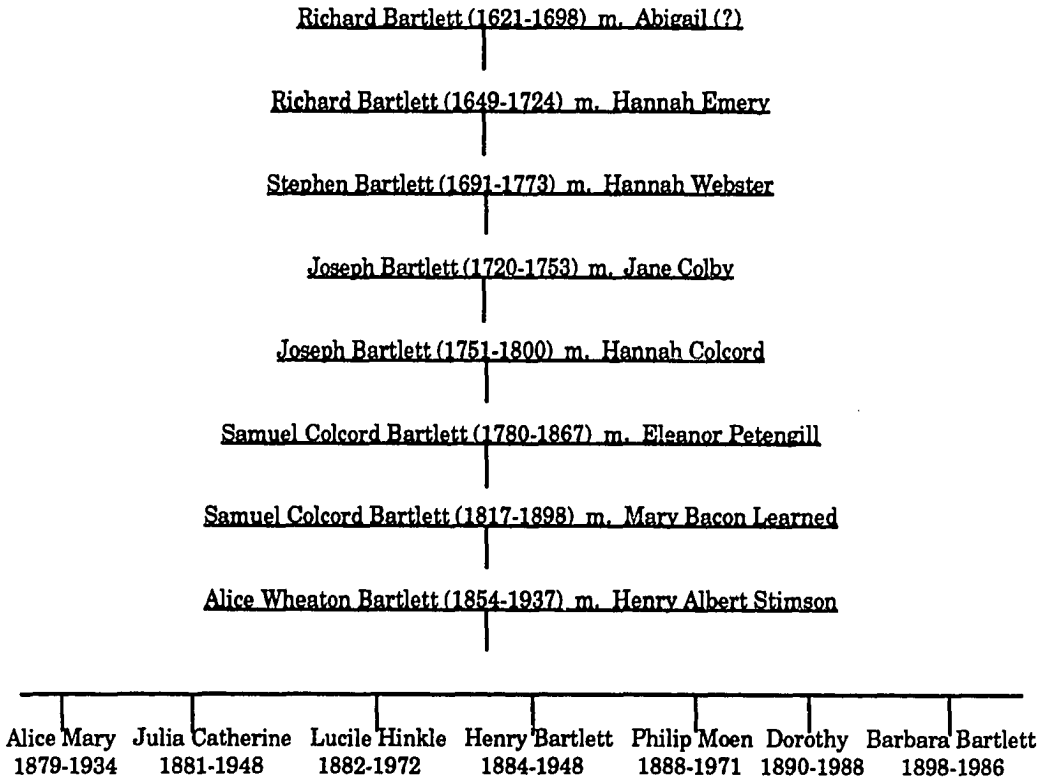
4. Joseph Bartlett; 1720-1753; married Jane Colby. His brother was Governor Josiah Bartlett (New Hampshire), a signer of the Declaration of Independence.

5. Joseph Bartlett; 1751-1800; married Hannah Colcord in 1773; moved to Salisbury, New Hampshire and was the town's first physician; member of Captain Ebenezer Webster's minute men; town clerk; and first justice of the peace in Salisbury.

6. Samuel Colcord Bartlett; 1780-1867; married Eleanor Pettengill in 1810; landowner; proprietor of a general store; town clerk and justice of the peace in Salisbury, New Hampshire; representative to the state legislature.

7. Samuel Colcord Bartlett; 1817-1898; married Mary Bacon Learned in 1846; President of Dartmouth College; 6 children.

8. Alice Wheaton Bartlett; 1854-1937; married Henry Albert Stimson in 1877; 7 children.



BIBLIOGRAPHY

I. Unpublished Sources

A. Archives

Adelaide Nutting Collection, Microfiche Edition, Teachers' College Library, Columbia University, New York, New York.

The American Red Cross Archives, Washington DC.

The Brearley School, New York, New York.

Mount Holyoke College Library, South Hadley, Massachusetts.

New York Hospital/Cornell Medical Center Archives, New York, New York.
- The Julia C. Stimson Papers
- The Lewis A. Stimson Papers
- The Philip M. Stimson Papers

The National Archives, Washington DC.
- Record Group 112, Army Nurse Corps Historical Data File, 1898-1947
- Record Group 112, Surgeon General's Office, 1917-1927, GG Institutions, Army School of Nursing
- Record Group 112, Surgeon General's Office, 1917-1927, Nurses
- Record Group 112, Surgeon General's Office, Policy and Precedent Series, 1887-1948, Nurses
- Record Group 200, American Red Cross File 591.1
- Record Group 200, American Red Cross File 805.3

National Personnel Records Center, Military Personnel Records, St. Louis, Missouri.

New York Historical Society, New York, New York.
- The Henry A. Stimson Papers

Nursing Archives, Boston University, Boston Massachusetts.
- American Nurses' Association Collection
- Florence Blanchfield Collection
- Sophia Palmer, American Journal of Nursing Collection

Vassar College Registrar, Poughkeepsie, New York.
- Transcript of Julia C. Stimson

Washington University Medical Archives, St. Louis, Missouri.

Washington University Archives, St. Louis, Missouri.

Yale University Archives, New Haven, Connecticut.
The Annie Warburton Goodrich Papers
The Henry L. Stimson Papers

B. Interviews

Mary Bowman. Austin, Texas; tape recording; 16 April 1989.

Lucile Hinkle Thomee. Littleton, Massachusetts; tape recording; 15 May 1989.

C. The Writings of Julia Stimson

"American Nurses' Association Joint Opening Session". New York Hospital/Cornell Medical Center Archives, May 1940.

"A Pack of Cards". New York Hospital/Cornell Medical Center Archives, 26 October 1929.

"Appeal for Increase of Pay for the A.N.C.". New York Hospital/Cornell Medical Center Archives, 6 May 1922.

"Are These Graduates to be Congratulated?". New York Hospital/Cornell Medical Center Archives, 9 May 1932.

"At Smith College". New York Hospital/Cornell Medical Center Archives, 22 May 1922.

"Does God Send Trouble?". New York Hospital/Cornell Medical Center Archives, 31 May 1929.

"Edith Cavell". New York Hospital/Cornell Medical Center Archives, 29 September 1921.

"Ethics". New York Hospital/Cornell Medical Center Archives, n.d.

"Miss Meir's Work". New York Hospital/Cornell Medical Center Archives, n.d.

"Nursing as a Calling for Educated Women". New York Hospital/Cornell Medical Center Archives, 1920.

"Nursing Is Not Enough". New York Hospital/Cornell Medical Center Archives, 2 October 1928.

"Shall a Doctor Lie to His Patients?". New York Hospital/Cornell Medical Center Archives, 29 February 1936.

"Some Probationers Ideas on Safeguarding the Morals of Student Nurses". New York Hospital/Cornell Medical Center Archives, 1926.

"Suggestions from the Experiences of Other Young Professions". New York Hospital/Cornell Medical Center Archives, 13 October 1922.

"The Distribution of Nurses and the Chances for Success in Nursing". New York Hospital/Cornell Medical Center Archives, 7 September 1932.

"The Spirit of Florence Nightingale". New York Hospital/Cornell Medical Center Archives, 12 May 1921.

D. Notes and Certificates

"Certificate of Cremation". Ferncliff Crematory, Hartsdale, New York. New York Hospital/Cornell Medical Center Archives, 1 October 1948.

Danforth, William. "Monday Morning Message". New York Hospital/Cornell Medical Center Archives, n.d.

Fact Sheet. "Major Julia C. Stimson". Nursing Archives, Boston University, 5 November 1938.

Gowan, Sister M. Olivia. "Tribute to Julia C. Stimson". New York Hospital/Cornell Medical Center Archives, 29 April 1937.

Office of Civil Defense, "Certificate of Membership". New York Hospital/Cornell Medical Center Archives, 1 March 1943.

"Resolution of Briarcliff Congregational Church". New York Hospital/Cornell Medical Center Archives, 27 October 1948.

Stimson, Julia C. "Judge". Review of the film "War Nurse". New York Hospital/Cornell Medical Center Archives, n.d.

Thomee, Lucile Hinkle. Undated written comments about the family.

E. Reports and Manuscripts

"Annual Report Training School, 25 May 1916". Washington University Medical Archives, St. Louis, Missouri.

Blanchfield, Florence and Mary Standlee. "Organized Nursing and the Army in Three Wars". Washington DC: The Center of Military History, n.d.

"Executive Faculty Minutes, 7 May 1912". Washington University Medical Archives, St. Louis, Missouri.

"First Annual Report, Social Service Department, October 16, 1911 to November 1, 1912". Washington University Medical Archives, St. Louis, Missouri.

"Fourth and Fifth Annual Report of the Social Service Department of the Barnes Hospital, St. Louis Children's Hospital, Washington University Dispensary, July 1914 to July 1916". Washington University Medical Archives, St. Louis, Missouri.

Goodrich, Annie W. The History of the Army School of Nursing. Washington DC, The National Archives, 27 September 1919.

Grisham, Marjorie Fox. History of Washington University School of Medicine. Unfinished Official History. St. Louis, Washington University Medical Archives, 1951.

"Last Will and Testament of Lewis Atterbury Stimson". New York Hospital/Cornell Medical Center Archives, 12 January 1914".

"Last Will and Testament of Julia Catherine Stimson". New York Hospital/Cornell Medical Center Archives, 9 September 1948.

Maxwell, Pauline. "History of the Army Nurse Corps, 1775-1948". Washington DC: The Center of Military History, n.d.

"Minutes of Annual Meeting Corporation, National Nursing Council, Inc.". New York Hospital/Cornell Medical Center Archives, n.d.

"Minutes of the Dispensary Committee, 11 October 1915". Washington University Medical Archives, St. Louis, Missouri.

"Minutes of the Hospital Committee, 16 March 1914". Washington University Medical Archives, St. Louis, Missouri.

"Minutes of the Hospital Committee, 13 April 1914". Washington University Medical Archives, St. Louis, Missouri.

"Minutes of the Hospital Committee, 14 December 1914". Washington University Medical Archives, St. Louis, Missouri.

"Minutes of the Hospital Committee, 5 June 1916". Washington University Medical Archives, St. Louis, Missouri.

Nursing Council on National Defense. "List of Addresses Delivered from 5 December 1940 to 7 May 1941 on the Subject of National Defense". Nursing Archives, Boston University, n.d.

"Order of Exercises, Washington University Training School for Nurses Graduation, 20 May 1915". Washington University Medical Archives, St. Louis, Missouri.

"Program, Unveiling of the Army and Navy Nurse Statue". New York Hospital/Cornell Medical Center Archives, 8 November 1938.

"Report of the Army School of Nursing". New York Hospital/Cornell Medical Center Archives, 1921.

Stimson, Julia C. "American Red Cross Nurses' Equipment Shop, May 1918 to May 1919". New York Hospital/Cornell Medical Center Archives, 27 March 1936.

_____. "Committee of Red Cross Societies, Preliminary Report--Nursing Committee". New York Hospital/Cornell Medical Center Archives, n.d.

_____. "History of the Delano Memorial". The National Archives, 8 April 1933.

_____. "History of Nursing Activities, A.E.F. on the Western Front During War Period, May 8, 1917 - May 31, 1919". The National Archives.

_____. "Remarks About the Position of Chief Nurse of the American Red Cross". New York Hospital/Cornell Medical Center Archives, n.d.

_____. "Report of a Trip Taken by the Chief Nurse A. R. C. On September 12, 13 and 14, 1918". New York Hospital/Cornell Medical Center Archives.

_____. "Report of Julia C. Stimson, Three Month's Temporary Duty from October 8, 1942 to January 7, 1943". New York Hospital/Cornell Medical Center Archives.

_____. "Report of Visit of Chief Nurse A. R. C. to See Conditions of American Nurses with the B. E. F. Sept. 20 to 27, 1918". New York Hospital/Cornell Medical Center Archives.

_____. "Summary of the History of the Nursing Service of the A.E.F.". The National Archives, 26 February 1920.

Stimson, Philip M. "The Champs Elysees in Paris, July 4th, 1918". New York Hospital/Cornell Medical Center Archives,

"Third Annual Report, Social Service Department of the Washington University Hospital and the St. Louis Children's Hospital, 1 October 1913 to 1 July 1914". Washington University Medical Archives, St. Louis, Missouri.

Thompson, Dora E. "Administrative History of the Army Nurse Corps During the War Period". The National Archives, 15 July 1919.

"201 File, Julia Catherine Stimson". National Personnel Records Center, Military Personnel Records, St. Louis, Missouri.

II. Published Sources

A. Newspapers

"Address by Miss Goodrich". Walter Reed Hospital, The Come Back, 24 June 1921.

"Army Nurse Corps Head Wants a West Point for Nurses". Unidentified newspaper clipping, Kalamazoo, Michigan, March 1922, New York Hospital/Cornell Medical Center Archives.

"Army Nurse More Glamorous Now, Says 1917 Corps Chief". The Chicago Daily News, 23 November 1942.

"Army Nurse Sought for Duty in War". Seattle Post Intelligence, 10 December 1942.

"Col. Julia Stimson, A.E.F. Head Nurse". New York Times, 1 October 1948.

"Dr. Stimson, At 91, Recalls His Youth". New York Times, 28 September 1933.

"Dr. Stimson, 73, Resigns; Asks for Younger Pastor". New York Tribune, January 1917.

"Dorothy Stimson, 97, Former Goucher Dean". New York Times, 24 September 1988.

"Famed Nurse Speaks Here October 26". Hartford, Connecticut Courant, 22 October 1942.

"Founder's Day Celebrated". Mount Holyoke News, Volume 5, Number 2, 12 October 1921.

"General Pershing Helps to Launch Hog Island Ship". Hog Island News, 15 April 1920.

"Hospital Unit Departs for War Service". St. Louis Post Dispatch. 17 May 1917.

"Julia Stimson, War Heroine, is Back in St. Louis". The St. Louis Star, 8 December 1919.

"Junker Airplanes Arrive at Bolling". Washington Star. 11 June 1920.

"Maj. Stimson's Career as Nurse is Notable". The Sunday Star. 21 May 1922.

McKee, Oliver. "The Lady Major and Her Job." Washington DC Star. August 1925.

"Miss G. J. [sic] Stimson Appointed First Woman Major". The Evening Star. 16 July 1920.

"Miss Stimson Dies; Secretary's Sister". New York Times. 10 February 1944.

"Mrs. Alice Stimson Dies; Widow of Clergyman". New York Times. 28 October 1937.

Newman, Clarence W. "Citizenship Class Opens; Noted Woman is Speaker". Norfolk Ledger-Dispatch. 14 January 1928.

"Nurse Corps Head Enters Extended Inspection Tour". The Walter Reed Hospital Comeback. 16 October 1920.

"Nurses Needed for Army Duty". Los Angeles Times. 24 December 1942.

"Only Woman Major Here on Tour". San Francisco Examiner. 1 November 1926.

"Only Woman Major in Army is Here on Tour of Inspection". El Paso Herald. 21 October 1920.

Orr, Flora G. and W. E. Crane. "No War Prays Major Julia Stimson, but if One Comes, Women Can Play a Part". New York Sun. 12 May 1937.

Petersen, Anne. "Count to Begin of Nurses Ready for Emergency". New York Times. 8 September 1940.

"Rev. Dr. Stimson Dies in 94th Year". The New York Times. 19 July 1936.

"St. Louis Society Woman Will Depart for Front". St. Louis Globe Democrat, 3 May 1917.

"Studies Nursing Methods". The New York Herald, 27 May 1923.

"Walter Reed Nurse School to be Closed". Washington Herald, 14 August 1931.

"Woman Officer Speaks for Peace". Baltimore Sun, 7 January n.d.

B. Periodicals

"ANA President's Fan Mail". American Journal of Nursing 40 (March 1940)

"Annie W. Goodrich--Crusader". American Journal of Nursing 34 (July 1934).

Bronson, Edward Bennet. "A Case of Symmetrical Gangrene". Journal of Cutaneous Diseases (October 1903).

Brooks, Barney. "Fred Towsley Murphy, 1872-1948". Transactions of the American Surgical Association 65 (1948).

"Colonel Julia Catherine Stimson". The Quarterly Bulletin of the Frontier Nursing Service 24 (Autumn 1948).

Dreves, Katherine Densford. "Vassar Training Camp for Nurses". American Journal of Nursing 75 (November 1975).

Dubuc, Frances Fisher. "The Woman in the Army," Success (November 1924).

"Election of Officers". American Journal of Nursing 40 (June 1940).

Harvey, Lucile Stimson. "Letter to the Editor". Vassar Quarterly (November 1917).

Jones, Gladys Moon and Julia C. Stimson. "Women of the A. E. F.". Ladies Home Journal (March 1929).

Jones, Gladys Moon and Julia C. Stimson. "Women of the A. E. F.--at the Front". Ladies Home Journal (February 1929).

Jones, Gladys Moon and Julia C. Stimson. "Women of the A. E. F., Stories of Nurses at the Base Hospitals in France". Ladies Home Journal (December 1928).

"Julia Catherine Stimson--1881-1948". American Journal of Nursing 48 (November 1948).

Kalisch, Philip. "How Army Nurses Became Officers". Nursing Research 25 (May-June 1976).

Kalisch, Philip and Margaret Scobey. "Female Nurses in American Wars, Helplessness Suspended for the Duration". Armed Forces and Society 9 (Winter 1983).

"Major Julia C. Stimson Honored by League". The Western Hospital and Nurses' Review. (December 1926).

"Major Stimson's Army Duty Extended". American Journal of Nursing 43 (February 1943).

Marriner, Ann. "Development of Management Thought." Journal of Nursing Administration 9 (September 1979).

McGee, Anita N. "Nursing in the Spanish-American War". The Trained Nurse and Hospital Review (September 1919).

"Miss Stimson is Equipped for Service with A. E. F." Red Cross Bulletin 31 (2 November 1918).

Noyes, Clara. "Unveiling of Memorial to Our Heroic Nurses". The Red Cross Courier (June 1934).

Pilette, P. C. "Mentoring: An Encounter of the Leadership Kind". Nursing Outlook 3 (1980).

Poslusny, Susan M. "Feminist Friendship: Isabel Hampton Robb, Lavinia Lloyd Dock and Mary Adelaide Nutting". Image 21 (1989).

"Robb Scholarship and McIssac Loan Funds". American Journal of Nursing 45 (September 1945).

Sabine, Lillian. "The Evolution of the Nurse in Government Service". The Trained Nurse and Hospital Review 80 (June 1928).

Stimson, Julia C. "Army Nursing and the Cost of Medical Care". American Journal of Nursing 33 (August 1933).

_____. "Concerning the Army Nurse Corps". American Journal of Nursing 25 (April 1925).

_____. "Cooperative Government". American Journal of Nursing 26 (November 1926).

_____. "Earliest Known Connection of Nurses with Army Hospitals in the United States". American Journal of Nursing 25 (January 1925).

_____. "A Fable for Nurses". The Trained Nurse and Hospital Review. 82 (March 1929).

_____. "Freedom". The Trained Nurse and Hospital Review. December 1925.

_____. "How Retired Bill Affects Army and Navy Nurse Corps". Army and Navy Journal (5 June 1926).

_____. "Nurses, Just Nurses?". American Journal of Nursing 35 (September 1935).

_____. "Nurses Overseas". American Journal of Nursing 20 (1920).

_____. "Nursing and Recreation". I.C.N. (October 1928).

_____. "Our Government Nursing Services". The Trained Nurse and Hospital Review. (July 1924).

_____. "Preparedness". American Journal of Nursing 36 (February 1936).

_____. "Rank for Nurses, What Have Five Years of Rank Done for the Army Nurse Corps?". American Journal of Nursing 26 (April 1926).

_____. "Records in the Nursing Division of the Surgeon General's Office". The Military Surgeon (April 1936).

_____. "Recreation in Army Posts". American Journal of Nursing 27 (November 1927).

_____. "Red Cross Relief Work at Hamilton, Ohio". American Journal of Nursing 13 (1913).

_____. "Social Versus Personal Thinking". American Journal of Nursing 34 (January 1934).

_____. "The Dangerous Age". Nursing Today 1 (March 1938).

_____. "The Nurse's Responsibility for Her Own Security". Public Health Nursing 30 (June 1938).

_____. "The Nurse's Uniform". American Journal of Nursing 36 (April 1936).

_____. "The Spirit of the Alumnae Association". American Journal of Nursing 25 (May 1925).

_____. "The Will to Peace". The Trained Nurse and Hospital Review, 78 (February 1927).

_____. "Two Business Meetings in London". American Journal of Nursing 39 (September 1939).

_____. "Weak Batteries". American Journal of Nursing 31 (April 1931).

_____. "What Shall Be Done for and with the Middle Class Patient from the Nursing Angle". Public Hospital Progress (March 1927).

_____. "When You Are Seeking a Position". American Journal of Nursing 35 (April 1935).

Stimson, Julia C., Sayres Miliken and Ethel C. S. Thompson. "The Forerunners of the American Army Nurse". The Military Surgeon 58 (February 1926).

Stimson, Julia C. and Ethel C. S. Thompson. "Women Nurses With the Union Forces During the Civil War". The Military Surgeon 62 (January 1928).

Stimson, Julia C. and Ethel C. S. Thompson. "Women Nurses With the Union Forces During the Civil War". The Military Surgeon 62 (February 1928).

"The Biennial". American Journal of Nursing 42 (July 1942).

"The Three Presidents". American Journal of Nursing 38 (June 1938).

Thompson, Ethel C. S. "Experience". American Journal of Nursing 26 (October 1926).

"With the Headquarters Staffs". American Journal of Nursing 41 (July 1941).

C. Books

Ashburn, P. M. A History of the Medical Department of the United States Army. Boston: Houghton Mifflin Company, 1929.

Bilstein, Robert D. Flight in America, 1900-1983. Baltimore: The Johns Hopkins Press, 1984.

Boyd, George A. and Dorothy Stimson. Three Stimsons and a Bartlett. Stonington, Connecticut: Pequot Press, 1967.

Bridges, Daisy C. A History of the International Council of Nurses, 1899-1964, the First Sixth-Five Years. Philadelphia: J. B. Lippincott Company, 1967.

Burgess, May Ayres. "Nurses, Patients, and Pocketbooks," Report of a Study of the Economics of Nursing Conducted by the Committee on the Grading of Nursing Schools. New York: The Committee, 1928.

Chafe, William H. Women and Equality: Changing Patterns in American Culture. New York: Oxford, 1977.

Commager, Henry Steele. The American Mind. New Haven: Yale University Press, 1950.

Conde, Marlene. The Lamp and the Caduceus. The Story of the Army School of Nursing. Washington DC: The Army School of Nursing Alumnae Association, 1975.

Cott, Nancy F. The Grounding of Modern Feminism. New Haven: Yale University Press, 1987.

Dana, Nathalie S. Young in New York. A Memoir of a Victorian Girlhood. Garden City, New York: Doubleday and Company, 1963.

Davison, Henry P. The American Red Cross in the Great War. New York: The Macmillan Company, 1922.

Dock, Lavinia L., Sarah E. Pickett, Clara D. Noyes, Fannie F. Clement, Elizabeth G. Fox, and Anna R. Van Meter. History of American Red Cross Nursing. New York: The Macmillan Company, 1922.

Dock, Lavinia L. and Isabel M. Stewart. A Short History of Nursing, From the Earliest Times to the Present Day. New York: G. P. Putnam, 1920.

Duffield, Judy, William Kramer, and Cynthia Sheppard. Washington DC: The Complete Guide. New York: Random House, 1982.

Duffus, R. L. Lillian Wald: Neighbor and Crusader. New York: The Macmillan Company, 1938.

Fayol, Henri. General and Industrial Management. London: Sir Issac Pitman & Son, 1949.

Flanagan, Lyndia. One Strong Voice. The Story of the American Nurses' Association. Kansas City, Missouri: American Nurses' Association, 1976.

Follett, Mary Parker. Creative Experience. London: Longmans, Green & Company, 1924.

Garraty, John A. and Peter Gay, eds. The Columbia History of the World. New York: Harper & Row, 1972.

Goldhurst, Richard. John J. Pershing: The Classic American Soldier, Pipe Clay and Drill. New York: Reader's Digest Press, 1977.

Goostray, Stella. Memoirs: Half a Century in Nursing. Boston: Nursing Archives, Mugar Memorial Library, Boston University, 1969.

Hector, Winifred. The Work of Mrs. Bedford Fenwick and the Rise of Professional Nursing. London: The Royal College of Nursing and the National Council of Nurses of the United Kingdom, 1973.

History of the Motor Car. Toronto: Thomas Allen & Son, 1970.

Kernodle, Portia B. The Red Cross Nurse in Action, 1882-1948. New York: Harper and Brothers, 1949.

Koch, Harriett Berger. Militant Angel. New York: Macmillan, 1951.

Kraditor, Aileen S. The Ideas of the Woman Suffrage Movement/1890-1920. New York: W. W. Norton, 1981.

Levinson, D. The Seasons of a Man's Life. New York: Knopf, 1978.

Loud, Ruth McAneny. "All Our Yesterdays" in The Brearley School 75 Years. New York: The Brearley School, 1958, 38-40.

_____. "Make No Small Plans!" in The Brearley School 75 Years. New York: The Brearley School, 1958, 22-30.

Marshall, Helen D. Mary Adelaide Nutting, Pioneer of Modern Nursing. Baltimore: The Johns Hopkins University Press, 1972.

Maslow, Abraham H. Motivation and Personality. 2nd ed., New York: Harper & Row, 1970.

_____. The Farther Reaches of Human Nature. New York: Viking Press, 1971.

McGregor, Douglas. The Human Side of Enterprise. New York: McGraw Hill, 1960.

Morison, Samuel Eliot. The Oxford History of the American People. New York: Oxford University Press, 1965.

Morris, Richard B. Encyclopedia of American History. New York: Harper and Brothers, 1961.

Nevins, Allen. A Brief History of the United States. Oxford: The Clarendon Press, 1942.

"Nursing and Nursing Education in the United States," Report of the Committee for the Study of Nursing Education and Report of a Survey by Josephine Goldmark. New York: The Macmillan Company, 1923.

Nutting, Mary Adelaide. "The Education and Professional Position of Nurses," in Report of the Commissioner of Education. Washington DC: Government Printing Office, 1907, 155-205.

_____. "Educational Status of Nursing," in United States Bureau of Education. Bulletin 1912. Number 7. Washington DC: Government Printing Office, 1912.

Palmer, Sophia F. "Women in War," in Sixth Annual Report of the American Society of Superintendents of Training Schools for Nurses. Harrisburg Pennsylvania: Harrisburg Publishing Company, 1900.

Piemonte, Robert V. and Cindy Gurney, Highlights in the History of the Army Nurse Corps. Washington DC: The Center of Military History, 1987.

"Reminiscences of Isabel Maitland Stewart". Columbia University: Oral History Research Office, 1961, ©1972.

Smith-Rosenberg, Carroll. "The Female World of Love and Ritual, Relations Between Women in Nineteenth Century America," in A Heritage of Her Own. Toward a New Social History of American Women. eds. Nancy F. Cott and Elizabeth H. Pleck. New York: Simon and Schuster, 1979, 311-342.

Stewart, Isabel M. and Anne L. Austin. A History of Nursing from Ancient to Modern Times. A World View. 5th ed., New York: G. P. Putnam's Sons, 1962.

Stimson, Barbara Bartlett. Major Barbara's Memories of World War II. Privately printed by Dorothy Stimson, 1987.

Stimson, Julia C. "The Army Nurse Corps," in The Medical Department of the United States Army in the World War, Volume XIII. Washington DC: U.S. Government Printing Office, 1927, 285-351.

_____. Finding Themselves. The Letters of an American Army Chief Nurse in a British Hospital in France. New York: The Macmillan Company, 1918.

_____. Nurse's Handbook of Drugs and Solutions. Boston: Whitcomb and Barrows, 1911.

_____. Nurse's Handbook of Drugs and Solutions. Boston: Whitcomb and Barrows, 1916.

_____. Nurse's Handbook of Drugs and Solutions. Boston: Whitcomb and Barrows, 1921.

_____. Nurse's Handbook of Drugs and Solutions. Boston: Whitcomb and Barrows, 1926.

_____. "Presentation of the Walter Burns Saunders Memorial Medal," in Forty Eighth Annual Report of the National League for Nursing Education. New York: National League for Nursing Education, 1941, 272-274.

_____. "The Individual Nurse's Responsibility for Her Own Security," in Annual Report and Proceedings of the Forty-Fourth Annual Convention of the National League for Nursing Education. New York: National League for Nursing Education, 1938, 133-139.

_____. "United We Stand," in Annual Report and Proceedings of the Forty-Seventh Annual Convention of the National League for Nursing Education. New York: National League for Nursing Education, 1941, 214-220.

_____. "What Accrediting Will Mean to the Graduate Nurse," in Annual Report and Proceedings of the Forty-Sixth Annual Convention of the National League for Nursing Education. New York: National League for Nursing Education, 1940, 148-149.

Stimson, Julia C. and Associates. "History and Manual of the Army Nurse Corps". The Army Medical Bulletin. 41, Special Issue,

Carlisle Barracks, Pennsylvania: Medical Field Service School, 1 October 1937.

Taylor, A. J. P. A History of the First World War. New York: Berkeley, 1966.

Tuchman, Barbara W. The Guns of August. New York: Bantam Books, 1976.

Weigley, Russell F. History of the United States Army. Bloomington, Indiana: University Press, 1984.

Werminghaus, Esther A. Annie W. Goodrich, Her Journey to Yale. New York: The Macmillan company, 1950.

White, William Allen. "Autobiographical Miniature, Thoughts at Sixty-Five" in Forty Years on Main Street. New York: Farrar & Rhinehart, Inc., 1936.

D. Encyclopedias and Dictionaries

American Women, 1935-1940: A Composite Biographical Dictionary. Detroit: Gale Research Company, Volume 2, 1940.

American Women: The Official Who's Who Among the Women of the Nation. Los Angeles: American Publications, 1937.

Bullough, V. L., O. M. Church and A. P. Stein. American Nursing: A Biographical Dictionary. New York: Garland, 1988.

Current Biography, Who's News and Why. New York: H. W. Wilson Company, 1940.

Dictionary of American Biography. New York: Charles Scribner's Sons, Supplement Four, 1946-1950.

Encyclopaedia Britannica. Chicago: Encyclopaedia Britannica, Volume 16, 1986.

Notable American Women 1607-1950, A Biographical Dictionary. Cambridge, Massachusetts: Belknap Press, Volume III, 1971.

The Compendium of American Genealogy. Chicago: The Institute of American Genealogy, 1933.

The National Cyclopaedia of American Biography. New York: James T. White & Company, Volume XIII,1906.

The National Cyclopaedia of American Biography. New York: James T. White & Company, Volume B,1927.

The National Cyclopaedia of American Biography. New York: James T. White & Company, Volume H,1952.

The National Cyclopaedia of American Biography. Clifton, New Jersey: James T. White & Company, Volume B,1977.

The New Encyclopaedia Britannica. Chicago: Encyclopaedia Britannica, Volume 7, 1986.

Who Was Who in America. 1897-1942. Chicago: Marquis Who's Who, Volume 1, 1960.

Who Was Who in America. 1607-1896. Chicago: Marquis Who's Who, Volume 1, 1963.

Who's Who in America. Chicago: A. N. Marquis Company, Volume 25, 1948-1949.

Who's Who of American Women. Chicago: A. N. Marquis Company, 1958.

E. Dissertations

Allen, Judith C. "The History of Cornell University-New York Hospital School of Nursing, 1942-1979". Ed.D. diss., Teachers' College, Columbia University, 1982.

Daniels, Doris. "Lillian D. Wald: The Progressive Woman and Feminism". Ph.D. diss., The City University of New York, 1976.

Deforge, Virginia Mulhern. "Janet Marie Louise Sophie Geister, 1885-1964: Health Care Revolutionary". D.N.Sc. diss., Boston University, 1986.

Shields, Elizabeth A. "A History of the United States Army Nurse Corps (Female): 1901-1937". Ed.D. diss., Columbia University Teachers' College, 1980.

Stimson, Julia C. "Compulsory Health Insurance". A.M. diss., Washington University, 1917.

Tirpak, Helen. "The Frontier Nursing Service, An Adventure in the Delivery of Health Care". Ph.D. diss., University of Pittsburgh, 1972.

F. Pamphlets

American Nurses' Association. "Julia C. Stimson". New York: National League of Nursing Education, sometime after 1937.

American Nurses' Association. "Nursing Hall of Fame". Kansas City, Missouri, 1982, 1984.

Base Hospital 21, France, May 1917-April 1919. n.p.

"Bulletin of the League of Red Cross Societies". Geneva, Switzerland: League of Red Cross Societies, 1 June 1919.