October 10, 1924

Mr. Butler
The President's Office
University of Chicago
Chicago, Illinois

Dear Mr. Butler:

I am enclosing a statement of my expense account on my recent trip to Indianapolis and Cleveland. May I ask you to approve it and forward it to the auditor for payment?

I have to report a very interesting and profitable time. Since it is likely that we shall be the hosts at similar events in the not too far distant future, it is perhaps just as well for me to have seen how such things are done.

Thanking you, I am

Sincerely yours,

[Signature]

FCMcL/RB
ENC.
October 10, 1929

Mr. Butler:

I am anxious to receive your reply and expect to hear from you soon in regard to the matter of my proposed appointment at the Institute of Technology. I would like to know if the position is still open, the salary and other conditions of employment. I have been looking for some time for a position of this nature and your letter have given me much pleasure.

Thank you.

Sincerely yours,
[Signature]

[Handwritten note: W. H. Jaffrey]
October 10, 1924

Expenses of Franklin C. McLean on trip to Indianapolis and Cleveland, October 7-10, 1924, representing the University of Chicago at

1. Dedication of the James Whitcomb Riley Hospital for Children, at Indianapolis.

2. Inauguration of President Vinson, Western Reserve University.

3. Dedication of new Medical School buildings at Western Reserve University.

Railroad fare and Pullmans $58.74
Hotel and meals 12.07
Taxis 8.30
Porters and tips 4.00

63.11

Certified correct:

[Signature]

Duplicate
October 10, 1934

Expenditures of Franklin C. Mellen on trip to Indianapolis
and Cleveland, October 7-10, 1934, representing the
University of Chicago at

1. Dedication of the James Whitcomb
Western Reserve University
2. Invitation to President Vinten
Western Reserve University
3. Dedication of new Medical School
University.

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/28</td>
<td>Refresh coffee and pineapple</td>
<td>$5.00</td>
</tr>
<tr>
<td>10/07</td>
<td>Hotel and meals</td>
<td>$8.70</td>
</tr>
<tr>
<td>10/08</td>
<td>Taxi</td>
<td>$0.70</td>
</tr>
<tr>
<td>10/11</td>
<td>Porters and tips</td>
<td>$8.11</td>
</tr>
</tbody>
</table>

Total: $22.51

Certified correct:

[Signature]

10-13-34
Chicago, January 11, 1917

First, I want to express my especial gratification that the Hospital comes from the Billings family. It is a memorial to a very eminent citizen of Chicago in the days when forceful men were creating the character and prosperity of the city; and also it has come from a family of which Dr. Billings is a member, who has done so much for the cause of medical research and medical teaching.

In the next place, I want to point out that the goal we have marked out of $5,300,000 will secure the $2,000,000 pledges of the New York Boards and all other gifts. At the same time it is distinctly a minimum, and not merely will gifts beyond that be welcome and distinctly useful, but the institution is bound to grow in future years, and I am sure that it will gather added funds for additional facilities.

In this connection it may be well to notice again what has been said about the financial implications of the entire plan. Taking into account the new funds, there
Opinicon, January 11, 1919

First, I want to express my special gratification that the Hospital sent for the Millicent family in a moment of a very serious affair of Chicago in the great flood. I recount our a memorial and express our deep affection for that family of which the Millicent, as a member, who has done so much for the cause of medical science and medical teaching.

In the next place, I want to point out that the board we have worked out of $500,000 will amount to $800,000. At the pleasure of the New York House and other gifts, the same time it is gratifying to know that many of the old friends and well-wishers will still be passed that we have not sent any notice to announce the important step I am about to take. I will expect some thanks for helpful co-operation.

In connection with the matter of the

work and plans, may I point out the important implications of the article plan.
will be for the Billings Memorial Hospital, $1,000,000; for the Rawson Laboratory, in connection with the Presbyterian Hospital, $300,000; for endowment of the Billings Hospital and of the medical staff, both on the Midway and on the West Side, $4,000,000; the capitalization of the fund already devoted by the University to the fundamental medical sciences, $2,000,000; the land on the Midway on which the Billings Hospital will be erected, perhaps $500,000; the property turned over to the University by the Board of Trustees of the Rush Medical College, perhaps $250,000; the Presbyterian Hospital, approximately $3,000,000; the Sprague Memorial Institute fund, which will also hold a contractual relationship with the University medical schools, ultimately $2,000,000. This will make the entire plan, involving the two medical schools and the funds devoted to research, amount to $13,050,000.

While the University has been greatly favored with large gifts, and hopes to obtain other large gifts, at the same time it is extremely desirable that there should be many interested in the plan, and the very significant gift
will be for the Filtration Hospital, $1,000,000;
for the Building Hospital, $1,000,000; for expansion of the
Pediatrics Hospital, $1,000,000; for completion of the
Filtration Hospital and of the Medical School.
of $5,000 by one of our younger Trustees is typical of other funds which we hope to obtain from those who are not able to give a larger amount.
of the 300 or one of our younger Trustees is typical of
other funds which we hope to obtain from those who are not
able to give a larger amount.
Chicago, February 1, 1917

THE UNIVERSITY FREE DISPENSARY

An essential part of the medical plan in connection with the hospital on the Midway is provision for the outpatient department. This is necessary in the first place in order to provide for the great number of people who cannot afford medical service, and who should be treated free of expense, or at least subject only to a nominal charge for medicines by the hospital staff. In the second place, it is extremely important for the training of the medical students under the supervision of members of the medical staff. What the University needs for this purpose, then, is a building which will provide all facilities for the treatment of patients, including, first, rooms social in character, where these patients may be received properly, and where they may wait the time of the medical staff; secondly, small rooms properly equipped for diagnosis and for treatment according to the nature of the disease to be
Office of Registrant 1911

THE UNIVERSITY S-PERSONAL

An essential part of the medical plan in connection with the hospital is the medical examination for the patients. This examination is necessary in the later place in order to determine the extent of the hospital's potential. To assist medical practice, and who may provide a medical staff. In the second quarter, no medical examination is necessary in the hospital itself. If the examination is important for the training of the medical students under the supervision of members of the medical staff, what the University needs for this purpose?

In contrast, where these patients may be receiving property set aside for their use, they are a privilege which will provide all facilities for the treatment of patients, including those who come to the hospital. I am aware that many will find the time of the medical staff;

In the second quarter, smaller rooms property dedicated for Otago's and

For treatment accident to the nature of the disease to be
treated. In the third place, it is also desirable to make this out patient department in a certain way a social center, where committees of ladies interested in the hospital and interested in various forms of humanitarian work may have their headquarters and carry on their activities.

In other words, the free dispensary is a necessary adjunct of the hospital, and at the same time it is itself a means of humanitarian activity on a considerable scale.
In the third place, it is the general practice to make the board of education in a county, a city, or a special district, and the board of supervisors of the county in which it is located, by means of a letter or a resolution, authorized to appoint a committee or a superintendent of schools, to make the necessary arrangements for the transaction of the business of the school district. The committee or the superintendent, as the case may be, may act as the executive officer of the school district, and shall have power to appoint and remove teachers, to fix the salaries of the teachers, to prescribe the curriculum of the schools, to adopt textbooks and other instructional materials, and to make all other decisions necessary for the proper conduct of the school district. The committee or the superintendent shall have power to fix the salaries of the teachers, to prescribe the curriculum of the schools, to adopt textbooks and other instructional materials, and to make all other decisions necessary for the proper conduct of the school district.
March 2, 1917

President H. P. Judson,
University of Chicago,
Chicago, Ill.

My dear President Judson:

Enclosed please find statement in regard to A.D. Thomson-Bevan surgical fellowship fund. The bonds and certificate of $5000 life interest are in the hands of Mr. Chas. Hutchinson. Dr. Billings and I have talked this matter over and we should like to have this $10,000 applied on the $5,300,000 that is being raised. If that is not possible we can leave it in the hands of the Rush College trustees and continue to use the interest as at present.

In addition to this fund Mr. Francis A. Hardy has promised me that he will give ten or twelve thousand dollars to be known as the Francis A. Hardy fellowship fund. If this can be applied on the fund being raised by the Chicago University for medicine with the condition that the interest be used to pay the salary of a house surgeon at the graduate school at the Presbyterian Hospital I think Mr. Hardy would turn over bonds representing that amount to the university trustees. Will you kindly return enclosed statement signed by Dr. Billings and myself for my files.

Very truly yours,
A. D. Thomson-Bevan Surgical Fellowship Fund

This fund has been contributed for the purpose of creating a perpetual fund, the interest of which is to be paid to the house surgeon of the Presbyterian Hospital. The fund is to be in the hands of the Trustees of Rush Medical College. The house surgeon is to be appointed by the head of the surgical department. The fund is composed of $5,000, given by A. D. Thomson and invested in Chicago City Railway bonds bearing 5%, and of a $5,000 life interest in the property of Rush Medical College owned by A. D. Bevan bearing 5%.

A. D. Bevan has made provision in his will and set aside $5,000 of Chicago City Railway bonds to take the place of this life interest at the time of his death.

There is to be nothing in the conditions of this fellowship fund which would prevent its being transferred by the Trustees of Rush Medical College to the Trustees of the Presbyterian Hospital, or to the University of Illinois, or to the University of Chicago, and this is to be decided by a committee of three composed of Dr. Frank Billings, Dr. A. D. Bevan, and Dr. Oliver S. Ormsby.
A. D. Thomson-Bayan Scholarship Endowment Fund

The fund has been contributed for the purpose of assisting a part of the expenses of the Presbyterian Hospital by virtue of the fact that it is to be in the hands of the Trustees of the Presbyterian Hospital.

The fund is composed of $8,000,000.

The interest is payable on the 1st of June of each year.

The property of the endowment college carries a $2,000 fund to pay the interest in the event that any part of the fund is not needed.

A. D. Thomson has made provision in his will and estate that:

- The interest at the time of his death shall be payable in the form of an endowment.
- The Trustees shall be the beneficiaries of the fund.
- The Trustees shall be able to use the interest to pay the expenses of the college or to make contributions to other charitable organizations.

Heaven, my dear officer, & Campbell.
October 26, 1914

Temporarily, owing to the fact that Rush Medical College and all of its buildings and its funds may be turned over either to the University of Chicago or to the University of Illinois, and as this matter may be decided within a short time, it is thought best to keep this fund in the hands of the above committee, who shall act as trustees for the time being, and who hereby agree to see that the above provisions are carried out.

(Signed) ARTHUR DEAN BEVAN

I approve and concur in the above statement.

(Signed) FRANK BILLINGS
October 26, 1944

Temperately owing to the fact that Rush Medical College and all of the facilities and the name may be turned over
and fitted out for public use and the name may be turned over
and fitted out for public use by the University of Chicago or to the University of
Illinois and as this matter may be handled within a short

ime, it is therefore seen to keep alive and in the name of
the above committee who will not as funtion for the time

give and who hereby agree to see that the above provision

be carried out.

(Signed) ARTHUR E. EYKIN

(Signed) DEAN MILLS
Chicago, March 5, 1917

Dear Dr. Bevan:

Yours of the 2d inst. is received. I will confer with Mr. Hutchinson in regard to the Thompson-Bevan surgical fund, and see what we can do in the way of applying it to the $5,500,000 fund. I am not sure that the endowment of fellowships would be accepted by the New York Boards. If, however, such funds could be used to pay for a House Physician as you indicate in the Hardy case, or for Assistants for the faculty, I am very sure that they would be applicable. The name "Fellow" would not matter, I think, if the funds could be used actually in the way of assisting toward the maintenance of the teaching or hospital staff. Of course Fellows who are not obligated to render such specific service would be merely students.

Very truly yours,

M. P. J. - L.

Dr. Arthur Dean Bevan
Peoples Gas Bldg., Chicago
Office, March 5, 1911

Dear Dr. Barn:

Your note of the 24th instant is received.

With reference to the appropriation in your note, I am not sure that the purpose is to the limit of $10,000,000. If so, however, such amounts could be raised to pay for the endowment of fellowships money be necessary in the New York Hospital. If, however, each family could be helped to pay for a house physician as you indicate in the letter, one or two statements for the society would seem to me very much better than the many that have been made.

The name "fellow" makes more matter I think. It is the name only, not the salary, that is necessary in the way of identification toward the maintenance of the proposition of possibility.

Of course fellowship money are not applicable to remunerate specific service rendered to medical students.

Very truly yours,

H.P. R.

Dr. Albert Barn Barn
Chicago, March 7, 1917

Dear Dr. Bevan:

Herewith I am returning the statement for your files. I think I will try to drop in at your office and have a little chat over the matter. Inasmuch as the original donors are all living, it would seem to me entirely possible to make an arrangement which would transfer the funds to the University, and very likely in such shape as to be counted toward our scheme. We will speak also of Mr. Hardy's plan.

Very truly yours,

E. P. J. - L.

Dr. Arthur Dean Bevan
Peoples Gas Bldg., Chicago
Dear Mr. Dean,

I hope you and your family have been well. I was unable to write sooner as I have been quite busy with work and personal matters. I am writing to update you on the progress of the project we discussed earlier. I am confident that with careful planning and execution, we will be able to meet the deadlines and deliver a high-quality product.

I have enclosed a copy of the latest schedule and budget, which I believe you will find useful. If you have any questions or concerns, please do not hesitate to contact me.

Thank you for your continued support.

Yours sincerely,
[Your Name]
Chicago, March 16, 1917

Mr. John A. Spoor
36 S. Dearborn St., Chicago

My dear Mr. Spoor:

When, a few years ago, the University was erecting its Library Building you were kind enough to assist us. We are now engaged in what is, far and away, the greatest undertaking in our history — the establishment and endowment of the University's Medical Departments.

After years of negotiation by President Judson, the Rockefeller Foundation and the General Education Board last fall promised the University each $1,000,000. on condition that we raise the additional sum of $3,500,000 — this total of $5,500,000 being found necessary for the buildings, equipment, and endowment of a really great institution of medical instruction and investigation. For one of the chief purposes is to make Chicago a great center of medical research.

Dr. Billings does not hesitate to say that the founding of such an institution is the greatest event in the medical history of the world. The opportunity of establishing such an
institution in Chicago has made a very strong appeal to men of large means, and the University's appeal for funds has called out an unprecedented response. I send you the list of subscribers. It totals not quite $5,200,000, including the $2,000,000 promised by the Rockefeller Foundation and the General Education Board.

We can squeeze through with $100,000 more. We want, if possible, to get $300,000. We have felt that on a matter of such importance we ought to see you and lay the case before you. We have tried to do this, but found you absent. President Judson called at your office with me two weeks ago.

We very much hope that you will feel that you can join with the other subscribers on this list in making up the fund for this great work. President Judson and I will be glad to call on you and lay the matter before you more fully, if you desire fuller information. We shall be very glad to receive such a subscription as you are disposed to give, to be paid during the next two years.

I am taking the liberty of sending you a printed statement, which you may be interested in reading.

Very truly yours,

T.W.G. - L.
Institution in Chicago made a very strong appeal to men of
large means and the University's appeal for funds and called
out an unprecedented response. I see you the father of

appeal空白
It resulted not quite $8,000,000, indicating the

$8,000,000 promised by the Rockefeller Foundation and the

General Education Board.

We can advance $1,000,000 more. We want to

We 
This week, to get $5,000,000. We have felt that as a matter of

more importance we must to see you and for the same reason.

your. We have tried to get this, but your your present

Imagining calling at your office with me two weeks ago

we very much hope that you will need that you can join with

the other supervisors on this. I am in the same as the kind you

the great work. I will be glad to call

on you and the matter before you have arrived a

fuller information. We apply very early to receive such a

supplementary as you are disposed to give, to be paid granting the

next two years.

I am taking the liberty of sending you a preliminary

statement.

Very truly yours,
Dear President Judson:

I had expected to write you prior to this but there has been no steamers leaving from these Scandinavian countries carrying mail. I understand that there is some prospect of steamers leaving soon and I will take advantage of the fact. Mrs. Amett and I have been in Stockholm for some weeks now as you perhaps know working upon the subject of a supply ship. At present there seems to be a good prospect of getting the necessary
eyes. I'm sorry for which I am glad.

The news received the letters which you and Mr. Rosenwald sent to him. The study of these very carefully and a few days ago informed me that after full deliberation he felt that he could not do anything for the medical school. He said that his mother had made a request to the Michael Reese hospital for research work, the funds to be used for a building with the understanding that the trustees would make appropriations for the work. They had not been able to do that and consequently he felt that it was the duty of his family to help that along. If he did that he could not do anything for the University. He was greatly interested in the medical school and wished at the fullest measure of success. Mr. Moreau also said that he would write to you himself.

I hope that all is going well with the plans for the school and that the full amount is already raised. We have heard
nothing directly from the University since we left which seems a very long time ago, although it is only three months. We are wondering what is to be the result of the present relations of the United States.

The weather in Stockholm has been most unusually cold this winter. A man the other day said that he had been here forty-three years and in all that period had not seen anything like it. To-day however it is sunny and thawing. However we are much pleased with the city and have found the people who we have met very hospitable. Mr. & Mrs. vonnis especially have been very kind to us.
We have been entertained at their homes on several occasions and they have also sent us tickets for concerts.

Colonel White, representative of the War Relief Commission at Copenhagen has just told me that mail is expected to go from there to the United States very soon and that he will send this along. I hope that he succeeds to connect.

The hope that Mrs. Judson and you are very well. Will you please give our most cordial regards to Mr. & Mrs. W. H. Judson, Dr. Judson and all other friends at the University. When we return we expect to tell you in detail the incidents of our trip and our experiences in some of the London papers as late as February 18 and were glad to get a letter.

Mrs. Amott joins me in most cordial regards to Mrs. Judson and yourself.

Yours very truly,

Trevor Amott.

Ps. When we return we shall perhaps have to take the route through Russia & Japan.
The University is establishing two medical schools, each with its distinct administration (Dean) and faculty, with provision for instruction and research.

I. University of Chicago Graduate Medical School

A. Location - The Quadrangles on the Midway

Purposes -
1. Training students to become practitioners
2. Research

Degree - M.D.

Basis for students - Bachelor's degree for admission, except...

Number of students - circ. 350

Basis for Faculty - Full-time plan in laboratory and main clinical departments

Hospital -
Staff - Medical School Faculty
Administration - Under Medical School control

Departments of Instruction -

1. Laboratory
2. Clinic
3. Anatomy
4. Physiology
5. Pathology
6. Hygiene and Bacteriology
7. Pharmacology
8. Physiological Chemistry
The University is endeavoring to establish the meadow section

with a view to the ultimate permanent recreation (new) and to

with knowledge for instruction and research.

1. **Institution of College of Science and Agriculture Section**

   a. Location - 30 acres near the MacBook

   b. Composition - 30 acres

   c. Administration - 10 acres

2. **Vedette**

   a. Name of subscriber - John Doe

   b. Date - 1st Oct. 500

   c. Keep the garden - Patti-tude leads to

   d. Description - maintained and with initiative

   e. Location - North-West Section

   f. Administration - 20 acre section

   g. Department or Institution - Department of Agriculture

   h. Literature or Information

   i. Information on Information

   j. Reprints of Information
The University of Chicago

II. University of Chicago Postgraduate School of Medicine and Surgery

B. in Cooperation with the Presbyterian Hospital and the Board of Trustees of Rush Medical College

Location - At the Presbyterian Hospital and Rush Medical College

Purposes - Training of Practitioners

Degree - Sc.D. in Medicine, and certificates, by University of Chicago on recommendation of the Board of Trustees of Rush Medical College

Basis for Students - Degree of M.D., and other requirements to be suggested by Medical Faculty

Basis for Faculty - Part time for most; full time for some

Hospital -

Staff (Faculty of School
(Advisory Faculty of School

Administration - Under Hospital Board control

Departments of Instruction (Medicine
(Surgery
(Gynecology and (Obstetrics, etc.
Recognition and Evaluation

In cooperation with the accreditation agencies and the Board of Regents of the University of Kentucky College of Education

requirements for the Kentucky Department of Education

degree of M.S. in Education and certification by the Board of Education as a Kentucky College of Education

part-time or full-time, and other programs as defined by the Board of Education.

These programs, in conjunction with other programs at the College, provide for some

Recognition of departments and programs of the College and the appropriate departments in the College.

Department of Instruction

Graduate School
IV. Publications

1. Schools A and B will have separate announcements, each to contain its own faculty lists, plans of instruction, etc.

2. Announcements for School B will contain also

   1) Statement as to Presbyterian Hospital, with list of Board of Managers

   2) Statement as to Rush Medical College, with list of Board of Trustees

3. Graduation lists of School B will contain

   1) Lists of those on whom degrees and certificates have been conferred by the University of Chicago

   2) Lists of those on whom degrees have been conferred by Rush Medical College, in Affiliation with the University of Chicago

   3) Lists of those on whom degrees were conferred by Rush Medical College before affiliation with the University of Chicago

Notes: Each person in lists 2) and 3) will receive a formal statement, brief but official, of the new relationship established by the contracts of 1917 between the University of Chicago, on the one hand, and the Presbyterian Hospital and Rush Medical College, on the other hand.
b. Each person in all lists will receive the general information, invitations, etc., sent to any.

c. In formal functions of School B all those on the three lists will have part.

4. Publication of scientific activities and results will conform to the contracts for the Sprague and McCormick Institutes, so far as those Institutes are concerned.
The correct information will be notified by a person in the future.

If necessary, the source of the information will be noted.

A report on the status will be prepared.

In the absence of specific instructions, the relevant system will be notified.

In the absence of specific instructions, the relevant system will be notified.

In the absence of specific instructions, the relevant system will be notified.
III. University of Chicago Medical Research C.

Location - In Departments on the Midway, and on the West Side

Organization

1. Sprague Institute
2. McCormick Institute
3. University of Chicago directly

Administration

(President 1
(Dean A. 1
Council (Dean B. 1
(Directors 2
(Faculty 2 7
III. IMPACTS OF OIL AND GAS REPORT

1. Position in Department on the Market

2. Organization

3. Management Structure

4. University of Oklahoma

5. Administration

- President
- Dean
- Department Head
- Secretary
- Faculty
NOTES ON A CONFERENCE IN REGARD TO A
MEDICAL SCHOOL
FOR CHICAGO UNIVERSITY.

Dr. Judson, Dr. Billings, Dr. Flexner, Dr. Welch, Dr. Smith and Mr. Coolidge.

Dr. Flexner: There is a lack in this country of special hospitals, such as for example, Urology or Dermatology. There is no proper hospital for teaching infectious diseases. We might conceive a 250 bed hospital as a nucleus, placed in the center, and develop as money becomes available, with special hospitals on each side.

Dr. Billings: For the best care of patients it is desirable to have all these separate departments. Money could be gotten at once for an infectious pavilion. The surgical and medical wards of the hospital should always be kept for this purpose. There should also be a pavilion for the reception of patients with observation wards, where the diagnosis is doubtful, and the individual could be studied also by students and definite diagnosis made before being sent to either the Medical or Surgical ward. This is to allow both the Medical and Surgical side to study the case.
NOTES ON A CONFERENCE IN REGARD TO

MEDICAL SCHOOL

FOR CHICAGO UNIVERSITY

Dr. Judson, Dr. Billinge, Dr. Meeker, Dr. Welser, Dr. Smith
and Mr. College


There is a lack in this country of special

bristles, such as for example, Utricular, or Perimyelosis. There is

no proper bristle for teaching infection diseases. We might

conceive a 200 bed hospital as a monument placed in the center,

and develop a money scheme suitable with special hospitals on

each side.

For the best care of patients it is desirable

to have all these separate departments. Money could beotten

of course for an infection pavilion. The surgery and medical

wars of the hospital must also be kept for this purpose.

There are also to be a pavilion for the reception of patients

with observation wards; where the diseases are confined, and the

infantile cases can be attended to after the Medico of Surpresa

made. This is to allow both the Medico and Surpresa safe to

expose the case.
It was the unanimous opinion that Lot 2 alone is not big enough for the number of buildings that should go on it and that the ideal layout would be to take Lots 2 and 3, which would allow a sufficiency of land for future buildings as suggested by Dr. Flexner, and sufficient space between the buildings for sun and air, and an ample set-back from 61st Street, as requested by President Judson, who said he would see if Greenwood Avenue could be abandoned by the city.

1.

LOCATION.

The size of Lot No. 2 is 361 feet by 586 feet. Lots No. 2 and 3 including Greenwood Avenue, are 586 feet by 802 feet. As much open ground as possible should be left on 61st Street.

II.

GENERAL REQUIREMENTS.

Provision should be made for the following:

Patients: 250 beds—60 beds for medical; 60 beds for surgical; 60 beds for women's clinic; 70 beds for specialties. Ten pay beds included in the seventy.

Officers: The officers to be housed within the hospital will consist of the assistant superintendent and 35
resident physicians and the internes. The staff will be on the full time plan. Each Department to have a Resident Physician and Assistant Resident Physician.

Nurses: 100. May be housed in buildings near Hospital, at present.

Employees: 150 men and women. Most of these housed outside the hospital in buildings near by.

Students: Two classes of 150 each. The work of the first and second years will be done on the north side of the Midway; the clinical work of the last two years on the south side of the Midway; and the teaching of the last two years will be done in this Hospital, the students using the Harper Library and not the Billings Memorial Library in the Hospital.

III.

BUILDINGS.

Main Administration Hospital Building
Dispensary
Wards:
Pediatrics—separate building
Neurology—separate building
Nurses' Home
Pathological Building
Research Laboratory Building Should be in one building
Domestic Building
Laundry and Power House
Detached infectious building arranged for expansion
The staff will be on the Resident Physician and the Interns. Each Department to have a Resident Physician and Assistant Resident Physician. May be housed in patient's nearest hospital or present. If no men and women employees, 150 men and women employees outside the hospital in patient's nearest city. The work: Two classes at 150 each. Students: Two classes at 150 each. The floor and second floor will be gone on the north side of the hospital; the third floor on the north side of the hospital; and the second floor on the north side of the hospital. The students native the Hotel's library and not the hospital's library in the hospital.

III.

BUILDINGS

Main Administration Hospital Building
Dispensary
Ward
Pathological separate building
Nursery separate building
Nurse's Home
Resevoir Laboratory Building
Dormitory Building
Laundret and Power House
Pepared interception building enough for expansion
IV.

DISPENSARY.

The Dispensary will be located on the Southeast corner of the lot. $100,000. has already been appropriated. (Epstein).

This department should be large enough to care for the needs of the community—300 patients at first—with possibility of future extension of same and as original building. Plan to have the different departments running at the same time, if possible.

Diet kitchen, cardiac cases.

Provision should be made for social service work. Arrange a separate pharmacy for the dispensary. A maximum seating space of 175 to 200 is to be provided in the general waiting room.

No accident service will be required, but a casualty station should be provided in this department.

The out-patients department will be used as a feeder for the hospital. To this end, observation wards of ten beds each—either ten single or five double rooms arranged for both men and women should be provided. These wards will serve for diagnosis; for the retention of doubtful cases, also as a differentiating clinic. These same wards could also take every patient admitted at night so as not to disturb the main wards.
IV

DISENFRANCY

The dispensary will be located on the southeast corner of the lot. $100,000 has already been appropriated for the purpose.

The government should be aware of the need to increase the facility of the community - 500 patients at a time with.

In the case of the community - 500 patients at a time with.

Possibility of future expansion of same and as original outline. Plan to have the different departments running at the same time if possible.

Diet kitchen, carafic cases.

Provision should be made for social service work.

Attendance separate pharmacy for the dispensary.

A maximum seating space of 150 to 200 is to be provided in the general waiting room.

No social service will be rendering put a community action should be provided in this department.

The out-patient department will be used as a feeder for the hospital. To this end, observation ward of ten beds each -- either ten males or live couples rooms arranged for both men and women equally. Provision will be made for observation of gout.

A differentiating clinic, there are some wards could also take every patient admitted at night as not to disturb the main ward.
A small number of beds will also be desirable for keeping patients a few days so that the outside doctors can observe their own cases for a short time.

These wards might be arranged in connection with the hospital.

V.

ADMITTING DEPARTMENT.

A separate suite will be required for the examination and reception of patients. Also a series of eight or ten rooms for isolation cases.

All patients and visitors should enter from a side street.

VI.

OPERATING DEPARTMENT.

To consist of two main operating rooms and two smaller operating rooms.

The delivery rooms for obstetrical cases will be separate.
A small number of pages will also be needed for an admission report. A few days ago, the outline committee can observe their own case for a short time. These notes may be submitted in connection with the hospital.

V.

ADMITTING DEPARTMENT
A separate suite will be needed for the examination of patients. A clear, well-lit area of the hall will be used for reception of patients. A separate room for observation and waiting area. A separate room for the hospital staff and visitors. A separate room for the hospital staff.

VI.

OPERATING DEPARTMENT
To consist of two main operating rooms and two smaller operating rooms. The delivery room for the operating room will be separate.
VII.

ADMINISTRATION BUILDING.

Rooms should be arranged for control of the hospital, and for records.

Housing should be provided for the assistant superintendent, 35 present members of the staff, and additional housing as members are added for the special clinics.

There will be one resident physician and one assistant resident physician, in each main department.

Surgical internes—one for each seven beds.

5 medical internes.

The superintendent and head nurse will live outside the hospital.

In addition to the usual dining rooms, provide a small dining room for the petty officers.

A special hospital library for the staff should be arranged on the first floor, having the features of a private library in one's own house, and called the Frank Billings Library. This library will have a special attendant.
ADMINISTRATION BUILDING

Room should be arranged for control of the

patient and for records.

House should be provided for the attendant

supervision of the staff, and attendance

on duty as members of the staff or special

attending physician and one

attending resident physician in each main department.

Surgeon instantaneous for each seven beds.

A medicolegal intern.

The superintendent and head nurse will live out.

Since the hospital

In addition to the usual patient room, provide a

small patient room for the petty officer.

A special patient room for the petty officer

be arranged on the first floor, providing the facility of a private

privy in one's own room, and calling the regular medical attendant.

The patient will have a special attendant.
VIII.
X-RAY DEPARTMENT, ETC.
Provide adequately for the X-ray service, centralized and connected with the different departments of the hospital. An adjacent room should be provided for interpretation of plates by X-Ray expert or a teaching room in connection with each ward. A portable X-ray equipment should also be provided. An Electro Cardiac room, Hydro and Mechanico therapeutic plants, and a room for Radiotherapeutics will also be required.

IX.
WARDS.
Wards to be in three stories and of the same general plan as the Peking Hospital.

1. 60 beds for Medical) These wards always to be used
2. 60 beds for Surgical) for that purpose
3. 60 beds for women's clinic (Gynecology and obstetrics)
4. 70 beds for other specialties (10 beds private?) which may be in one building or two.
X-RAY DEPARTMENT, Etc.

Proving facilities for the X-ray service, central.

An adjacent room should be provided for interpretation of plates
by an X-ray expert in connection with each ward. A portable X-ray equipment should also be provided.

A contrast room, X-ray and mechanism, therapeutics, and a room
certified to be in the X-ray department will also be required.

WARDS

Ward to be in three sections and of the same

General plan as the B erkely Hospital.

These wards spacious to be used
(1) 60 beds for Patients (for rehabilitation)
(2) 60 beds for Patients (for rehabilitation and outpatient)
(3) 60 beds for outpatients (in wards)
(4) 60 beds for outpatients (in one building on two
1. Neurological
2. Dermatological and Venereal
3. Urological
4. Infectious
5. Eye
6. Ear, nose and throat
7. Pediatrics—20 beds
8. Obstetrics

10 wards—20 beds large, with four rooms outside.

There should also be ten private rooms outside.

Shower baths should be arranged for each of the wards.

X.

SCHOOL REQUIREMENTS AND LABORATORIES.

(1) 1 large room for 200 with provision for lantern and getting a patient to it.

(2) Main clinical laboratory for 3rd year men in dispensary and large enough for a whole class. Small clinical laboratory near wards in hospital proper for routine work. Each wing a separate department.

(3) Pathology. To have quarters in the hospital. Could go across the street, but better not.

Clinician as well as the pathologist should have access to the organs taken from the post mortem.

Combine the Pediatrics, medical and surgical research laboratories; the Research Laboratories will be in the same building with Pathology, and will have these departments: Medical, Surgery, Urology, Women’s Clinic.
School Requirements and Laboratories

1. I have room for 200 with provision for future and seating.

2. I have a separate office for two near men in dispensary.

3. Main clinical laboratory for 24 hour use.

4. Small clinical laboratory.

5. Large money for a whole class.

6. Rest areas in hospital proper for routine work. Meals and a separate department.

7. To have quarters in the hospital. Court to be.

8. To have quarters in the hospital. Court to be.

9. Some of the rooms not properly.

10. Some taken from the poor woman.

11. Complined the Bethesda, medical and materia medica laboratories.

12. The Bethesda Laboratories will be in the same building with

13. Bethesda, and will have these departments: Medical, Surgery, Obstetrics.

WHAT THE NEW MEDICAL SCHOOLS MEAN FOR CHICAGO

The plan for the development of medicine and surgery in connection with the University of Chicago involves a medical school on the Midway, a medical school in connection with the Presbyterian Hospital on the West Side, and provision for medical research.

The intent of the medical school on the Midway is to train for the degree of Doctor of Medicine a select number of choice candidates. It is believed that it is not the University's function to train a large number of practitioners in medicine. Indeed, it is felt by not a few that there are too many medical practitioners entering the profession every year. What is especially needed from universities is a small number of highly trained men.

It is proposed that the medical school on the Midway shall not comprise more than approximately 350 students. They will have for the benefit of their clinical work a hospital wholly controlled by the university medical staff,
WHAT THE NEW MEDICAL SCHOOL MEAN FOR CHICAGO

The plan for the development of medicine and surgery
in connection with the University of Chicago involves a
medical school on the campus, a medical college in connection
with the University's Hospital on the West Side, and
preparation for medical research.

The interest of the medical school on the campus is to
train for the degree of Doctor of Medicine a select number
of able men. It is paralleled that it is not the
University's intention to train a large number of practitioners
in medicine. Indeed, it is felt by not a few that there
are too many medical practitioners practicing the profession
without being qualified to do so.

Each year, a small number of highly trained men
will be prepared that the medical school on the campus
may train more than 200 scientists. They will have for the preparation of their scientific work
opportunities far more extensive than the medical faculty of.
with laboratories and lecture rooms in immediate connection with the clinical work.

The hospital will be endowed, so that it will not have to depend on paying patients for its support. There will be adequate endowment for the staff, also, so that members of the faculty will not be engaged in commercial practice, but will devote their time to practicing in the hospital and to instruction and research.

There will also be in connection with the Presbyterian Hospital another medical school, which will be devoted to what is usually called graduate work in medicine. It will give an opportunity for practicing physicians to secure that familiarity with the progress of medical science which they need to keep them abreast of the spirit of the times. At the same time they will be able, should they so desire, to carry on investigations in lines which their practice has brought to their attention. This graduate work is an important function, for which adequate provision is at this time not made in other places. The University thus will be able to render a unique service.

Few things in medical science are more fruitful than research into the causes of disease, the methods of coping with disease, and the methods of preventing disease altogether. One needs but to speak the names of Ehrlich of Frankfort,
With participation and development in immediate connection.

The project will be embarked on with all possible speed and support. There will be a search for support for the effort, also, on the premise that the faculty will not be encouraged in commercial practice, and will devote their time to preparation in the project and to interaction and discussion.

There will also be an connection with the preparation of the project. There is a need for an opportunity for the project to develop, which will be necessary for the project to develop. It will not be necessary to develop a separate project, which will be necessary to develop a separate project, which is not necessary. The program of medical science which is not necessary is not necessary in the project. At the same time, the project will be able to develop into a project which can be developed into a project which can be developed into a project in the United States.

Important attention must be paid to the program to which we are referring.

We have in medical science one more important plan, that is, to develop the name of patency of patency.
Koch of Berlin, Pasteur of Paris, to realize what enormous changes have resulted to the benefit of humanity from their discoveries. The Rockefeller Institute in New York is also wonderfully fruitful, not only in the spirit and methods of research, but in its products. The University will provide, so far as funds may be made available, for carrying on medical investigations of this kind.

These plans involve large funds. They involve combination with existing institutions and provision for establishing new ones, so that the union of all may provide a large and effective institution. New funds to be secured amount to $5,300,000, of which $2,000,000 are given by the General Education Board and the Rockefeller Foundation in New York; $700,000 have been pledged by other friends of the plan; Mr. and Mrs. Julius Rosenwald have given $500,000; Mr. F. H. Rawson has given $300,000. The entire fund, including the new gifts pledged and to be obtained, and the funds already invested in the hospital and the medical work whose union is contemplated, will amount to upward of $13,000,000.

It will be noted that each school will be provided with a hospital for its clinical work and for investigation. These hospitals will be primarily educational in their character. Of course the patients will receive the best attention. At the same time the primary purpose of the
The Rockefeller Institute in New York is also
considered as "not only in the spirit and subject of
these plans but in the progress" The University will provide
so far as funds may be made available for carrying on medical
investigations of this kind.

These plans involve large funds.
The competition with existing institutions and positions for
satisfaction and one to that the union of all may require
a large and effective institution. New York has $5,000,000 of
which $3,000,000 are from the Rockefeller Institute.

General instruction not only in the Rockefeller Foundation in
New York $700,000 have been pledged by other interests at the
New York, $500,000 have been pledged by other interests at the
West; $50,000 to the old University.

The entire fund, $800,000.

In the Nevada has given $50,000.
The entire fund is $800,000.

The entire fund is $250,000.

The entire fund is $500,000.

It will be noted that each school will be building with
a potential for the clinical work and for investigation.

These potentials will be primarily strategic in their
application. Of course the potentials will receive the part
attention. Of the same line the primary purpose of the
University is to use hospital material for instruction and research. This is the difference between the ordinary philanthropic hospital, whose primary purpose is to heal the sick, and an educational hospital, the primary purpose of which is to train students of medicine and to cast new light on the causes of disease. The first is a valuable agency to relieve human suffering. The second is that, also, but beyond that it multiplies many times its effectiveness by teaching how to deal with human suffering, and by enabling men of science to remove the causes of certain diseases altogether. In short, from the point of view of the investment of funds for beneficent purposes, it is the difference between making one dollar do one dollar's worth of work and making one dollar do ten dollars' worth of work.

Perhaps the first interest of society at large in medical science relates to what is ordinarily called preventive medicine. Of course it is well to heal those who are sick. It is far more effective if proper measures can be taken to prevent persons from being sick.

It is well known that there is a vast amount of wholly preventable disease, and a vast amount of death which is needless. In order to secure the benefits of preventive medicine to society at large there must be, first of all, an adequate dissemination of knowledge of these subjects.
Unquestionably the new hospital material for instruction
and research. The introduction of the academic
philanthropic hospital, whose primary purpose is to test the
effectiveness in a valuable manner of new ideas and to train new
medical practitioners. The test is a valuable means of
to determine human endurance. The reason is that the first step
in the cause of disease is to tolerate human suffering.

In short, from the point of view of the
investigation of human disease and the prevention of disease.

Differently, between making one gallon of one gallon's worth
of work and making one gallon of two gallon's worth of work.

Perhaps the first interest of society is large in medicine,

At last it is well to keep those who are sick
more effective in their work, measures can be taken to prevent
person from being sick.

It is well known that there is a vast amount of money
Devastating disease, and a vast amount of cash which is
necessary. In order to become the pretension of preventive
measures, to society for large funds, or, if necessary
an exhaustive examination of knowledge of these measures.
among the community at large. All these things - medical training, medical research, and the dissemination of medical knowledge - are involved in the University of Chicago plan.

It is believed by those interested in this medical development that when it is carried out it will make Chicago an important center for medical knowledge and for the use of medical knowledge. There are no more potent enemies of human society than disease, poverty, and crime. These three are closely related; each is a cause of both the others; each is a result of both the others. Of the three disease is the one with which it is easiest to cope, and when we in any respect solve the problem of disease we are to a large extent solving the problems of poverty and of crime. Thus the enterprise in question is not merely an educational one; it is not merely the development of an existing educational institution; it is in its aims and in its probable results a great undertaking for social beneficence.
more the community at large. All these forces - scientific
research, medical research, and the dissemination of medical
knowledge - are invoked in the University of Chicago plan.

It is believed by those interested in this matter
development that what is to come out of it will make Chicago
an important center for medical knowledge and for the use of
medical knowledge. These are no more remote examples of
primary society than cheese, poverty, and crime. These
same social problems were in a sense at the core of both the
opera: a scene is a scene of part the opera. At the scene
cheese in the one with whom I am acquainted solve the problem of cheese we see to
when we in any respect solve the problems of poverty may of crime.
A large expert solving the problems of poverty may of crime
the expert in a manner to develop an societally
andeconomic institution; it is in its time in the proper
necessary great advantage for society permanence.
A PLAN FOR ESTABLISHING DEPARTMENTS OF MEDICINE AND SURGERY IN THE UNIVERSITY OF CHICAGO

I. What the University is Now Doing

1. The University of Chicago now offers laboratory instruction comprising the first two years of the four years' medical course on a thoroughly modern basis. This covers such Departments as Anatomy, Physiology, Pathology, Bacteriology, Physiological Chemistry, and the fundamental work in the Departments of Physics and Chemistry. It has been possible to organize and conduct these two years on an adequate basis by the admirable facilities afforded in the Hull Biological Laboratories. The income on approximately two million dollars of University endowment is devoted to these two years of medical work.

2. Students who have completed the two years above noted may then obtain their clinical work at Rush Medical College, under the arrangement of affiliation now
A Plan for Preclinical Departments of Medicine and Surgery in the University of Chicago

I think the University of Chicago has always

interpreted instruction as the first two years of its four years medical course as a thoroughgoing program of instruction, research, and the sciences and departments of anatomy, physiology, pathology, bacteriology, etc., and has made the laboratories of the Department of Chemistry and the

analytical work in the Department of Physics and Chemistry.

It has been possible to arrange and conduct these two courses on an adequate basis of the laboratories facilities.

The income of approximately two million dollars of University endowment

is devoted to these two years of medical work.

In addition, we have completed the two years' science which may be obtained from clinical work at

Medical College, under the management of Professor...
in force between that College and the University of Chicago. Rush Medical College conducts its work in connection with the Presbyterian Hospital, with which it has a contract by which the Hospital material is used for the various medical school clinics. The M.D. degree is given by the Rush Medical College, and not by the University of Chicago.

II. What the University Now Proposes to Do

1. It is now proposed to complete the Departments of Medicine and Surgery at the University by establishing the last two years - the so-called clinical years - on precisely the same basis, and with the same scientific methods, as those under which the first two years are now conducted. This will provide in the quadrangles of the University a complete medical school, leading to the degree of Doctor of Medicine, to be given by the University of Chicago. To this end a University hospital, of approximately 250 beds, with laboratories adapted to teaching and research, will have to be built on the Midway. A clinical staff giving their entire time
In your preven the College and the University of Chicago

May I express the confidence in any work in connection with
the Presbyterian Hospital, with which I have a contract by
which the Hospital material to the various medical

School Office of the M.D. degree is given by the said

Medical College, and not by the University of Chicago.

II. What the University of Chicago to Do

In the present proposal to complete the

Department of Medicine and Pathology of the University of

My suggestion may seem to break the so-called lineal

ancestry, or break the same peace, and with the same

scientific methods as before, where the line two

theses are now connected. The will, while in the

department of the University a complete medical school,

leading to the degree of Doctor of Medicine, to be given

by the University of Chicago. To this end a University

Hospital of approximately 300 beds, with laboratorv

hospital to be used in the Provision of the medical

school.
to hospital work, teaching and research, will be organized by the University, in order to complete the medical staff of the new school. There will thus be created on the present site of the University a high-grade medical school, with standards of admission and of graduation as exacting as any in the country, and with a hospital devoted wholly to purposes of medical education and research. In order to make this plan possible there must be an endowment provided sufficient to make it unnecessary for the staff of the medical school to divert their time to private practice, and sufficient also to free the hospital from the necessity of depending on paying patients.

It is not intended or desired that the school should be a large one. It is not believed to be the primary function of the University to provide the medical profession annually with a large number of new practitioners. What is desired is to select by the most rigid tests such number of students from those who apply for admission as can receive the best possible training with facilities which will be provided. The number of students contemplated in this plan will be approximately 350.
to hospital work, teaching, and research. It will be 
organizing the University in order to complete the method 

There will then be a new school of the University's free-charge medical school, 
with emphasis on admission and training in exacting 

In order to bring into medical education and research 

necessary to bringing on bringing the school 

It is not intended to get rid of the school 

without a future one. It is not desirable to be the 

primary function of the University to bring the medical 

profession smoothly with a future number of new professors. 

What is needed is to select the most rigid tests and 

number of students from those who supply for admission as 

will be bringing the number of students compiled in 

the plan will be brought in.
2. In addition to the need which would be met by the institution just described, there is a very strong demand in this country for adequate and efficient graduate instruction. Physicians in active practice who desire to procure opportunities to develop along special lines, or to bring their training and experience up to date, have been obliged to resort to Europe because none of the great American universities makes proper provision for them. In order to meet this situation it is proposed that the University of Chicago take over the present contract between Rush Medical College and the Presbyterian Hospital, and that the Presbyterian Hospital thereafter be used for graduate instruction and research. To this end it will be necessary to provide adequate laboratory space and proper equipment, and a paid laboratory staff, in connection with the Presbyterian Hospital. This involves of course an adequate endowment for these purposes, together with the substitution of a suitable laboratory building for the present inadequate building of Rush Medical College.
In addition to the need which money per wa

The institution that has arisen there is a very strong

sense in the community for adequate and efficient research.

Physicians in social service who realize the

problem of opportunities to develop special interests have also

given their training and experience up to date have been

offered to recruit to the research board which has been formed
for the great American universities.

The University of Chicago takes over the present contract

between Mayo Medical College and the Presbyterian Hospital,

and that the Presbyterian Hospital association do hereby

agree to continue the research and to make it of the

same character and breadth necessary to bring about adequate research scope and progress.

The knowledge of some or many

researchers to be adequate development for these purposes together with the

expectation of a suitable hospital practitioner for the

present unfinished university of Mayo Medical College.
As preliminary to carrying out this plan, the Board of Trustees of Rush Medical College and the Board of Managers of the Presbyterian Hospital have agreed that when the proper funds are provided the contract between those two bodies will be transferred, so that it will run between the University of Chicago and the Presbyterian Hospital. The Trustees of Rush Medical College will then turn over to the University of Chicago so far as compatible with legal obligations their property. The terms of appointment of the faculty of Rush Medical College will thereby immediately cease and determine, and the Board of Trustees of the University of Chicago will be free to organize the staff of the graduate medical school in connection with the Presbyterian Hospital for its new work.

3. Medical research involving scientific study of the causes of disease, the methods of coping with various forms of disease, and especially the methods of prevention, is becoming increasingly vitally important. Such research will naturally centre in the quadrangles of the University, in connection with the new medical school in the quadrangles
AS preliminary to carrying out this plan, the

Board of Trustees of North Western College and the Board of

Members of the Preparatory Hospital have agreed that when

the Board shall be adopting the contract between those two

parties will be conditioned, so that it will not pertain to

the University of Chicago and the Preparatory Hospital.

The Board of Trustees of North Western College will then turn over to the

University of Chicago as far as compatible with legal

requirement their property. The term of employment of

the faculty of North Western College will therefore immediately

cease and determine, and the Board of Trustees of the

University of Chicago will be free to organize the seat of

the Preparatory Medical School in connection with the Preparatory

Hospital for the new work.

2. Medical Research: Inviting scientific study of

the causes of disease, the methods of combating with various

types of disease, and especially the methods of treatment,

to promote inestimably important. Such research

will naturally concur in the development of the University

in connection with the Preparatory School in the development
on the Midway. Of course, also, it should be carried on in the graduate school, in connection with its laboratories and with the Presbyterian Hospital. The University will hope to be provided with funds of its own from time to time for carrying on such investigations. Meanwhile it is proposed to form contractual relations with the Trustees of funds which have already been devoted to such purposes. The Trustees of the Sprague Memorial Institute have already voted their approval of the general plan, and their willingness to make a suitable contract with the University in order to carry out the purpose of medical research under the University auspices.

III. What the Plan Means to Chicago

When this entire project is carried out, Chicago will have what no other city in the United States now possesses, namely, both a high-grade university medical school and a properly organized and equipped school for the further training of physicians already in the field. Medical research and medical education will thus exist in
The University of Chicago

Director of the President

Dept. of the Michigan

Of course, the goal is going to be carried on
in the Graduate School in connection with the Laboratories
The University will
and with the John Hay Hospital.
Meanwhile, it is
hope to proceed with studies of the own time to time
for continuing our work investigation.

For purposes to your immediate relations with the Trustees of
The Groaning to your contract relations with the University of
The range which have already been giving to early production,
The Groaning or the Supreme Memorial Institute have already been

Their approval of the general plan, and their willingness
then on the Groaning to your contract with the University to

comply with the Groaning or medical necessary when the University

What is the plan now, Groaning

When the entire project is carried out, Groaning

will have what is open in the United States now
possession, memory, the noble experiment laboratory
school and a hospital organization and administrative school for the

further extension of philanthropic interest in the field.

Medical necessary and medical organization with time exist in
Chicago on the most favorable basis possible. The University will have effectual educational control of all these facilities. At the same time it is noted that the plan contemplates a sort of federal union with existing organizations. It is made possible by the large-minded and generous action of the Board of Managers of the Presbyterian Hospital and of the Boards of Trustees of Rush Medical College and of the Sprague Memorial Institute. It is expected that other such organizations will be effected, as the University welcomes cooperation toward these common ends. At the same time it is noted that in all such arrangements, as above said, the University will have effective educational direction of all the facilities.

It is hardly necessary to dwell on the importance of this undertaking. By creating a medical school of the highest standard in an important city like Chicago, the resources of the medical profession in the fields of education and research will be greatly increased, and a stimulus it is believed will be given to progress in the reorganization and improvement of medical education throughout the country.
The University

Office on the most favorable contract of its space
will have an additional contract of the plant.

At the same time it is noted that the plant
cooperates a part of the federal union with existing
organizations. It is made possible by the Federal-Minded
organization and general motion of the house of managers of the

Federation Hospital and of the house of trustees of know

As expected, the other major administration will be adequate
as the University Welfare Corporation forming these common

same. At the same time it is noted that in the highest
administration as done by the University will have adequate

scientific direction of all the facilities.

If it is not possible to dwell on the importance
of the administration. As a matter of fact, this serves
explained as being in importance of its operation.

Reserve of the Welfare Corporation in the triple of
a,citation and recommendation will be exactly included and the
estimate it be followed will be given to program in the
representation and improvement of medical education in the

state.
IV. **Finances**

For initiating the execution of this great plan the following financial estimate is made:

1. **Provision Already Made**

   The plant and equipment of the Presbyterian Hospital are estimated at $3,000,000. The plant and equipment of Rush Medical College are estimated at $250,000. The endowment of the University of Chicago whose income is now used for medical instruction is estimated at $2,000,000. The land provided by the University for the hospital may be estimated at $500,000. The endowment of the Sprague Memorial Institute whose income will be used primarily for medical research is estimated now at approximately $1,000,000, and it is expected will be increased to approximately $2,000,000. This will total a fund of $7,750,000 which is already provided.

2. **New Funds Needed**

   In order to initiate these plans adequately there will be needed, in the first place, a hospital on the Midway, with its provision of equipment, including
In order to initiate the execution of this great plan, the following financial estimates are made:

The amount of the University's income will be $500,000,000.

For the University of Chicago College of Medicine, the amount of the University's income will be $100,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $150,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $200,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $250,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $300,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $350,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $400,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $450,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $500,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $550,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $600,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $650,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $700,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $750,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $800,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $850,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $900,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $950,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,000,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,050,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,100,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,150,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,200,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,250,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,300,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,350,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,400,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,450,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,500,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,550,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,600,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,650,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,700,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,750,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,800,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,850,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,900,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $1,950,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,000,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,050,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,100,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,150,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,200,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,250,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,300,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,350,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,400,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,450,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,500,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,550,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,600,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,650,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,700,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,750,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,800,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,850,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,900,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $2,950,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,000,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,050,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,100,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,150,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,200,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,250,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,300,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,350,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,400,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,450,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,500,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,550,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,600,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,650,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,700,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,750,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,800,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,850,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,900,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $3,950,000,000.

For the University of the Pacific College of Medicine, the amount of the University's income will be $4,000,000,000.
laboratories and lecture-rooms, $1,000,000; in the second place, a laboratory to be used in connection with the Presbyterian Hospital, which with its equipment it is estimated will cost $300,000; and endowment to start the entire plan properly to the amount of $4,000,000; making a total of $5,300,000 to be obtained.

Of this total sum of $5,300,000, the General Education Board offers $1,000,000, and the Rockefeller Foundation, $1,000,000. These funds of course are conditioned on carrying out the general plan above outlined, and on securing the entire fund of $5,300,000. Contributions have further been made by friends of the cause, whose names are not yet made public, to the amount of $700,000, and Mr. and Mrs. Julius Rosenwald of Chicago have contributed $500,000. This makes the total amount thus far contributed $3,200,000, and the fund remaining to be obtained at this time therefore is $2,100,000.

The University of Chicago, November 21, 1916

[Signature]

[Handwritten note: $1,000,000]
The University of Chicago
Office of the President

-8-

In the absence of space, it is not possible to present in detail the details of the proposed hospital and its financial structure. However, it is estimated that the total cost of the hospital will be approximately $300,000. The hospital is intended to be of a modern and efficient design, with all necessary facilities for the care of patients. The financial resources of the University of Chicago are sufficient to meet the cost of the hospital, and the hospital will be operated on a self-sustaining basis.

The University of Chicago, November 1, 1916
ARTICLES OF AGREEMENT BETWEEN THE BOARD OF TRUSTEES
OF THE UNIVERSITY OF CHICAGO AND THE BOARD OF TRUSTEES OF
RUSH MEDICAL COLLEGE

The University agrees—

1. To conduct the entrance examinations of students entering
the College, the full cost of such examinations to be paid by
the College.

2. To conduct the examinations of students in the College
according to such plan as may be mutually agreed upon, the
cost in every case to be paid by the College.

3. To grant fellowships affording free tuition for one year
in the Colleges or Schools of the University, to three students,
annually, who shall have taken the degree of Rush Medical
College. (This to take effect only when the requirements for
entrance to Rush Medical College shall be equivalent to the
requirements for entrance to the University.)

4. To grant free tuition for residence work in its graduate
schools to all instructors in the College under regular salary.

5. To furnish to the College for temporary service, at cost,
teachers from among the University fellows, and special
instructors and lecturers from its faculty.

6. To furnish the College scientific apparatus and supplies
at cost.
ARTICLES OF AGREEMENT BETWEEN THE BOARD OF TRUSTEES
OF THE UNIVERSITY OF CHICAGO AND THE BOARD OF TRUSTEES
OF RUSH MEDICAL COLLEGE

The University agrees:
I. To conduct the entrance examination of applicants applying to the College, the full cost of such examination to be paid by the College.
II. To conduct the examination of candidates to the College according to any plan as may be mutually agreed upon.
III. To grant fellowships to students with the condition that one year in the College or School of the University, to qualify them to compete for entrance into the College. (This to take effect only when the admission for the entrance to the Rush Medical College for students for attendance to the University.)
IV. To grant the privilege for recognition work in the College.
V. To forward all information to the College under regular would, and especially information and facts to the College for complete service, etc., and to maintain the College scientific apparatus and equipment.

et seq.
7. To furnish books for the library, students, or officers of the College at cost.

8. To furnish the library of the College copies of all the books and journals issued by the University of Chicago Press.

9. To loan to the instructors of the College books and apparatus, where practicable, at net cost of transit and handling.

10. To consider with reference to approval or disapproval, the names of all instructors proposed for membership in the College Faculty.

The College agrees—

1. To accept the decision of the University in reference to the examination of all candidates for admission.

2. To adopt so far as may be practicable the general regulations of the University.

3. To elect only such instructors during the period of this affiliation as shall have been approved by the University.

4. To terminate the service of such instructors as shall have been suggested as unsatisfactory by the University.

5. To increase the requirements for entrance as rapidly as the University may require.

6. To grant free tuition to members of the University staff who may wish instruction in the College.

It is mutually agreed and understood—

1. That nothing in affiliation as described by these
V. To continue books for the library, and
  to the college at cost.

6. To maintain the library of the college, open to all the
  books and documents loaned by the University of Chicago.

7. To keep to the inscription of the college books and
  papers, where practicable, at cost of stationery and hand-
  ing.

10. To consider with reference to approval or disaprobation,
    the name of all instructors proposed for membership in the
    College Faculty.

The College Senate:

1. To approve the decision of the University in reference

2. To adopt as far as may be practicable the general

3. To order any such instructors granted the privilege of

4. To select only such instructors granted the privilege of

5. To consider the value of each instructor as skillful

6. To increase the earnings of each instructor as skillful

7. To approve the applicants for membership of the University

8. To grant the privilege to members of the University

9. To make the privilege to members of the University

10. To continue the privilege to members of the University

11. That notice in affiliation as general by these

12. That notice in affiliation as general by these
articles shall be understood to give encouragement that Rush Medical College is ever to become the Medical School of the University.

2. It is the distinct purpose of the University to establish such a Medical School when funds shall be provided.
26, 1916.

The plan in outline is as follows:

1. There shall be an undergraduate medical school established in the quadrangles of the University of Chicago on the Midway. This will involve a hospital of about 250 beds, with an adequate endowment to maintain the hospital so that it shall not be dependent on paying patients, and an adequate endowment for the staff of the College, so that the members of that staff shall not be dependent on commercial practice. When I speak of an undergraduate medical school "undergraduate" I mean with reference to the M.D. degree. It is understood that the standards of admission and the requirements for graduation shall be as high as any in the country, and that as has been intimated the so-called "full-time plan" shall be adopted for the faculty.

2. There shall be a graduate medical school, consisting of the Rush Medical College and the Presbyterian Hospital and such other hospitals as may be considered in connection therewith. Again I say "graduate" with reference to the M.D. degree, the intent being to provide adequate instruction for
The plan in outline is as follows:

If these apply to an undergraduate medical school
applied for to the University of a city in the United States, it may involve a possibility of accepting the student on the basis of a grade point average of 3.0, with an adequate knowledge of medicine and the ability to attend.

That if applied to an undergraduate or graduate medical school
processing. When I speak of an undergraduate medical school
I mean with reference to the M.D. degree. If I understand that the admissions to the medical school are open to all, I may have an opportunity to enter the curriculum and that examination applied to as well as may in the country, and that
may have been interested in to graduate "notake-plan" apply
to opportunities for the faculty.

If these apply to a graduate medical school, the faculty
at the Rush Medical College may be considered in conjunction
with other possibilities as may be considered in conjunction.

Again I seek "premedical" with reference to the M.D.
program. The intent is to obtain adequate information for
kind of work. It is believed that the graduate school thus
medical schools of Germany and of Austria for exactly this
adequate basis. Many thousands of medical men enroll in the
various wholly inadequate so-called medical schools, none of
which have university connections or are organized on an
adequate basis. There are

be said in this connection that there is no adequate
contract between the Rush Medical College and the Presbyterian

are graduate medical schools of this kind in the United States.

It may be taken for granted that the University of Chicago,
the Presbyterian Hospital, to the University of Chicago. It

the formation of a faculty for the graduate medical school; and thereby the

contract between the Rush Medical College and the Presbyterian

of Trustees of the University a free hand in the formation of

between the University and Rush Medical College, whereby the

of course carrying out the plan already contemplated as

the family of Rush Medical College, leaves the Board of Trustees of Rush Medical College so far as legally
tenure of the members of the Board of Trustees of Rush Medical College, leaves the Board of Trustees of the University a free hand in the formation of a faculty for the graduate medical school; and thereby the

for who desire to bring themselves into familiarity again with
to

worse experience and practice upon which we can exchange
on who are to plan expeditions into unfamiliar areas with
the most advanced zone of military service.

The invasion of our country and the fine strategic accomplishments of
between the universities and the Indian military colleges on both
Board of Trustees of each Indian college to let in faculty
of Trustees of each university and therefore in the formation of

The faculty for the graduate medical school and medical
influence between the Indian military colleges and the Indian

In my paper on the subject of the Indian military colleges...
planned will be of great and increasing value to the medical profession. While a full-time staff for the graduate medical school will be provided, there will also be a part-time staff of eminent practitioners, who can render excellent service in a graduate medical school, while in the undergraduate medical school it is on the whole altogether desirable that the staff shall be composed wholly of full-time men.

3. It is also hoped that contractual arrangements may be entered into by the University with the boards of trustees of such funds provided for medical research as may be willing to enter into such an arrangement.

4. The financial implications of the above scheme are as follows:

The construction and equipment of the hospital on the Midway will involve $1,000,000.

The endowment for the hospital will require $1,500,000.

The endowment for the medical staff for the undergraduate medical school will require an endowment of $1,500,000.

A new laboratory building for the graduate medical school
The construction and equipment of the hospital on the

Kiwayu will involve £1,000,000.

The equipment for the hospital will require £1,500,000.

The equipment for the medical staff will require £3,000,000.

A new hospital will open for the East African Medical School.
will involve $300,000.

An endowment for the staff of the graduate medical school will require $1,000,000.

In other words, the total amount of new money to be raised will be $5,300,000. While this is believed to be the minimum sum required, at the same time it is believed, as a result of very careful investigations, that it is adequate to set the school in operation on a suitable basis.

The above tentative plan, with the financial implications involved, was duly considered, as above stated, by the Rockefeller Foundation and by the General Education Board. The Rockefeller Foundation voted their willingness to contribute toward this $5,300,000-fund $1,000,000, in accordance with such arrangements as might be made between the General Education Board and the Board of Trustees of the University of Chicago. The General Education Board voted that they were willing to contribute an additional $1,000,000 toward such fund, and left all details to the administrative officers of the said Board.

It is understood that this sum of $2,000,000 
contributed to the University of Chicago for the formation of its medical work is to be used wholly for endowment, and is in accordance with the general plans above sketched.

I may say, further, that toward the total sum of $5,300,000 of new money to be raised, the joint committee of the University and of Rush Medical College, of which Dr. Frank Billings is Chairman, which set out to secure $1,300,000, has already good pledges to the amount of $700,000. The sum remaining to be raised then is $2,600,000.

If the entire plan is carried out the capitalization involved may be estimated as follows:

New funds to be provided for endowment, buildings, and equipment, $5,300,000; capitalization of funds expended by the University of Chicago in the fundamental medical work already conducted on the Midway, namely, the first two years of the medical school, $2,000,000; the Presbyterian Hospital - land, buildings, and equipment - $5,000,000; the Rush Medical College - land, buildings, and equipment - $125,000. These sums foot up $10,425,000. To these may be added with proper contractual relations the capital funds of The Otho
F. A. Sprague Memorial Institute, and of the Memorial Institute for Infectious Diseases, founded by Mr. and Mrs. Harold F. McCormick. Of course, also, the land on the Midway on which the hospital will be erected is worth perhaps $500,000.

The above report is respectfully submitted, with the recommendation:

1. That the Board of Trustees of the University approve the general plan above outlined for the organization of the University medical work, leaving details for future consideration.

2. That on the basis of said approval the Board of Trustees accept the offer of $2,000,000 from the Rockefeller Foundation and the General Education Board, it being understood that the financial details will be worked out in agreement between the Board of Trustees of the University and the Board of Trustees of the General Education Board to the satisfaction of both.

3. That the Board of Trustees of the Rush Medical College of the Presbyterian Hospital be informed of the Memorial Institute for Infectious Diseases action thus far taken, and requested to approve in general
terms of the plan involving the various contractual relations to be determined on in detail later.

4. That a Committee on the Medical School be appointed immediately, to undertake the task of raising the additional $2,600,000 required.

It is my opinion that if this plan is carried out the results cannot fail to be of enormous benefit not merely to the University but to the entire city of Chicago, and to medical work throughout the central west and throughout the nation. As I look at it, the three chief enemies of human society in our day are disease, poverty, and crime. These three are closely related: each is a cause of both the others; each is an effect of both the others. If any one of the three is attacked successfully the results are felt in the other two. Of these three the most vulnerable to attack is disease. There is a nearer unanimity of interest in supporting efforts in that direction; there is greater help to be obtained; and the results when obtained are the most fruitful and far-reaching.

The plan contemplated of course does not mean necessarily undergraduate a large medical school. It is believed that it is not the
Terms of the plan involving the various contractual relations.

A Committee on the Medical School

It is my opinion that the plan is carrying out the

It appears certain that it is of supreme benefit not merely to

And the University part to the existence of Chicago, and to

At least to the three earlier reasons of

Three of the areas involved: each in a sense of both the

One of the areas is attacked, successfully the results are felt

One of these three the most immediate to

There is a personal necessity of interest

in suspending actions in that allocation; these in "recovery"

well phrased and re-securing.

The plan contemplated of course does not mean necessarity.

In practice, medical school. It is paralleled that it is not the
A Plan for Fostering Medical Research in Universities.

Special research in medicine has been, and probably will continue to be, largely confined to the laboratory worker rather than to the man in the actual practice of medicine. However, the contributions to medical knowledge by men versed in a knowledge of clinical medicine are not to be despised. And if such were possible, a combination in one of a knowledge of both laboratory methods and of clinical medicine would constitute the best investigator in this field. But such ideal conditions are not often available. The clinical man (also versed in laboratory methods) has been somewhat handicapped by not having at his disposal suitable hospitals for collecting and controlling material for study. Our present hospitals are established for the commendable purpose of taking care of the worthy poor. For financial reasons they are not able to fit out their hospitals with the apparatus for the more accurate investigations of disease, and for the same reasons they have not been able to pay sufficient salaries to command skilled experimental workers. Unless hospitals can be established for the housing of select cases for study under the care of skilled investigators, little can be expected. The large general hospital has not and cannot fulfill the requirements for productive research.

Turning aside from the consideration of hospitals, however useful for carrying on research in medicine, one might venture the assertion that most of the great contributions to medical knowledge have been made without the direct aid of the hospital and by men who might be accused of having little clinical knowledge. In confirmation of this one might cite the contributions of Pasteur to whom we owe so much of our knowledge of bacterial infections and who gave to the medical
A Plan for Postgraduate Research in University of Arizona, 1974

Special research in medicine has been, and probably will continue to be, largely confined to the IAPD program at the University of Arizona. However, the contribution to medical knowledge of new areas in a specific field of medicine and its advancement in a specific area of knowledge by scientists may not be as readily apparent as it may have been. In addition, many areas of medical knowledge may have secondarily developed, and have been somewhat overlapping. The planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research. The plan for the planning of the appropriate research may not prevent the development of similar research projects at other institutions, but the planning of the appropriate research may make it possible to plan and pursue the appropriate research.
profession the present practical treatment for rabies. Of the investigations being prosecuted at the present time we must mention the results of Flexner and his associates at the Rockefeller Institute on epidemic cerebro-spinal meningitis for which he demonstrated the practical use of its antitoxine and also his valuable work now in progress upon anterior-polio-myelitis (inflammatory paralysis) which he has been able to transmit to animals and thus to bring it under control for study. Also attention might be called to the investigations of the late H. T. Ricketts upon Rocky Mountain Spotted Fever and typhus fever in Mexico, both of which he was able to demonstrate the source and manner of transmission and to bring the diseases under the scope of laboratory investigations in the lower animals. (monkeys).

The above citations will suffice to show at least some of the ways in which practical results have been realized in medical research without the direct aid of a hospital, although a direct hospital connection would doubtless have enhanced the chances for success. Working without hospital connections, entire dependence must be placed upon well-equipped laboratories in general biology, physiology, physiological chemistry, pharmacology, pathology, bacteriology, anatomy, chemistry and physics, and including a well-equipped animal hospital with surgical rooms. These already exist in most large well-equipped and well-organized universities. If in addition to these facilities, financial resources could be at hand to enable one to take advantage of special opportunities for investigation when they arise, it would enable him to extend his investigations far beyond the reach of that afforded by the laboratory facilities. When an investigation is begun one cannot tell just where it may lead. It may so happen that a good deal of the work must be done in a locality that is remote
the proper site for the present proposal to take place. Of the
investigations being procured at the present time we must mention
the results of Professor and Mr. Moore in the Rocky Mountain
area on oblique and other phenomena which are of great inter-

The problem is of the utmost and also the simplest way
how in progress now for the preliminary (investigate especially)
which are seen and applied to transmits to submersion and time to
prize.

It may control for attack. Also statement might be called to
the investigation of the facts. The Ricketts' work on the Rocky
Mountain spotted fever and typhus fever in Mexico, points to which we may
prove to demonstrate the source and manner of transmission and to
prove the thesis as more the source of important investigations in the

lower simulate (convenience).

The above statements will suffice to show at least some of the
way in which prospectors attempt have been realized in method of
construction. Without the strict use of a proponent, although a direct proponent connection
would confine the means and possibilities of success. Working without
properly connection, must be seen. More

sufficiently investigate in example plough our well.

The usual fact is in most large wells the spilling and

enabling rooms. It is difficult to these tectonites

well operating mine-titines. It is difficult to these tectonites

is nothing in general principles. I am one of take advantage

statement of investightions now very rare, it may

found to investightions at present the reasons of if that

several rim to examine the investightions in which I am

approached by the important tectonites. Where as investightions in

appear one cannot tell where it may lead. It may be possible that

as long as any effort at the work must be done in a facility that it remote
from the parent institution, or that material will have to be brought
from the uttermost parts of the earth. A great deal of work on the
prevailing infections in Africa and all through the tropics has been
done by English and German investigators away from home and in
temporary laboratories set up in the location where the disease pre-
vails. Thus the work on Rocky Mountain Spotted Fever and typhus fever
took Ricketts to Montana and Idaho and to Mexico.

It is unnecessary to dwell further upon the results of special
medical research nor to mention the general good already derived
from such work, more than to say that life is continually being made
more safe and health more secure thus making human energy more efficient.
Like charity and higher education, research work in the field of medicine
and public health has been financed largely by private individuals.
To the individual possessed of large financial resources who is
contemplating putting a part of his surplus earnings to some use
outside his own special interests for the public good, charity
and general education have appealed more strongly than any other
special interests. Both worthy causes. To be sure special research
institutes in medicine and related lines have been established and
endowed by private individuals. Indeed it is becoming more and more
recognized as one of the opportunities for investing money in such a
way as to bring the most lasting good to the public. This seems to
be in recognition of the good results already obtained from medical
research.

But aside from the contributions of money for the building of
hospitals and research laboratories it might be well to call attention
to the use that might be made of research funds for the prosecution
From the present investigation of past operations, it appears that the present system of work on the estate, neglect of the hedges at the edge of the field, and the general neglect of the farm, have led to the present condition of affairs. It is evident that the current system of operation is not only inefficient but also expensive. The need for a new system of operation is evident, and a more efficient and economical system of operation is required to ensure the continued success of the estate. It is recommended that a thorough investigation be conducted to determine the causes of the current problems and to develop a new system of operation that will improve the efficiency and reduce the cost.
of special medical investigations, to be used in connection with already well equipped laboratories doing work in the different fields of biology and scientific medicine from all of which medicine must draw. It will be seen at once that unnecessary expense of administration as well as much other duplication could by this plan be avoided and the whole working power of the fund would be centered upon its own special problems.

But one of the advantages of having such special research work under the care of a large general institution is the incentive of environment which such an institution is able to give. Special research work in an isolated institute is to say the least a lonely task, and somewhat narrowing in its influence. To be in contact with and to have the encouragement and help of workers in the various other fields of science is an advantage greatly to be desired.

As a part of a university at which general research work is fostered such a fund would extend the working power of a university in this direction. In fact this would be an extension of the functions of the university along the lines of its normal development. It is not expedient that the university should expend the major part of its energies in teaching preparatory or undergraduate work which adds but little to the total of our present knowledge; in other words the university should not be exclusively devoted to training practitioners of medicine as such.

The whole object of fostering medical research is to discover ways and means to preserve life and to eradicate disease. The plan herein detailed seems to be one of the most economical and efficient means of applying all of the money invested directly to the production of the desired results.
But one of the characteristics of acquiring many separate research works

which he once or a large number of institutions to the institution of

environment which can as an institution to the view to give

research work in an isolated institution to the least a lonely

concern, and something historically in the institution. To be in contact with

and to have the encouragement and help of workers in the various

other than being someone who is not very anxious to be debated

as a part of the majority of whom General Research work is lost;

such a long way that the working power of a majority to the

in this direction. In order form many be as extension of the function

is the minority which goes the direction of the majority development. It is

of the minority which goes the direction of the majority development the major part of

not experience that the minority strongly exclaim the major part of

the minority in passing through the minority or the majority of whom such

but little to the factors of ontogenesis are in other words the

minority which goes as extension of the majority development to

The role of the object of discovering minority tendencies of the

many means to become like any of the effects of the

means of applying to the money invested directly to the discussion

of the general character.
UNIVERSITY MEDICAL EDUCATION THE PRINCIPLE
TO BE WORKED FOR BY THE FACULTY OF RUSH MEDICAL COLLEGE
IN COOPERATION WITH THE FACULTY OF THE SCIENCE DEPARTMENTS OF THE UNIVERSITY
OF CHICAGO.

The principles which actuated the Faculty of Rush Medical College in forming the affiliation with the University of Chicago were to afford a better medical education and finally to become a part of a university medical school. Twelve years have passed since the affiliation was formed and during that time conditions have existed which have prevented a complete union of Rush Medical College with the University and have also prevented the further development of medical education at the University of Chicago.

The conditions which have prevented this need not be discussed at this time. They have been removed in a great measure. Consequently it should be the aim and purpose of the Faculty of Rush Medical College to endeavor to develop a university medical school at the earliest possible date. To accomplish this will require the unselfish devotion of every member of the Faculty with an esprit du corps, an undiminished energy and an unflagging purpose to add those facilities of instruction in medicine at the University which will permit of an expansion of the medical work at that point and to also continue to improve the facilities of clinical instruction on the west side.

It is believed that this may be brought about upon a plan as follows: this plan may be modified in the effort to improve medical education conditions if it is deemed best to do so.

To improve the clinical facilities at the present time there should be erected in the Midway a hospital which at first should care for general medicine, general surgery and obstetrics with an outpatient department so organized that it would serve as a feeder for the hospital. This should be constructed along modern
UNIVERSITY MEDICAL INSTITUTE \ THE PRINCIPLES

TO BE WORKED FOR BY THE FACULTY OF THE MEDICAL COLLEGE

IN COOPERATION WITH THE FACULTY OF THE SCHOOL DEPARTMENTS OF THE UNIVERSITY

OF CHICAGO

The principles which constitute the Faculty of the Medical College to

secure the intellectual and spiritual development of physicians must also be applied in such a manner as to be

attained by every member of the profession.

Learning and study are essential to a proper understanding of the natural sciences and they are

increasingly important to a physician.

The meaning and value of medical science is not to be found in a

Copyright © 2023, University of Chicago

This material and/or content is owned by the University of Chicago, unless otherwise noted.

Unauthorized reproduction or retransmission is prohibited.

For assistance with licensing or use of this content, please contact the University of Chicago Library's Copyright Office.
lines with facilities for the care of patients, the investigation of disease of groups
of patients, adequate laboratories for research in chemistry, biology, pathology,
and bacteriology; a high grade training school for nurses and a corps of teachers
in medicine, surgery, obstetrics, with associates and assistants in these branches
and in the research laboratories to teach adequately the students of the first clini-
cal year, or the third medical year, all the principles of propaedeutics and at the
same time afford opportunities for research into the cause of disease. These clinical
medical teachers should devote their entire time to this work and should receive ade-
quate monetary compensation therefor.

As soon as may be done, a conference should be held with the
President of the University and with those interested in scientific study at the Uni-
versity and at Rush Medical College to formulate the plans of a clinical department
at the University, which would include plans of this, - a nucleus of the final hospi-
tal development at the University; or, in other words, this unit of the final group
of hospital buildings to be erected at the Midway. Should it become feasible to
erect a University hospital large enough to afford teaching facilities for a larger
number of students than the third year, then this plan should be modified to expand the
clinical work to the fourth or even the fifth medical year. However, it is pro-
bable that clinical teaching and clinical research will be carried on on the west
side for many years to come.

The erection of a sufficiently large hospital to teach a propa-
deutic clinical course for the third year class and to afford material for research
clinical work should not involve a sum of money which would be prohibitive. If the
subject is approached with adequate unity of purpose by all who are interested in
university medical education, it should be accomplished within a year if it seems
feasible to the University authorities. Such a clinical department at the University
would not only add enormously to the value of the clinical instruction but would bring
the added interest of the teachers in the fundamental departments of the university and
enable them to cooperate with the applied branches in medical instruction.
The section of a University or a Faculty of Engineering to teach a course is an area where many students find themselves. It is to create an environment where students can learn and grow. In the College of Engineering, we have a section called "Civil Engineering," where students learn about the design, construction, and maintenance of infrastructure. The faculty members are experts in their fields and provide a supportive learning environment. It is important for students to have access to resources and opportunities to develop their skills. The civil engineering course covers topics such as structural analysis, materials, and construction methods. Students also have the chance to work on real-world projects, which prepares them for their future careers. The section is committed to providing a high-quality education that will enable students to contribute to society.
The student who shall have completed this third year course in
practical clinical work will have had his instruction in the use of all of the
instruments of precision in diagnosis, in all of the clinical laboratory work, in all
of the various methods of physical examination, in surgical pathology, in operative
surgery, in pharmacology and prescription writing, and will, therefore, be capable
of independent clinical work in other hospitals in the city and would benefit by the
general clinical facilities afforded by the Cook County Hospital, the Presbyterian
Hospital, the Central Free Dispensary, the clinical instruction in the hospital of
the Memorial Institute for Infectious Diseases on the west side.

On the west side the men there at work should continue to attempt
to improve the facilities of clinical work and research by encouraging the foundation
of free wards, the expansion of ward bedside teaching and of personal contact of the
student with the patient in outpatient service in the dispensary, in visits at the
homes of patients and in the further development of research work in the laboratories
of Rush Medical College by its teachers and by the students who fit themselves for
such investigations. Finally, it should be the object of every individual connected
with the Faculty of Rush Medical College to unselfishly work for the attainment of
a university medical education in the University of Chicago. The greater the develop-
ment of hospital facilities at the University, the more efficient will be this medical
teaching. For years to come the opportunities of medical study on the west side at
the Presbyterian Hospital, the Cook County Hospital, the hospital of the Memorial
Institute for Infectious Diseases and at the Central Free Dispensary will be a neces-
sary part of the instruction of the medical students of the University of Chicago.
The argument that most students prefer the traditional method of learning will never hold water if the importance of promotion in the area of IT is not understood. Promotion of students in the area of IT, especially in the context of emerging technologies, is crucial. The importance of promotion in the area of IT is not only vital for the development of students but also for the growth of the IT industry. Therefore, the promotion of students in the area of IT is essential.

On the other hand, the current trend of rapid technical advancements has led to an increased demand for skilled professionals in the field of IT. This demand has resulted in an increased number of students opting for IT-related courses. However, the current system of promotion in the area of IT is not aligned with the current demand. The current system of promotion is based on traditional methods, which do not take into account the rapidly changing nature of the IT industry.

The promotion of students in the area of IT should be based on a holistic approach, taking into account both academic and practical aspects. This will not only help in meeting the current demand for skilled professionals but also prepare students for the future challenges in the IT industry. Therefore, it is essential to rethink the current system of promotion in the area of IT and adopt a more sound and practical approach.
SUGGESTED POLICY FOR THE UNIVERSITY OF CHICAGO
WITH RESPECT TO THE CLINICAL DEPARTMENTS FUNCTIONING IN
THE GRADUATE SCHOOL OF MEDICINE OF THE OGDEN GRADUATE
SCHOOL OF SCIENCE.

The University will proceed with the organization of the
Departments of Medicine and Surgery under the following plan:

1. Each Department will have at least one professor and a
graded staff with full academic rank and titles. These members of the
Departments concerned will receive appropriate salaries from the
University. They will be free to render any service required by humanity
or Science, but will receive no pecuniary benefit from the practice of
their profession. Fees charged by the University for professional
services rendered by them to private patients, whether within or without
the University Hospitals, will be used by the University for the purposes
of medical education and research. Chairmen of each Department shall be
selected from this group.

2. The University may also appoint individuals to the Departments
named on a part time basis, with or without salary, with rank and titles
of Clinical Professor, Associate Clinical Professor, etc. They may continue
to engage in the private practice of their professions outside of the
University Hospitals, but in the case of professional services rendered to
patients in the University Hospitals the University will fix and collect
the fees, if any, and any income derived from such fees will accrue to the
University and will be used by the University for the purposes of medical
education and research.

3. The University will proceed with the organization of additional
clinical departments functioning in the Graduate School of Medicine of the
Ogden Graduate School of Science only when it is prepared to organize them
on the above basis.

4. While it is understood that the Hospitals and Clinics of the
University are to be established primarily for purposes of medical education
and research these Hospitals and Clinics, and members of their staffs will
render such services to the community as is compatible with the primary
purpose as stated. It shall be the responsibility of the chairman of
each Department to determine the amount and character of such service
which may be rendered by the members of his Department and by the Clinics
under his control.
SUGGESTED POLICY FOR THE UNIVERSITY OF CHICAGO
WITH RESPECT TO THE CLINICAL DEPARTMENTS FUNCTIONING IN
THE GRADUATE SCHOOL OF MEDICINE OR THE GRADUATE
SCHOOL OF PUBLIC HEALTH

The University will proceed with the organization of the
Department of Medicine and Surgery under the following plan:

1. Each Department will have at least one Professor and
   a
   Employment staff with full academic rank and title. These members of the
   Department's connection will receive appropriate salaries from the
   University. They will be free to render any service to any community
   University. The University will provide a position in the Department for the
   practice of
   Professorship. Each Professorship will be secured by the University for the
   purpose of
   the University Hospital. It will be secured by the University for the purpose of
   a
   Professorship and at least one Professor will be

2. The University may also appoint investigators to the Department
   where a part-time basis, with or without salary. These may include
   Assistants, Clinical Professor, and

3. The University will proceed with the organization of the
   Clinical Department functioning in the Graduate School of Medicine or the
   Graduate School of Public Health only when it is prepared to organize them
   on the same basis.

While it is understood that the Hospital and Clinics of the
University are to be supported primarily by the service of their
members and that the University is to be supported primarily by the operation of
these services, it will be the responsibility of the Department of
Each Professorship to designate the work and services of the members of the
Clinic who may be employed by the members of the Department and by the
Clinic.

Where the conflict.
SUGGESTED POLICY FOR THE UNIVERSITY OF CHICAGO
WITH RESPECT TO THE CLINICAL DEPARTMENTS FUNCTIONING IN
THE GRADUATE SCHOOL OF MEDICINE OF THE OGDEN GRADUATE
SCHOOL OF SCIENCE.

The University will proceed with the organization of the
Departments of Medicine and Surgery under the following plan:

1. Each Department will have at least one professor and a
   graded staff with full academic rank and titles. These members of the
   Departments concerned will receive appropriate salaries from the
   University. They will be free to render any service required by humanity
   or Science, but will receive no pecuniary benefit from the practice of
   their profession. Fees charged by the University for professional
   services rendered by them to private patients, whether within or without
   the University Hospitals, will be used by the University for the purposes
   of medical education and research. Chairmen of each Department shall be
   selected from this group.

2. The University may also appoint individuals to the Departments
   named on a part time basis, with or without salary, with rank and titles
   of Clinical Professor, Associate Clinical Professor, etc. They may continue
   to engage in the private practice of their professions outside of the
   University Hospitals, but in the case of professional services rendered to
   patients in the University Hospitals the University will fix and collect
   the fees, if any, and any income derived from such fees will accrue to the
   University and will be used by the University for the purposes of medical
   education and research.

3. The University will proceed with the organization of additional
   clinical departments functioning in the Graduate School of Medicine of the
   Ogden Graduate School of Science only when it is prepared to organize them
   on the above basis.

4. While it is understood that the Hospitals and Clinics of the
   University are to be established primarily for purposes of medical education
   and research these Hospitals and Clinics, and members of their staffs will
   render such services to the community as is compatible with the primary
   purpose as stated. It shall be the responsibility of the chairman of
   each Department to determine the amount and character of such service
   which may be rendered by the members of his Department and by the Clinics
   under his control.
SUGGESTED POLICY FOR THE UNIVERSITY OF CHICAGO
WITH RESPECT TO THE ORIGINATING DEPARTMENTS FUNCTIONING IN
THE GRADUATE SCHOOL OF MEDICINE OR THE GRADUATE
SCHOOL OF SORROW

The University will proceed with the organization of the

Department of Medicine and Surgery under the following plan:

1. Each Department will have at least one professor and a
   teaching assistant with full academic rank and status. These members of the
   Department will be connected with the University by a contract for professional
   services. They will be free to render any service required by the University,
   but will receive no remuneration from the University for the purpose of
   teaching or research. They will be appointed by the University for the purpose of
   teaching and research. They will be paid by the University for their service.

2. The University may also appoint individuals to the Department
   in cases where no faculty member is available to fill such a position.
   These individuals may continue in this capacity for a period of time not to
   exceed the length of time of their contract.

3. The University will proceed with the organization of the
   Department of Obstetrics and Gynecology by the appointment of
   an obstetrician-gynecologist and an assistant or associate professor.

4. The University will proceed with the organization of the
   Department of Surgery by the appointment of
   a surgeon and an assistant or associate surgeon.

5. The University will proceed with the organization of the
   Department of Pathology by the appointment of
   a pathologist and an assistant or associate pathologist.

6. The University will proceed with the organization of the
   Department of Pediatrics by the appointment of
   a pediatrician and an assistant or associate pediatrician.

7. The University will proceed with the organization of the
   Department of Dentistry by the appointment of
   a dentist and an assistant or associate dentist.

8. The University will proceed with the organization of the
   Department of Radiology by the appointment of
   a radiologist and an assistant or associate radiologist.

9. The University will proceed with the organization of the
   Department of Anesthesiology by the appointment of
   an anesthesiologist and an assistant or associate anesthesiologist.

10. The University will proceed with the organization of the
    Department of Neurology by the appointment of
        a neurologist and an assistant or associate neurologist.

11. The University will proceed with the organization of the
    Department of Psychiatry by the appointment of
        a psychiatrist and an assistant or associate psychiatrist.

12. The University will proceed with the organization of the
    Department of Psychology by the appointment of
        a psychologist and an assistant or associate psychologist.

13. The University will proceed with the organization of the
    Department of Social Work by the appointment of
        a social worker and an assistant or associate social worker.

14. The University will proceed with the organization of the
    Department of Pharmacy by the appointment of
        a pharmacist and an assistant or associate pharmacist.

15. The University will proceed with the organization of the
    Department of Library Science by the appointment of
        a librarian and an assistant or associate librarian.

16. The University will proceed with the organization of the
    Department of Economics by the appointment of
        an economist and an assistant or associate economist.

17. The University will proceed with the organization of the
    Department of Sociology by the appointment of
        a sociologist and an assistant or associate sociologist.

18. The University will proceed with the organization of the
    Department of Anthropology by the appointment of
        an anthropologist and an assistant or associate anthropologist.

19. The University will proceed with the organization of the
    Department of History by the appointment of
        a historian and an assistant or associate historian.

20. The University will proceed with the organization of the
    Department of Philosophy by the appointment of
        a philosopher and an assistant or associate philosopher.
RUSH MEDICAL COLLEGE
OF THE
UNIVERSITY OF CHICAGO
BOARD OF TRUSTEES

OFFICERS

John J. Glessner, President
Thomas E. Donnelley, Vice-President
Charles L. Hutchinson, Treasurer
J. Spencer Dickerson, Secretary
John F. Moulds, Assistant Secretary

TRUSTEES

William Scott Bond........25 North Dearborn St........Rand. 1798
Ernest D. Burton..........University of Chicago.........Mid. 0800
Thomas E. Donnelley......731 Plymouth Court..........Wab. 2980
Marshall Field...........38 Wall Street, New York, N. Y........
John J. Glessner.........606 South Michigan Blvd.........Harr. 6200
Ernest A. Hamill.........Corn Exchange Nat'l Bank........Franklin 0280
Charles L. Hutchinson.....Corn Exchange Nat'l Bank........Franklin 0280
John T. Pirie............300 West Adams Street........Frank. 6600
Martin A. Ryerson.........134 South LaSalle St.........Main 5109
James Simpson...........219 West Adams Street........Main 0300
A. A. Sprague.............600 West Erie Street........Main 0447-100
Harold H. Swift............Union Stock Yards..............Yards 4200

MEETINGS OF THE BOARD

For the year ending June 30, 1925, the dates of meetings are:

September 1, 1924,
December 19, 1924,
March 16, 1925,
June 8, 1925, (Annual Meeting).
RUSS MEDICAL COLLEGE
OF THE
UNIVERSITY OF CHICAGO
BOARD OF TRUSTEES

OFFICERS

John J. G. Cleaver, President
Thomas E. Donnelly, Vice-President
Charles L. Hutchinson, Treasurer
J. Spencer Dickson, Secretary
John T. Monte, Assistant Secretary

TRUSTEES

William Scott Bond, 52 North Dearborn St., Chicago, Ill., 60601
\[...]
Robert R. Parke, Jr., University of Chicago, 1111 E. 58th St., Chicago, Ill., 60637
\[...]
Thomas E. Donnelly, 135 Plymouth Court, Washington, D.C. 20006
\[...]
Matthew McNeil, 39 West Street, New York, N.Y. 10013
\[...]
John J. Cleaver, 40 South Michigan, Chicago, Ill., 60601
\[...]
Herbert A. Harrill, 400 East Exchange Nat'l Bank, Tanglau 0580
\[...]
Charles L. Hutchinson, 400 East Exchange Nat'l Bank, Tanglau 0580
\[...]
John T. Monte, 300 West Adams Street, Chicago, Ill., 60601
\[...]
James Simpson, 135 West Adams Street, Chicago, Ill., 60601
\[...]
A. Sydney Smith, 100 West Madison Street, Chicago, Ill., 60602
\[...]
Robert T. Swift, Union Stock Yard, Chicago, Ill., 60602

MEETINGS OF THE BOARD

For the year ending June 30, 1954, the dates of

meetings were:

September 1, 1954
December 12, 1954
March 14, 1955
June 8, 1955, (Annual Meeting)
July 3, 1924.

My dear Dr. McLean:

Will you kindly include in your check list that you are to bring to the President's attention later, "Possible appointments on Dr. Lewis's Staff"? These would be similar to such appointments as those of Cohn and Dochez on your own.

Very truly yours,

Dr. F. C. McLean,
The University of Chicago.
July 2, 1937

My dear Dr. McLean:

Would you kindly induce in your office file that you are to place to the President's attention later a "coincident appointment" on Dr. Lewin's part? These would be similar to such appointments as three of Gomp and Dobere on your own.

Very truly yours,

[Signature]

Dr. F. C. McLean
The University of Chicago
June 11, 1924

My dear Dr. McLean:

May I comment briefly on a number of letters from you and matters which we have considered together?

First, I understand that in visiting New York you will discuss with Mr. Flexner, a) the Lying-in Hospital; b) the Institute for Child Study, proposed by Dr. Singer; c) the appointment of Dr. Herman Adler to be a health officer of the University in reference to matters of mental hygiene; d) the revision of the contract between the University and the General Education Board and the Rockefeller Foundation in respect to the full time plan for professors in the Medical School; e) the possible appointment of an additional professor of surgery who would render at least partial service pending the time when Dean Lewis would take up his duties actively; f) the Home for Convalescent Crippled Children.

Perhaps you will also wish to take up the matter of Dr. Adler with the organization from which it is hoped to secure the appropriation for his employment.

Upon your return I hope you and I may both have more leisure to discuss the whole health situation as it has been outlined to me in a letter by Dr. Reed. This might include an increase in salary of Dr. Reed, and the employment of a woman physician at a lower salary than that suggested by Dr. Marion Cole.

I shall also want to take up with you the question of the possible modifications of the conditions to the gift to the
June 14, 1944

My dear Dr. Rees:

May I comment briefly on a number of facts from your and my recent visits to New York.

First, I understand that the Board of Trustees of the Institute of Technology of the University of Illinois will soon select a new president. I am writing to you to request your advice in this matter.

In reference to Dr. Rees, I have been informed that he has offered to be a candidate for the position of president of the University of Texas. In this connection, I would like to ask you for your opinion on the qualifications of Dr. Rees for the position of president of the University of Texas.

Dr. Rees has a distinguished record in educational administration and has held several high positions in the field of education. He has been a member of the Board of Trustees of the University of Texas for many years and has shown a keen interest in the development of the university.

I am sure you will agree that Dr. Rees is an eminently qualified candidate for the presidency of the University of Texas.

Perhaps you will find it convenient to discuss the matter of Dr. Rees with the Board of Trustees of the University of Texas.

I look forward to hearing from you on this matter.

Yours truly,

[Signature]
2.

Post graduate Medical School.

Very truly yours,

Dr. F. C. McLean

Ehr: University of Chicago
Memorandum to the President:

You will receive the minutes of the first meeting of the Graduate School of Medicine of the Ogden Graduate School of Science, over which I presided last Wednesday. It was not a very largely attended meeting. It was entirely harmonious and adopted without change the reports of the two committees:

(1) Setting a date for the graduate requirement in the autumn of 1925.

(2) Fixing the requirements for entrance in a somewhat flexible fashion to permit reception of good college men from institutions in which there may be some variation in the specific opportunities offered.

On motion of Dr. McLean the appointment of two committees was asked:

(1) A committee on organization to study the various sub-committees that should be appointed and their personnel.

(2) A committee on the question whether the tuition fees should be increased and if so, how much.

I am returning Dr. McLean's letter herewith.

T.S.
May 19, 1924

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

I understand that the Trustees have adopted the Revision of the Statutes providing for the organization of the Faculty of the Graduate School of Medicine of the Ogden Graduate School of Science. I would suggest that a meeting of this Faculty be called at an early date for the purpose of organization and to consider certain important matters.

In connection with the organization of this Faculty may I point out that the new statutes authorize the President to appoint a Vice Chairman of the above Faculty? In addition it would be desirable to have certain standing committees to carry on the work previously carried on by the standing committees of the Board of Medical Affairs. I would also suggest the appointment of one special committee to carry on the work previously divided between the Senate Committee on Medical Affairs and the committee on the organization and development appointed some months ago by the Board of Trustees.

It will be desirable to have the Medical Faculty consider at its first meeting the reports of special committees to which the Board of Medical Affairs submitted (1) the question of revision of the specific requirements for admission to the medical courses, and (2) the question as to the date at which the revised requirements for admission to the medical courses shall go into effect.

The question of the increase in tuition fees for the medical courses should also receive early attention from the proper authorities. If this is not proper matter for consideration by the above Faculty I should be glad to have you inform me as to the body to which recommendations concerning this matter should be forwarded. It would be desirable to have this matter considered in order that any announcement concerning tuition fees may be made at the same time that increased entrance requirements are announced.

Sincerely yours,

[Signature]

FCMcL/NG
May 10, 1926

President, Ohio State University

Dear President Burton:

I have been asked to forward to you the enclosed letter from the Department of Education of the Ohio State University, expressing the views of the faculty on the question of the future of the University. The letter indicates a spirit of cooperation and a desire to work together for the welfare of the institution. I believe that the views expressed in this letter are shared by the majority of the faculty and that they reflect the best interests of the University.

In connection with the organization of the faculty and the question of a new college, I am glad to see that the University is making provision for the development of the various departments. I am particularly interested in the development of the College of Education, which is the largest and most important division of the University.

I believe that the University should be the center of intellectual and cultural activity in the state. It should be a place where the best minds of the state can come together and work towards the common goal of progress and development.

I am confident that the faculty will be able to work together to carry out the plans for the future of the University. I am glad to see that the University is making provision for the development of the various departments and that the faculty is working towards the common goal of progress and development.

I will be happy to forward your letter to the faculty of the University and to the state legislature. I believe that the University should be given the necessary support to carry out its plan for the future.

Sincerely yours,

[Signature]

[Note: The signature is not legible in the image.]
A Plan For Establishing The Medical Department of the University of Chicago
A Plan For Establishing The Medical Department of the University of Chicago
A Plan For Establishing
the Medical Department of
the University of Chicago.

The University of Chicago now
offers the laboratory instruction, com-
prising the first two years of the med-
ical course, on a thoroughly modern
basis. It is proposed to complete the
Medical Department by establishing
the last two—the so-called clinical
—years of precisely the same quality.
To this end a university hospital of
approximately 250 beds with labora-
tories adapted to teaching and research
would have to be built on the Midway.
A clinical staff giving entire time to
hospital work, to teaching and re-
search, would be organized by the
University. It is hoped that with
a medical school of this kind the
Trustees of the Sprague Fund and the
Trustees of the McCormick Memorial
Institute for Infectious Diseases would
enter into close and effective relations.
There would thus be created on the
present University site a high-grade
medical school of the same general
type as that long existing in Baltimore
and that recently established in St. Louis.

In addition to the need which would be met by the institution just described, there is a very strong demand in this country for adequate and efficient graduate instruction. Physicians in active practice who desire to procure opportunities to develop along special lines or to bring their training and experience up to date must resort to Germany, because none of the great American universities makes proper provision for them. In order to meet this situation, it is suggested that, if proper arrangements can be made, the University of Chicago take over the present contract between the Rush Medical School and the Presbyterian Hospital, and that the Presbyterian Hospital be used for graduate instruction and research. To this end it would be necessary to provide adequate laboratory space and proper equipment and a paid laboratory staff in close proximity to the Presbyterian Hospital. The present staff organization of the Presbyterian Hospital would need to be recast, but men like Dr. Billings would continue to head the several departments under arrangements which would permit them to give the necessary time to their new duties.
If this entire project could be carried out, Chicago would possess what no other city in the United States now possesses, namely, both a high-grade University Medical School and a properly organized and equipped school for the further training of physicians who have already been in the field. Medical research and medical education would thus exist in Chicago on the most favorable possible basis. The University would have effective educational control of the facilities mentioned. It is of the essence of the proposed plan that other hospitals should not be relied on; for, as is well known, medical school facilities employed on sufferance or courtesy, or under conditions limiting the right of appointment and extent of use, are almost invariably sources of weakness and not of strength.

It is not necessary to dwell on the importance of the undertaking which has been briefly sketched. By creating a medical school of the highest standard in an important city, it will not only greatly increase our resources in the fields of education and research, but it will further stimulate progress in the reorganization and improvement of medical schools elsewhere; moreover, the proposed graduate school will provide for the first time
an adequately supported and organized institution for graduate instruction.

For the execution of this plan in its entirety the following financial estimate is made:
To be raised, for:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Buildings</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Hospital Endowment</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Full-time Staff</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Billings Fund</td>
<td>1,300,000</td>
</tr>
<tr>
<td><strong>Total to be raised</strong></td>
<td><strong>$5,300,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sprague Fund</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Presbyterian Hospital, Plant and Endowment</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>University's present expenditure capitalized</td>
<td>2,000,000</td>
</tr>
<tr>
<td><strong>McCormick Institute and Durand Hospital</strong></td>
<td>2,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14,300,000</strong></td>
</tr>
</tbody>
</table>

It will be observed that the project calls for the raising of $5,300,000 in cash. Towards this sum the General Education Board and the Rockefeller Foundation have indicated their willingness to subscribe $1,000,000 each—making a total of $2,000,000.
Don't - This is a valuable historical document. How can we preserve it?