President Ernest E. Burton
University of Chicago
Chicago, Illinois

July 30, 1922

Dear Dr. Burton:

I have come down to New York for a couple of days partly to reassure myself about Dr. Buttrick's health— he had a nasty little upset a few weeks ago— partly to attend to one or two business matters. In so doing I have missed your letter addressed to me at Magnetawan, but my brother Bernard has shown me the copy which you sent him and I am very happy indeed to enclose a statement which I hope will meet your needs. If it does not, please make any modifications or suggestions that you think it may require and send it to me at Magnetawan. I shall have a secretary with me at that time and I shall be glad to revise it accordingly.

I am glad to say that Dr. Buttrick has made a complete recovery and is in splendid shape and spirits. He is mentally, spiritually, physically and morally a perfect marvel to me, and it was worth the trip to come down and refresh myself by contact with him.

I shall be interested to know what Blake's answer is. There is a good deal of consternation in New Haven, but I shall write Angell today a letter which I hope will reassure him, for I feel quite sure that there is a way...
General Education Board

out for them which they can safely take so that neither school will suffer.

You may remember that I told you that a New York surgeon to whom I recounted Luckhardt's work in ethylene told me that his sister-in-law had undergone an operation under ethylene in London in December. I wrote to one of the leading surgeons of London to find out whether this was a fact. I have just received a letter from him telling me that as far as he knows no work has been done with ethylene in England, and he refers me to Luckhardt's publication in this country for information on the subject. It is clear, therefore, that Luckhardt has not been anticipated, and that the sister-in-law of my New York friend got the names mixed up.

With all good wishes,

Sincerely yours,

[Signature]
MEMORANDUM

July 30, 1922

MEDICAL EDUCATION IN THE CITY OF CHICAGO

The great advance in medical education in the United States began thirty years ago with the founding of the Johns Hopkins Medical School in Baltimore. This institution, beginning with larger resources than any American institution had had up to that time, rapidly won international recognition as a modern school of scientific medicine. Its brilliant success greatly stimulated developments throughout the country. In Boston, New York, St. Louis, New Haven, and a few other places, universities interested themselves in procuring funds with which to endow their medical departments, and in reorganizing their faculties so as to bring into them men of modern training and ideals.

For reasons that I need not now discuss, Chicago did not fully participate in this forward movement for many years. Improvements took place, to be sure, but they were not sufficiently marked to realize the latent possibilities of the situation. In the last few years, however, a very marked change has taken place. The strong universities, state and local, have turned their attention vigorously to procuring larger funds for medical education and to bringing about the necessary educational and scientific reorganization. In the year the University of Chicago alone raised, after a brief campaign, upwards of five millions of dollars for the development of its medical work.
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The great shame in medical education in the United States is

that most men with the training of the Johns Hopkins Medical School in Medec-

made their reputation with later experiences from other medical

institutions and not to any time material or intellectual growth in this institution.

The Potomac Medical School's training in

and the other places' material and intellectual growth in medical sciences with

the necessary preparation and academic education to practice

the necessary preparation and academic education to practice

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millions of dollars for the development of the medical world.
Two opportunities now confront the University of Chicago, namely: the completion on the present campus of the University of a school of medicine devoted to the training of practitioners, teachers and investigators; and, second, the conversion of Rush Medical School into a graduate school for the purpose of giving advanced training to practitioners of medicine who from time to time may find it possible to go to Chicago in order to keep abreast with the progress of scientific medicine.

These two objects will continue from time to time to call for large sums of money. American experience confirms the experience of other countries to the effect that universities can alone raise the funds requisite to provide the necessary buildings, equipment and endowment. It is, therefore, a matter of supreme importance that the University of Chicago should now undertake the complete responsibility for the development of both the undergraduate and the graduate work above sketched. Towards this end it is important that the present Rush Medical College which is to become the Post Graduate School should be as completely a part of the University as the plant which it is proposed to locate on the University campus, in order that the University may be charged with the responsibility for the raising of funds and the development of educational policy.

It would be difficult to exaggerate the importance of this program not only to Chicago, but to the Middle West and to the country at large. The University of Chicago is one of the few institutions so located that it can develop a complete medical school in immediate contact with its own graduate school of science, just as it is one of the few universities which can establish the relations needed to develop varied and competent post graduate teaching. In the interest therefore, not
The opportunities now confronting the University of Chicago.

The consolidation of the present colleges of the University of a school of medicine, the creation of the School of Public Health and the establishment of the Graduate School into a Graduate School, the inclusion of the College of Letters and Science into a College of Humanities and Sciences, the extension of the preparatory course for medical work, the establishment of the University of Chicago Press, the creation of the University of Chicago Press, the establishment of the University of Chicago Press, the extension of the preparatory course for medical work, all these are factors which can contribute to the advancement of the University of Chicago in order to keep pace with the advance of scientific education.

These two objectives will continue to be to the extent to which the University...
only of the city of Chicago, but of the country at large, and of medical teaching and research in their widest sense, it is to be hoped that no obstacle will be encountered in carrying out plans which have been projected for the utilization of Rush Medical College by the University, as the nucleus of its postgraduate department.
only at the city of Chicago, but in the country at large and on undersea and
across the United States, it is to be hoped that no persons will be accommodated
in certain new plans which have been proposed for the utilization of deep waters
College for the University, as the nucleus of the Botanical Department.
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.
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 regular staff, with full responsibility for the teaching and research. These members of the department will receive appropriate salaries from the University.

2. They will be responsible for the educational and research activities of the department, and will receive recognition from the University for their work.

3. The rank, rank, and titles of the members of the department will be determined by the University, and will be subject to the University's regulations.

4. The University may change the organization of the departments in accordance with the needs of the University.

5. The University will proceed with the organization of the graduate school, and the University will proceed with the organization of the University's hospitals.
Certain Actions of the Board of Trustees of the University of Chicago Affecting the Medical Schools

After deliberation and discussion extending over a period of some months the Board at its meeting held May 3, 1898, adopted the following articles of affiliation which had been agreed upon in New York recommended by the faculty of Rush Medical College to the Board of Trustees of the College and adopted by this Board:

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 from its faculty.

6. To furnish books for the library, students or officers of the College at cost.

7. To furnish the College scientific apparatus and supplies at cost.

8. To furnish the library of the College copies of all 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 articles shall be understood to give encouragement that Rush Medical College is ever to become the Medical School of the University.

2. That it is the distinct purpose of the University to establish such a Medical School when funds shall have been provided.

It was voted that these articles be adopted to take immediate effect.

President Harper was appointed a Committee with power to represent the University in carrying out the aforesaid affiliation.

Under the general terms of these articles of affiliation the University and Rush Medical College maintained medical courses in the two institutions until the present time.
To the College Faculty:

It is hereby announced that the College Senate has made the following appointment:

The position of Dean of the College has been vacated by the resignation of Mr. J. H. Smith. The Senate has appointed Mr. J. H. Brown to fill the vacancy.

All members of the faculty are requested to extend their congratulations to Mr. Brown on his appointment.

Sincerely,

[Signature]

Dean of the College
In 1915 various efforts were made for establishing graduate medical teaching in Chicago. These and other questions involved in medical education in Chicago and particularly in the University of Chicago were considered by a Committee of the Board of Trustees on Medical Education.

Meanwhile negotiations were being carried on with the General Education Board and at its meeting held May 25, 1916, the General Education Board adopted the following resolution:

Resolved that the officers of the General Education Board be authorized to confer with the officers of the Rockefeller Foundation and the President of the University of Chicago in reference to making an appropriation of $1,000,000 toward establishing the Medical Department of the University of Chicago.

Upon presentation of this resolution to the Board of Trustees of the University President Judson was authorized to enter into negotiations with the General Education Board with reference to medical education in connection with the University. Conferences were held from time to time.

At the meeting of the Board held November 8, 1916, President Judson presented an extended report upon the Medical School which covered the general plan for the organization of the University medical work as outlined, and adopted four recommendations:

1. That the general plan as outlined be approved.

2. That the basis of approval be the acceptance of the offer of $2,000,000 from the Rockefeller Foundation and the General Education Board.

3. That Rush Medical College, Sprague Memorial Institute, the Presbyterian Hospital and McCormick Institute
for Infectious Diseases be informed of the action taken and be asked to approve the plan in general terms.

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

At the meeting of the Board held November 14, 1916, President Judson reported progress in the plans for medical work of the University. Rush Medical College, it was reported, had approved the general plan. Presbyterian Hospital reported that the consent of the Board would be given to the transfer of the contract between the Hospital and Rush Medical College to the University of Chicago.

At the meeting held December 12, 1916, President Judson reported that excellent progress had been made in the effort to secure the $5,300,000 needed for medical education.

At the meeting of the Board held June 5, 1917, the Secretary was instructed to send notices to all subscribers to the medical fund that all conditions to the proposed subscription had been met.

At the meeting of the Board of Trustees held September 11, 1917, there was approved an agreement between the General Education Board, the Rockefeller Foundation and the University of Chicago as follows:

Memorandum of Agreement made this day of 1917, between General Education Board, a corporation organized and created under the laws of the District of Columbia, hereinafter referred to as the Board, the Rockefeller Foundation, a corporation organized and created under the laws of the State of New York, hereinafter referred to as the Foundation, and The University of Chicago, a corporation organized and created under the laws of the State of Illinois, and located in Chicago, Illinois, hereinafter referred to as the University,

Witnesseth: In consideration of One dollar by each
to the other in hand paid, receipt whereof is hereby acknowledged, the parties covenant and agree to and with each other as follows:

The University having secured subscriptions for its Medical Schools of the sum of Three Million Three Hundred Thousand Dollars ($3,300,000) in addition to its other resources, the Board and the Foundation each severally hereby agrees, upon the terms and conditions hereinafter set forth, to contribute to the University for its Medical Schools, as hereinafter defined, the sum of One million dollars ($1,000,000) upon condition that the University will agree to set aside each year from its income not less than Eighty thousand dollars ($80,000) for its Medical Schools, all of said sums of Three million three hundred thousand dollars ($3,300,000) subscribed by other persons as aforesaid, and the two sums of One million dollars ($1,000,000) each pledged by the Board and the Foundation, and the said sum of Eighty thousand dollars ($80,000) a year from the income of the University to be used for the maintenance and development of the Medical Schools of the University, in general accordance with the plan set forth in the two memoranda hereto annexed. Of the Three million three hundred thousand dollars ($3,300,000) not exceeding One million three hundred thousand dollars ($1,300,000) may be used to provide buildings and equipment. The Million dollars to be contributed by the Board and the Million dollars to be contributed by the Foundation, and not less than Two million dollars ($2,000,000) from the sum of Three million three hundred thousand dollars ($3,300,000) subscribed as aforesaid or from other contributors, shall be preserved inviolable as endowment of the Medical Schools, the income only to be used.

The Medical Schools shall consist of (1) a Medical School, including a teaching hospital; a dispensary and such other facilities as may be required, in close proximity to the main University Quadrangle, preferably on property owned by the University on the south side of the Midway Plaisance, (2) a School for post graduate medical instruction to be established in close proximity to the Presbyterian Hospital and to be conducted in connection therewith so long as the contractual relations between the University and the Presbyterian Hospital may continue, and (3) other institutions to be from time to time contractually or otherwise related to the University for the purposes of medical education and research.

The income to be used for the support of the Medical Schools, as above provided, is to be used (1) to create and maintain the Laboratories and the main Clinical Departments of the Medical School near the University on a full-time basis, that is, the professor and staff in each full-time department are to be paid for their full time and to hold
their posts on condition that while engaged in the services of the University they shall accept no fees for professional services; that while they will be free to render any service required by humanity or science, they will derive no pecuniary benefit therefrom, and that fees charged by the Hospital for professional services rendered to private patients, whether within or without the Hospital, by members of the full-time staff will be used to promote the objects of which this fund is created. In case of patients who pay for professional service, whether such service be rendered by full-time men or by part-time men, in connection with their University duties, the University shall fix moderate fees and shall render bills and make collection of the same. The University shall be free, in so far as it may be found necessary, to supplement the full-time staff by using volunteers or part-time men in the dispensary and the specialties, the intention being to give the full-time staff priority in every respect and to preserve for said full-time staff the free and part-pay wards of the Hospital; and (2) to maintain the Post Graduate Schools to be developed in connection with the Presbyterian Hospital, using in its discretion full and part-time men.

After appropriate action shall have been taken by the University authorities setting aside for the Medical Schools the sum of not less than Eighty thousand dollars ($80,000) annually from its income, as above provided, as soon as and as often as Four hundred twelve thousand five hundred dollars ($412,500) shall have been collected from other sources, as above provided, the Board and the Foundation will each severally pay to the University in quarterly payments five per cent (5%) per annum on the sum of One hundred twenty-five thousand dollars ($125,000); and at any time on or before January 1, 1923, whenever the University shall have set aside the sum of not less than Eighty thousand dollars ($80,000) from its income for its Medical Schools, as above provided, and the sum of Three million three hundred thousand dollars ($3,300,000) shall have been collected from other persons for that purpose, as above provided, and the organization of the Medical Schools of the University, in general accordance with the plan set forth in the annexed memoranda, shall have been completed to the satisfaction of the Board and the Foundation, the Board and the Foundation will each severally pay to the University the principal of its said pledge of One million dollars ($1,000,000).

The University covenants and agrees to and with the said Board and the said Foundation that it will hold the said sum of One million dollars ($1,000,000) each to be contributed severally by the Board and the Foundation, and not less than Two million dollars ($2,000,000) from the sum secured from other persons, as aforesaid, as an endowment for its medical schools, the income only of which is to be used, and is to be used for the purposes set forth in this agreement and for no other.
If the entire additional sum of Three Million three hundred thousand dollars ($3,300,000) is not paid in in cash on or before January 1, 1923, the other conditions above prescribed having been complied with, the Board and the Foundation will each pay its pro rata part of the total amount collected up to that time, and all liability on the part of the Board and the Foundation as to the balance of their respective pledges of One million dollars ($1,000,000) each shall terminate.

The terms of this agreement may be modified by the unanimous consent of the three parties hereto. In case either the Board or the Foundation shall be dissolved and cease to exist changes may be made by the remaining parties, and in case both the Board and the Foundation shall be dissolved and cease to exist the University shall be authorized to make such changes in the details of the plan as it shall deem wise, provided that the money shall continue to be used for the general purposes of medical education.

In Witness Whereof, the parties hereto have caused these presents to be executed under their respective corporate seals and the hands of their appropriate officers, the day and year first above written.

Later contracts with Rush Medical College, the Presbyterian Hospital, Sprague Institute and the McCormick Memorial Institute were adopted.

At the meeting of the Board of Trustees held July 8, 1919, it was reported that work upon perfecting the plans for medical buildings was progressing.

At a meeting of the Board held November 25, 1919, the President of the University submitted the following report on the situation of the Medical Schools:

The President explained the situation as to the plans for the Albert Merritt Billings Hospital and the Max Epstein Dispensary. While the plans are not completed, at the same time they are progressing rapidly and should be completed some time during the winter. The fund available for construction is $1,100,000. It is obvious that under the present building circumstances much more than that amount will be needed.
In case there is no delay in the erection of these buildings it will be possible to open the Medical School on the Midway for the Autumn Quarter, 1921. In that case arrangements should be made for transferring the undergraduate medical work in Rush Medical College to the Midway and for the beginning of the graduate medical work on the West Side. It is therefore suggested that the Committee on Buildings and Grounds be authorized to proceed at once with the choice of an architect and with the preparation of plans for the Rawson Laboratory, which is to replace the present Rush Medical College building.

As for the personnel of the staff of the Medical School on the Midway, the President reported first on the method of reaching conclusions. Lists have been secured from important medical authorities on medical education with data and recommendations as to various individuals. Following this procedure the Board has already appointed as Head of the Department of Surgery, Dr. Dean DeWitt Lewis of Chicago, and as Director of the Albert Merritt Billings Hospital, Dr. Ralph P. Seem, of the Johns Hopkins Hospital. It is expected at an early date to lay before the Committee on Instruction and Equipment for recommendation to the Board, nominees for the Department of Medicine and for the Department of Pediatrics.

From the fund received during 1916-17 for medical work, $4,000,000 was set aside for endowment. It is obvious that the great increase in general costs will necessitate additional endowment before the schools can be opened. At the proper time plans should be set on foot for securing such funds.

At a meeting of the Board held April 13, 1920, upon recommendation of the Committee on Buildings and Grounds it was voted to accept the plans of the Billings Hospital and the Max Epstein Dispensary.

At a meeting of the Board held February 10, 1920, Marshall and Fox were appointed architects of the Rawson Laboratory, the building of this Laboratory having been made possible by the gift of F.H. Rawson valued according to estimate at $300,000.
In case of a leak in the cavity of a vehicle, I ask that you take immediate action to have the cavity cleaned and treated. If the cavity were to remain untreated, it could lead to the spread of contaminants. Therefore, it is essential to follow the procedure outlined in the manual. In case of a leak in the cavity of a vehicle, I ask that you take immediate action to have the cavity cleaned and treated. If the cavity were to remain untreated, it could lead to the spread of contaminants. Therefore, it is essential to follow the procedure outlined in the manual.
At the meeting of the Board held March 8, 1921, President Judson reported that progress had been made in preparing the plans for Billings Hospital and that an early meeting of the Board they would be presented for adoption. In view of the fact that the Hospital will not be ready for use for sometime to come, it was regarded as wise not to appoint members of the medical staff for the present, although Dr. Billings had been appointed Professor of Medicine from July 1, 1917 and Dr. Ralph B. Seem had been appointed Director of the Billings Hospital from January 1, 1921, and Dr. Dean Dewitt Lewis, Professor of Surgery from January 1, 1921.

At the meeting of the Board of Trustees held October 40, 1922, the President of the Board was authorized to appoint a committee on medical affairs, the committee to consist of the following: Messrs. Swift, Ryerson, Rosenwald, Post and H. A. Connolly, whose report was ready. They recommended that in their opinion the following steps be taken:

1. That the President of the University be requested to send to the General Education Board and to the Rockefeller Foundation a statement of the situation as to payment of contributions to the medical funds as of December 31, 1922, calling attention to the three conditions in the contract of the University with said Board and Foundation, namely, the payment to the University by the Board and Foundation of the capital sum of one million dollars from each on condition (1) that the sum of three million three hundred thousand dollars from donors other than said Boards be paid in to the University in cash on or before January 1, 1923; (2) that the University set aside from other income not less than eighty thousand dollars each year for its medical schools; and (3) that the organization of the Medical Schools of the University be completed in the memorandum annexed to the contract, shall have been completed to the satisfaction of the Board and of the Foundation.
The Trustees of the Chicago Memorial Hospital agree to turn over to the University of Chicago all cash and other assets now in hand or to be received in future, or to hold such trust funds as may not be legally disposed of, the income on such funds to be paid in perpetuity to the University.

The University will agree to use such assets and income exclusively for the purposes of its hospital work, medical education and research, and will undertake to see that funds which have been given for specified purposes will be devoted to such purposes. It will make proper accounting of the uses of such funds to the Trustees of the Chicago Memorial Hospital.

It is understood that the assets and funds above referred to will be paid as follows:

A building fund of approximately $600,000, to be paid to the University as rapidly as it comes into the hands of the Trustees, all payments to be completed by July 1, 1926.

Endowment funds to be paid in to the University on the actual inauguration of the terms of this contract, and income of endowment funds held by the Trustees to be paid to the University from the same time. It is understood that the capital sum available for endowment purposes will be approximately $600,000.

The University will undertake to provide a hospital unit as a part of its building operations, to be known as the Chicago Memorial Hospital. This unit will contain, in addition to such other facilities as may be determined by the University, a sufficient number of private rooms, and the necessary facilities to provide hospital service to these rooms, to carry out the terms of this contract.

The University will undertake to provide, as a part of its hospital service, such hospital service as may be required to this unit, including intern service, nursing service, food, general service, heat, light, etc. It will also provide for operating room service, roentgenology and laboratory service.

Medical

The Director of the Hospital of the University of Chicago shall be, ex-officio, Medical Director of the Chicago Memorial Hospital, and the administration of this unit will be under his direction.

The policies of the Chicago Memorial Hospital, and the standards of professional work shall be determined by the University of Chicago, and such professional work shall be subject to supervision by the properly constituted authorities of the University.

The University shall fix rates for private rooms, operating room fees, laboratory fees, roentgenology fees, etc., and shall collect such fees, paying them into the University treasurer for the purposes of the University's medical program.
The Trustees of the Chicago Memorial Hospital may appoint to the professional staff of the above unit not to exceed physicians at present on the staff of the Chicago Memorial Hospital, for terms not to exceed fifteen years. The appointment will in each case be subject to approval by the University of Chicago. The Trustees of the Chicago Memorial Hospital agree to make no further appointments to the staff.

The appointees of the Trustees of the Chicago Memorial Hospital will be subject to removal, for cause, by said Trustees.

The University will guarantee priority for the use of private rooms to the above-mentioned appointees according to the following schedule:

- For a period of five years from date of occupancy, 60 beds
- For the next five year period, 40 beds
- For the next five year period, 20 beds

At the end of fifteen years from the date of occupancy, the above appointees will automatically retire, unless reappointed by the University, and the use of the entire property will be subject to any use designated by the University of Chicago, for a purpose in connection with its medical work.

The above guarantee of priority for the use of private rooms will constitute the only restriction on the University of Chicago for the use of the property of the hospital for its medical work during the fifteen year period.

During the fifteen year period the internal affairs of the unit shall be subject to supervision by a Committee to consist of the Medical Director, as Chairman, and three members each from the appointees of the Trustees of the Chicago Memorial Hospital and from the Faculty of the School of Medicine of the University of Chicago. This Committee shall make recommendations to the University of Chicago in matters relating to policy and to administration of the unit, and shall make recommendations to the Trustees of the Chicago Memorial Hospital in matters relating to their appointees.

The University of Chicago may, at any time, appoint such members of its Faculty as it may desire to the staff of the above unit, and will control the terms of such appointments.

The major terms of this contract shall be irrevocable, in that the funds allocated to the University shall be perpetually held and administered by the University. The University may, at its discretion, provide elsewhere for the private bed facilities above guaranteed in a manner satisfactory to the Trustees of the Chicago Memorial Hospital, and in such an event this contract shall remain in force as though the fifteen year period above mentioned had expired.
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The University of Chicago recognizes that its special task in the field of medical education is to conduct a school of the sciences of medicine which shall emphasize research in medicine, surgery, and related branches, and in whose faculty shall hold their appointments the same governing principles and with the same privileges as other members of the faculty of the University. In connection with such school to maintain a hospital which shall give all possible care to its patients shall also be so conducted as to contribute most effectively to the development of the science of medicine and to the art of healing. The acceptance of this as its task in no way contravenes the University's recognition of the great value of hospitals which having no connection with the medical school have no occasion to include the teaching of students in their plans; and of medical schools which not being associated with a University may exercise somewhat greater freedom in their choice of faculty, but defines its own field of action.

In conformity with the above statement of its policy the University of Chicago has adopted the principle that in choosing the faculty of the school and staff of the hospital, consideration shall be given not only to their skill as clinicians but especially to their ability as investigators or instructors, and that in general the staff shall be employed on the so-called full time plan.
In accordance with the above statement of the policy

the University of Oklahoma will adopt the above principle.

In essence the faculty of the college and public the policy

cooperation and support the work of the college and the faculty.

In particular to fulfill the work of the college and facilitate the development and growth of the college.

The faculty and the administration of the college

shall cooperate and support the work of the college and the faculty.

In accordance with the above statement of the policy

and shall in general the work of the college and the faculty.

Any time plan.

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The University of Chicago recognizes that in the field of medical education it is to conduct

For the development and support of a school and hospital on this plan, the University cordially welcomes and invites the gifts and cooperation of the citizens of Chicago in the way of contribution, and money for the erection of the several necessary buildings or for the maintenance of the hospital or for the endowment or support of research and teaching. Care to its patients shall also be so conducted as to contribute most effectively to the development of the science of medicine and to the art of healing. The acceptance of this as its task in no way contravenes the University recognition of the great value of hospitals which have no connection with the medical school; and of medical schools which not being associated with a University may exercise somewhat greater freedom in their choice of faculty, but defines its own field of action.

In conformity with the above statement of its policy the University of Chicago has adopted the principle that in choosing the faculty of the school and staff of the hospital, consideration shall be given not only to their skill as clinicians but especially to their ability as investigators or instructors, and that in general the staff shall be employed on the so-called full time plan.
The University of Chicago is committed to the development and support of research in the field of law. As a result of this commitment, the University encourages faculty members to initiate the design and cooperation of the Office of Chicago.

In its way of contributing and money for the execution of the research necessary for the advancement of the position of the Office of Law Research, the faculty of the University of Chicago to the advancement of the Office of Law Research, the faculty of the University of Chicago to the advancement of the Office of Law Research.

In consultation with the faculty, the University of Chicago will consult with the faculty to provide the Office of Law Research with appropriate resources.

The University of Chicago will consult with the faculty to provide the Office of Law Research with appropriate resources.
THE MEDICAL PLANS FOR THE UNIVERSITY OF CHICAGO.

The medical plans of the University of Chicago adopted in 1916 comprise three distinct organizations, of course planned to work in harmony. These are:

1) The Medical School on the Midway
2) A Medical School on the West Side in conjunction with the newly organized Rush Medical College and the Presbyterian Hospital
3) Research work, of which the McCormick Institute and the Sprague Institute were to be the beginning.

While no formal official name, so far as I know, has been adopted for these three distinct branches, for the sake of convenience in this statement I shall call them

I The Midway School
II The New Rush School
III The Institutes.

I. The Medical School on the Midway was planned to comprise the basal medical sciences as already conducted on the Midway covering two years medical work and two years of clinical work. The clinical work was planned to center in the hospital for which the Billings Fund was provided. The bachelor's degree was to be required for entrance, and the course was to lead to the degree of Doctor of Medicine. Nevertheless, while the bachelor's degree was to be a condition precedent to entrance, any work in the basal medical sciences done in the undergraduate courses was to be credited toward the four years' medical course.

Of course the Midway School was planned to be a graduate school in the sense that the bachelor's degree was one of the conditions precedent to the degree of Doctor of Medicine.

II. The School on the West Side was planned on a totally different basis. The condition precedent to entrance was to be the degree of Doctor of Medicine. In other words it was intended to
provide for work supplementary to that done in the Midway School, either leading to specialization in some particular branch, or providing for those who have already been in practice for some time to bring them up to current medical knowledge. This I have called the new Rush Medical School because the work which Rush now does leading to the degree of Doctor of Medicine is to be transferred to the Midway.

The new Rush School was also planned to be a graduate school, but in the sense that the condition precedent to admission to its work was the degree of Doctor of Medicine. In discussions bearing on the work this school is more commonly referred to as "the Graduate Medical School."

III. Research work was planned to be an essential part of the medical schools and might be conducted either on the Midway or on the West Side as circumstances might warrant. The two existing research institutions by contract were to be taken over as a part of the Chicago medical work, but were to retain their autonomy in accordance with the contract.

IV. Under the original plan it was supposed that four million dollars endowment would be sufficient to begin the medical work. These four millions, of course, would be at the entire discretion of the Board of Trustees of the University. At the same time there was a more or less definite understanding that the income of one million might be used for the new Rush Medical School; the income of one and one-half millions might be used to carry on the hospital on the Midway; and the income of the remaining one and one-half millions should be used for the endowment of the clinical departments.

At the same time there was no binding contract to use these endowments in these particular ways. The necessity of the case would guide the Board. Furthermore, it is clear that these endowments are
benefits for work unemployment to that gone in the Middle School.

With respect to the most important in some particular forms of bringing
for those have already been in practice for some time to bring
the idea of contact with children improvement. The idea of contact with
your Middle School because the work which you can teach to.
the nature of Doctor of Education to be communication to the Library.
the new type School was also planned to be a University School.

putting in the sense that the students engaged to maintain to the
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Middle School."

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students attended any right to no other place on the

West Side of the University's right movement. The two separate processes
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Western work put about to retain their necessary in accordance with the

In conclusion, the original plan to make ordinary place your million

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the western million of course, many of the native American at

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Also the same time there was no partial coexistence to one phase of

Garments in great particular ways. The necessity of the case would

Garments in great particular ways. The necessity of the case would

Exhibits Board. Furthermore, it is after that these circumstances are
entirely inadequate to support the various services under the present financial conditions.

To the best of my knowledge the gift of Mr. Shedd, the designation of which was left to the discretion of Dr. Billings, has not been so designated.

It was my intention that for the general administration of all medical work there should be an administrative committee, of which committee the President of the University should be Chairman, and the Deans of the Schools, the Directors of the Research Funds, and any others whom the Board of Trustees might designate, should be members. There is reference to this plan at the foot of the first page of the Minutes of the Board of Trustees of the University. I may add that so far as that conference is concerned there was no record made of it in New York, and no official action has been taken by the Board of the University.

Mr. Hardy's letter referring to the surgical department of the school refers to the new Rush Medical School on the West Side.

Mr. Williams's letter on page 5 of Mr. Plimpton's statement refers also to the new Rush Medical School on the West Side.

I should add that the same thing applies to Mr. Ryerson's gift on pages 4 and 5 of Mr. Plimpton's statement. This relates to the new Rush Medical School on the West Side.

Evidently Mr. Kaufman's gift on page 6 of Mr. Plimpton's statement is undesignated except as to the name of the Fund.

I infer in regard to Mr. Thomson's gift on page 6 of Mr. Plimpton's statement that that refers to the Medical Department in the new Rush School on the West Side.

So far as these funds above noted are concerned which are designated as endowments in the new Rush School I think they may be considered
a part of the one million dollars understood to be used for endowment on the West Side.

The name Rush has so many associations for the Alumni of the present institution of that name that it seems best to retain it for the new West Side school. But I am bound to say that I am personally quite reluctant to have that name retained in connection with the University of Chicago because of certain things in the history of Dr. Rush, which however, it is unnecessary to recite here. To me, however, his name is anathema.

(signed) HARRY PRATT JUDSON.
a part of the one million dollars underwritten to be used for equipment on the West Side.

The same idea sets in early association for the students of the new West Side School. How I am proud to say that I am personally due to these students to connection with the University of Chicago because of certain kindness on the part of Mr. Minnick, who has, to use the words of one of my friends, "been of inestimable assistance in the present state of the situation."
A PLAN FOR THE DEVELOPMENT OF MEDICAL EDUCATION
IN CHICAGO
(By Abraham Flexner) (July--1916)
(In Mr. Flexner's writing)

I

A strictly modern medical school can be most effectively organized in connection with a University which either lacks a medical department altogether or is in position to "scrap" the department which it may happen to possess. The Johns Hopkins University created its own medical department from the bottom up; Washington University wiped the slate and made a fresh start. These two schools are, therefore, at the moment, our most substantial assets in the field of medicine, even though they are located in cities, which are to a certain extent deficient in population, wealth and outside resources.

With a single exception, which I shall shortly discuss, universities situated in cities which can offer most to medical education are so hampered by their inherited medical departments that they cannot now deal with medical education on the uncomprising modern basis of Baltimore and St. Louis. For this reason, the otherwise great advantages of New York, Boston and Philadelphia continue to go, more or less, to waste. It now looks as if the further salvation in respect to medical education of these, our largest centres, must be accomplished by a slow and painful evolution rather than by a series of decisive steps taken during a relatively short period.

Chicago is the exception above alluded to. Here is a city of the first rank with a strong University free to deal with
A plan for the development of medical education in Chicago

I

A faculty-modern medical school can be most effectively
organized in connection with a university which already
lacks a medical department adequate to its position to "serve" the
medical department which is necessary to possess. The problem of
wresting from the university with the aid and support of the people
these two colleges the franchise of the momentary, or at least the
temporary, which are to a certain extent available in the gap.

With a single exception, which I shall presently glance, the
universities interested in either which can offer most to medical
education are to be regarded as their institutions of medical education
that they cannot now get with medical education on the ground
while medical board or similar official and paternal power
the opposition exact arrangements of New York, Boston and Philadelphia
continue to be more or less to waste. It now looks as if the
interest rivalry in respect to medical education of these, and
interest competition, must be supplemented by a slow and patient
evolution toward a series of coexistence, rather than censure.

A tentative report pending.

Unless the exception shows otherwise, I have in mind
only of the first rank with a strong university tied to keep with
medical education on its merits. True enough; on paper the
University seems to possess a medical department. But of the two
parts of this department, the work of the first two years is
soundly organized on thoroughly modern lines and hence offers the
necessary basis for further development; while the clinical
arrangements are temporary in character and can be discarded or
reorganized by the University at will. The University of Chicago
is, therefore, as I have said, free to deal with medical education
on its merits, without compromise or embarrassment. The same
cannot be said of any other institution situated in a city offering
similar advantages. For this reason, the next move in medical
education should be made in Chicago and by the University of
Chicago.

There are, further, some strong reasons for making
this move now. As will appear in a moment, there exist in Chicago at
this time, aside from its general and permanent advantages, certain
special opportunities for promoting medical education and research.
These opportunities can be most effectively utilized by a medical
school connected with the University of Chicago. Whether or not
they shall be appropriated by the University of Chicago or shall be
allowed to drift elsewhere and to become correspondingly less
effective, depends very largely on the influence of one man,
Dr. Frank Billings. Dr. Billings occupies in Chicago a position
such as is occupied in Baltimore by Dr. Welch; and like Dr. Welch,
he is a wise, clear-headed and absolutely unselfish leader. If a
modern medical school can be developed at the University of Chicago
McGill's connection to the medical school money is the medical school. The money, however, of the two

University seems to possess a medical gap recently. But at the same time, the work of the tills two years at

parts of the department, the work of the other two years as

southern area being on phonography. Modern times and finance indicate the

necessary parts for further development with the clinic

smog and many of the topics in general and can be discussed at

the University of Chicago.

"I am therefore, as I have said, free to go back with medical education

on the medical with some committee or establishment." The same

cannot be said of any other institution situated in a city other than

similar institutions. For this reason, the next move in medical

education should be made in Chicago and by the University of

Chicago.

There are, however, some outside forces for making

the move now. As will appear in a moment, there exist in Chicago at

the time, aside from the general and permanent satisfaction, certain

specific opportunities for promoting medical education and research.

These opportunities can be most effectively utilized by a medical

school connected with the University of Chicago. With or not

they will be approved by the University of Chicago, or will be

allowed to grow elsewhere and to become an indispensable force

effective, gaps being very large on the influence of one man.

Dr. Frank Billings. Dr. Billings occupies in Chicago a position

such as is occupied in Pittsfield. Dr. Webber and like of. Wezon

as a wise, clear-headed and dedicated leader, leader. It is a

modern medical school can be developed at the University of Chicago.
at this time, the influence of Dr. Billings will procure for it
the special opportunities and resources that I have in mind; if
the establishment of the school is long deferred, the resources
in question will have crystallized in some other form. Dr. Billings
is now in his sixty-third year. Procrastination may therefore
prove very costly.

Of the possibilities here in question the Sprague
Fund is perhaps the most important. This fund, now $1,000,000 and
shortly to become $2,000,000, was left to a Board of Trustees of
which Dr. Billings is a member, on condition that it should be
devoted to "some public charitable use" in Chicago. Mainly through
the urgency of Dr. Billings, the Trustees have chosen the field of
medical research. There has been some feeling in favor of the
establishment of an independent Sprague Research Institute; but,
realizing its inadequacy for this purpose, Dr. Billings has thus
far succeeded in keeping the fund liquid. In season and out of
season he has urged that the endowment can be most efficiently
employed in connection with the Medical Department that the
University of Chicago is some day bound to have. Meanwhile both
Trustees and Director are growing restive. The income is now spent
in promoting investigations in connection with several institutions;
but this is a temporary and increasingly unsatisfactory expedient.

If the University acts at this time, there is little doubt that,
contractually or otherwise, this important fund can be identified
with its medical department. If the University fails to act, the
chance may be lost forever.
At this time, the influence of Dr. Billings will become for it the special opportunity for resources that I have in mind; if the establishment of the school for your generation, the resources in discussion will prove attractive to some other form. Dr. Billings is now in the sixty-fifth year. Precisely, therefore, of the possibilities here in discussion, the expense $4,000,000 and $1,000,000 and fund to become the most important. This fund, now $1,000,000 and endowment to become $5,000,000, was led to a part of Trustee of the Medical Research. The Trustees have chosen the form of the Medical Research. There has been some feeling in favor of the establishment of an independent Medical Research Institute, but the resources for this purpose, Dr. Billings and June 1st, have already been raised, if keeping the fund intact. In the session, we feel that the encouragement can be most effectively employed in connection with the Medical Department to the University of Chicago has some way found to have. Meanwhile, poor Trustees and Directors are returning to this income as now about in promote investments in connection with several institutions put since a competency in the University. There is little, indeed can be invested with the Medical Department. If the University letter was the present...
Dr. Billings himself has for some years been engaged in raising a million dollar fund for the promotion of clinical education. At this date, he has the assurance of three-quarters of the sum; he has no doubt that, if the University acts, he can complete it, for use in whatever way promises most for medical education.

Finally, the policy of the Presbyterian Hospital, with which I shall deal more fully as I proceed, will be determined very largely, perhaps almost wholly, by Dr. Billings' advice.

The disposition of two funds aggregating $3,000,000 and of a valuable hospital therefore depends on wise action at this time.

II.

After careful examination of the field I am of the opinion that the University of Chicago can at this juncture develop a modern medical school in any one of three ways:

(a) It can improve the present organization, continuing to give the work of the first two years on the South Side at the Midway and introducing full-time clinical teaching into the Presbyterian Hospital on the West Side.

(b) It can concentrate the entire four years' medical instruction on the West Side, by building a laboratory for the work of the first two years in immediate proximity to the Presbyterian Hospital, which would be reorganized on the full-time basis.
Dr. Bellings himself has for some years been engaged
in raising a million dollars toward the promotion of clinical
education. At this stage, he sees the assurance of whole-hearted
cooperation from the many who are so deeply concerned.

Complete, if not at least in substance, our present work for medical
education.

Finally, the position of the Presbyterian Hospital, with
which I shall connect more fully as I proceed, will be determined very
largely by the amount allotted by Dr. Bellings' estate
The appropriation of two funds amounting to $1,000,000
and of a valuable hospital property, are the basis on which action at
this time.

II.

After careful examination of the field, I am of the
opinion that the University of Wisconsin can at this minute
generate a modern medical school in many of its features
(a) If we improve the present organization, combining
to give the work of the first two years on the South Side of the
Midway and introducing full-time clinical services into the
Presbyterian Hospital on the West Side.

(b) If we concentrate the entire four years' medical
instruction on the West Side, by utilizing a laboratory for the
work of the first two years in immediate proximity to the ple-
Presbyterian Hospital, which would be integrated on the third-fine
peace.
(c) It can develop clinical facilities and teaching at the Midway. Let us consider these solutions separately.

III

(a) **Maintain the present organization, with the introduction of full-time clinical teaching into the Presbyterian Hospital.**

This is in effect the plan suggested by President Judson in his letter of June 17 to Mr. Gates, though President Judson regards the arrangement as only temporary.

It seems to be questionable, however, whether the plan can be carried out at the Presbyterian Hospital, if it is understood to be merely a temporary arrangement, in so far as that Hospital is concerned. The Trustees of the Presbyterian Hospital are satisfied with their present staff. Let us assume, however, that they are willing to see this staff replaced by a full-time University staff, on the ground that the full-time staff would serve the hospital better. Would they be likely to consent to the improvement if told that some years hence the full-time staff will be transferred to a hospital at the Midway, at which time the Presbyterian will return to its present type of staff organization? In my judgment, the Trustees of the Presbyterian Hospital would be unlikely to consent to a radical reorganization destined to be of a merely temporary character.

Regarded as a more or less permanent form of medical school organization, the plan is open to very serious objection. As to this, I am sure that President Judson would entirely concur.
III

[a) Maintaining the Pensioner's Hospital, with the introduction of a full-time Official Residency into the Pensioners' Homes.

The plan is to effect the plan under which the Pensioners' Homes will be administered by the management of the Homes.

In the letter of June 17, to Mr. Gates, Hon. President, London, I suggest the advantage of a full-time consumption and residence, as only beneficial.

It seems to be a dangerous proposition, however, whether the plan can be carried out at the Pensioners' Homes, as it is attended with serious consequences. The Trustees of the Pensioners' Hospital are well aware of the plan, and are willing to see the plan adopted as a full-time consumption.

I have stated this plan to the Trustees of the Pensioners' Hospital, and they have expressed their willingness to see the plan adopted as a full-time consumption.

Repayment will be required to be made by the Trustees of the Pensioners' Hospital, and will be extended to a period of years.

I am sure that President Louis will be willing to come to a satisfactory agreement with the Trustees of the Pensioners' Hospital, and will be willing to come to a satisfactory agreement with the Trustees of the Pensioners' Hospital.
Without at this moment calling attention to the defects of the Presbyterian Hospital itself, it may be pointed out that a school, one-half of which is located on the South Side and one-half on the West Side, is two half schools rather than one whole school. A modern medical school is a single, organic thing, no part of which can function effectively except in close physical and scientific relation with all other parts. To give to Chicago in order to improve a school of defective type in the expectation that some day a school of modern type will take its place might operate to defer, rather than to hasten, the latter day. In my judgment, the General Education Board should not make its contribution to medical education in Chicago on this basis.

IV

(b) Develop the entire school on the West Side around the Presbyterian Hospital.

The objection just made to a divided school can be most easily and economically met by bringing the two parts together on the West Side. The Presbyterian Hospital would thus form the main clinical branch, and new laboratories could be built adjacent thereto, on land now owned by Rush and by Rush deeded to the University.

This plan offers certain advantages. The Presbyterian Hospital, the Orthopedic Hospital, the McCormick Institute and the Cook County Hospital all lie closely together. The University could secure control of the first two; the McCormick
Without this moment coming attaction to the Celestine of the
Preparatory Hospital, it may be thought of that a
school one-half of which is located on the South Side and one
half on the West Side. At two half schools is located these which
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preparation and scientific relation with all other parts. To give to Chicago
in order to improve a school of Celestine type in the expectations
that come any a school of modern type will take the place might
obstacle to gather, faster plan to proceed, the letter gay. In my
judgement, the General Education Board should not make the
contribution to medical education in Chicago on this premise.

VI

...
Institute could be effectively affiliated; the Cook County Hospital would furnish additional facilities and material. Thus without expense other than that incurred in the erection or remodelling of laboratories a unified plant would be secured.

The central feature of this plan is the Presbyterian Hospital; we must therefore examine its possibilities from the standpoint of modern medical education.

The Presbyterian Hospital is a voluntary institution, with a plant costing $1,632,000, an endowment of $1,382,000, and an annual budget of $295,000. It contains 440 beds, of which 100 are in the private ward. The institution is governed by a self-perpetuating Board of 28 members, the President of the Board being the manager of the Hospital.

The policy of the Presbyterian Hospital in regard to medical education is highly creditable to the intelligence and public spirit of the Trustees; for they have made what is practically a permanent contract with Rush Medical College according to the terms of which the Medical School appoints the hospital staff and uses the hospital freely for teaching purposes. The Trustees rejoice in the school connection and are entirely convinced of the mutual advantage resulting therefrom. They would, moreover, welcome the absorption of Rush by the University of Chicago. Thus far, the situation is highly favorable.
Nevertheless, the adoption of this solution would entail certain compromises of doubtful wisdom. In the first place, the West Side medical school would be practically inaccessible to the University; close administrative and scientific intercourse between medical school and University would have to be abandoned. It is true that the Johns Hopkins Medical School is not contiguous to the Johns Hopkins University; nor is the Medical Department of Washington University on the University campus. But in neither of these instances is the separation so formidable as would be the case in Chicago; both are in easy reach of the University. Besides, the University of Chicago has so much more to offer its medical school that proximity is all the more worth striving for.

Waiving this point, I question whether the Presbyterian Hospital would prove quite adaptable to University purposes. The buildings were constructed without reference to educational or scientific needs; there is almost no laboratory space and very limited teaching facilities, both of which have had to be improvised in the old Rush buildings adjoining. Nor is the amount of material available either as large as appears or as well adapted to teaching as could be wished. The hospital contained last year an average of 298 patients daily, of whom almost a hundred were private patients. Hardly more than 200 patients were therefore available for school use. Nor can school needs be primarily considered even in admitting this modest number;
Medical schools would certainly complicate the medical world. In the final analysis, the degree of advantage which a medical school would have if it were to be brought into the University of Maryland, and the strong support of the medical schools and hospitals in the University, would have to be determined by the University Department of Medicine and University hospitals. If these advantages are made to be considerable, it is ipso facto that the University hospitals, the University Department of Medicine, and the University hospitals form an integral part of the University Medical School. The University Department of Medicine, if it is to effect more as a whole in the medical schools over which it has control, must be able to offer the medical schools that which is proximate to all the more work available.

Maintaining this point, I express measure of the case —

Further, hospitals would prove difficult to staff with University-trained doctors. The University would be constrained without reference to the convenience or scientific need, there to remain on the departmental space, and only if the selection is characteristic of the whole staff. Only in the case of the Ruch Parallel's staff, not in the manner or material available either as large in appearance or as well adapted to teaching as capable of medical. The hospital's convenient sites, or beds made at 200 parallel's, Health care needs

The latter available for schools use. Not can school needs

be interpersonal considered even in submitting this modest number.
for the hospital must be conducted with an eye to income; hence part pay patients of little or no educational interest sometimes receive preference over free patients who would serve scientific purposes. I do not, however, wish to be understood as meaning that University Hospitals, those of Baltimore and St. Louis, for example, are rich enough to dispense with income from ward patients who pay part of the cost of their maintenance; but in Baltimore, for instance, the Hospital superintendent is a trained man who conducts the hospital as the servant of the teaching staff whose needs he has primarily in mind; while at the Presbyterian Hospital, Chicago, the administrator is a business man who, despite good intentions, can not fully understand the problems of teaching and research. The Presbyterian Hospital is therefore not built, equipped, organized or conducted with primary reference to teaching and research. Its limitations in these respects are keenly felt by the research workers supported by the Sprague Fund; and it is a question how far or how soon they could be remedied.

There remains a still more serious drawback. The staff of the Presbyterian Hospital is made up of the most prominent practitioners in Chicago. These men have rapidly built up the Hospital so that it is now the strongest institution of the kind in the City. In consequence, the Trustees are loyal to the staff and very proud of them. Now if the
for the Proprietary must be conducted with so eye to increase
perhaps part pay benefit of life to an educational interest
sometimes receive preference over these patients who might
receive scientific preference. I go not, however, wish to pa-
whispered as meaning that University Hospitals' phase of
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at their nunfacemen, but in Partimote, for instance, the
Hospital as the servant of the Residency itself whose voice he
Hospital as the servant of the Residency itself whose voice he
of course, the administration in a business man who desires
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residence and residence. The Proprietary Hospital is prepared
not public, enquired, organized or conducted with propriety
reference to residence and residence. Its limitations in these
bases are clearly felt by the Proprietary as long as it can be
the Residency and if it is a question how fast or how soon
they can or be remedied.

These remain a still more serious drawback. The
fact that the Proprietary Hospital is made up of the most
prominent professional men in office. These men have reputa-
until in the Hospital so that it is now the strongest insti-
tution of the kind in the city. In consequence, the Trustees
are forced to the spirit and very bond of them. How it the
University of Chicago reorganized the hospital on the full-time plan, the present staff would necessarily give way to a new set of younger men — men of reputation, to be sure, but of a different kind of reputation — men known to scientists, not to the general public — modest workers in wards and laboratories, not personages prominent in the social life of the community. The Hospital Trustees are, as I have said, well disposed to education and research; but I confess I am fearful as to their reaction to a plan which involves so distinct a break and so fundamental a reorganization. Whatever the contractual relationship, two Boards of Trustees cannot cooperate unless they are really like-minded. I discussed this aspect of the problem with Mr. Day, the President of the Board of the Presbyterian Hospital. He and his associates sincerely desire to be guided by the staff, particularly by Dr. Billings.* Still Mr. Day has difficulty in understanding why men who have served community and hospital so well should now be sidetracked; he suggested the retention of the present staff on the present basis and the addition of full-time assistants. There is thus danger that, if difficulties arose in the future, the Board of Trustees might look regretfully back to the conditions which now exist; and this danger is rather increased by the fact that the present staff would have to continue to use the private ward. Between the new and old chiefs there would thus be a constant comparison in the eyes of administrators at heart attached to the old order. In any case so much depends on one personality — viz. Dr. Billings — that the situation can hardly be considered altogether safe.
My opinion of the second plan is therefore as follows: A serviceable school, greatly superior to the present one, could undoubtedly be developed; but its facilities would be more or less unsatisfactory and its outlook more or less clouded. It would not be from the start a clean-cut modern organization free from all doubt whatever. Looking back from a period twenty-five years hence, the reasons in favor of this solution would, I fear, hardly justify the risk and compromise involved. On the other hand, the Presbyterian Hospital is too valuable to be lost to education and medical science. I hope to show that, on the third plan, all compromise can be avoided, while the Presbyterian Hospital and other West Side facilities can still be effectively employed.

*Of the leading men on the staff, Dr. Billings alone can be regarded as a thorough believer in the full-time plan.

V

(c) The establishment of the Medical School at the Midway

The third plan contemplates the building of a University Hospital at the Midway. It is admittedly the most costly plan, for the hospital and its endowment would involve an outlay of $2,500,000. In other respects, of course, any expenditure required at the Midway would also be required on the West Side. The advantages of the Midway project seem to me more than worth what they cost; and when one reflects that on either site, the
My opinion of the second plan is fundamentally as follows:

A scientific school, properly supported by the Postage Office, cannot properly be developed; but the Postage Office would be more to lose than to gain.

It seems manifest that the case is a self-contained one, and the Postage Office would be more to lose than to gain.

If any part of the proceeds of the sale of a piece of modern apparatus were put into a bank or other place, from which the proceeds would be permanently taken, I am not sure that the case is a self-contained one, and the Postage Office would be more to lose than to gain.

From a scientific school, looking back from a period of years, I give these answers to the question in favor of the Postage Office money.

I was not yet forty when the Thack and comstockite incurred.

On the other hand, the Postage Office is co-operative to be trusted.

To education and medical science, I hope to show that on the

find that, out of comstockite, can be saved, while the Postage Office

Hospitals and other West Bride Postage can still be affected

employed.

At the same time, men on the seat, Dr. Phillips' score can be

reached as a specimen of heaven in the full-time plan.
investment in plant and endowment must ultimately be much larger, it is clear that a decision ought not to be made simply on the basis of an immediate economy.

The third plan completely escapes all the compromises and dangers of the second plan. The foreign board of hospital Trustees is eliminated; there is no existing hospital staff to conciliate; no traditions to overcome. The University can, in the most favorable atmosphere and the most stimulating environment, create a medical department in complete harmony with the highest modern educational and productive ideals.

The Trustees of the Sprague Fund, led by Dr. Billings, would be quick to see the advantage of co-operating with the University in this development; for the Sprague Fund, too small to establish a complete and independent Institute, could, while retaining its identity, enormously increase its productivity by entering into close relations with the University and its medical school. The combination of the general University resources in laboratories, libraries, etc. with the special facilities provided for the Medical School would constitute the most favorable conditions possible alike for teaching and research. In this form, the project makes an appeal to the imagination such as is made by neither of the plans previously considered. If the General Education Board and the Rockefeller Foundation desire to promote medical science in its purest form, it is impossible to duplicate anywhere else
Investment in plant and equipment must immediately be made

In a very nice that a decision cannot not to be made

apply on the part of an immediate economy

The joint plan completely escape all the com-

promise and gander of the economic plan. The latter would
of necessity Trustees to eliminate these in exercising
necessity actual to concern themselves with the function of the

University and in the most transferable capacity and

the competition environment create a medical department

in complete harmony with the physical medicine department and

proactive in character.

The Trustees of the Spurgeon Fund, led by Dr. Billings,

would do much to see the establishment of an operating with the

University in the development of the Spurgeon Fund, see

material to establish a complete and integrated Institute's

small to establish the identity and enforce importance the business

activity or extend into close relations with the University

and the medical school. The competition of the General Uni-

versity increases in proportion, interests, etc., with the

special facilities provided for the medical school would

constitute the most transferable contribution possible. The

taking and teaching. In this form, the project makes an

impression on the imagination much as it made an impression on the

pine tree. December, contemplated. If the General Education Board

and the Rockefeller Foundation agree to promote medical science

in the future, they fit the improve to duplicate unnecessary
in this country the conditions as they exist at the University of Chicago today.

VI.

In discussing the second plan, I urged that the West Side facilities are too valuable to be thrown away. I propose now to point out an admirable use for them.

There are two distinct problems in Medical Education: (a) the training of high grade physicians and the promotion of research, which would be the function of the proposed plant in the Midway; (b) the development of facilities for the purpose of enabling practising physicians from time to time to bring themselves up to date.

The needs of the China Medical Board illustrate the second field of work. The Board is bringing missionary doctors to America to spend, say, a year in modernizing themselves. But there is no proper place to send them. We have done the best we could for those who apply for advice, and occasionally have made advantageous arrangements on a personal basis. But there are no adequate organized opportunities for either the few mission doctors or the immensely larger number of our own practitioners who annually seek or should seek to improve their professional equipment. Vienna and Berlin offer such chances abundantly; the existing establishments of the kind in Boston, New York and Philadelphia are, however, a poor equivalent.

I suggest, therefore, that, in addition to locating its regular undergraduate and research departments at the Midway,
the University take over, as a separate enterprise, the Rush contracts with the Presbyterian and Orthopedic Hospitals and the Rush privileges in the Cook County Hospital, organizing them as a postgraduate department open to practising physicians for special and advanced courses. The possession of the appointing power in the Presbyterian and Orthopedic Hospitals would enable the University to bring about such internal reorganization as would be necessary; and the University should avoid affiliations with privately supported hospitals in which it did not enjoy such complete power of organization and appointment. The material in the Presbyterian and Orthopedic Hospitals would be more largely usable for postgraduate than for undergraduate instruction; and the Cook County Hospital would be a most valuable adjunct. Moreover, the present Presbyterian staff would in the main be excellent for this purpose. The University would need only to provide a good laboratory building for teaching and work. The fees, which can be paid by practitioners, would go far to finance the running expenses. The two departments - that on the Midway and that on the West Side - could cooperate, but in plan, organization, management and aims they would be entirely distinct.

The plan which I have outlined - the establishment of a complete undergraduate and research medical department at the Midway and the organization of a postgraduate department on the West Side - would represent a significant addition to our resources in medical education and research in two vital respects. I suggest therefore that the officers of the General Education
The University face other, a complete partnership the Rush

conferences with the Presbyterian and Orthopedic Hospitals.

The Rush put its feet in the Cook County Hospitals. The association

formed a preceptorship department open to prescience practitioners

for specialty and advanced studies. This would bring to the specialty

the power in the Presbyterian and Orthopedic Hospitals, enabling

the University to print more intense test material.

As many be necessary, and the University supply much wider

scope with preceptorship support and materials, in which it is both

enjoy every opportunity of advancement and appointment. The

material in the Presbyterian and Orthopedic Hospitals would be

more intensely needed for preceptures than for immediate practical

institutions. The Rush, the Presbyterian, and the University might well

mean for an efficient test for the purposes. The University would need

only to produce a good instructor, willing to receiving, even to the

least words, which can be held at preceptures, enough to test to

finishes the training experience. The two governments would not be

Mickey and that on the other side - could cooperate, put in plan

organization management, and since they would make available

the plan which I have outlined - the establishment of

a complete preceptorship and test for the government at the

Mickey and the organization of a preceptorship section to see to

what side - would represent a significant section in the current

concern in medical education and research in the new field develop.

I suggest therefore that the offices of the General Education
Board be authorized, in conjunction with the officers of the Rockefeller Foundation, to negotiate with the President of the University of Chicago for the realization of this larger scheme.
Board of Regents, in conjunction with the University of Georgia, for the establishment of the Institute of Government, and to negotiate with the President of the University of Georgia for the establishment of the latter scheme.
February 29, 1924.

President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois:

Dear President Burton:

At a meeting of the General Education Board held February 28th the officers reviewed with the members of the Board the contract between the General Education Board, the Rockefeller Foundation, and the University of Chicago, dated September 17, 1917. The following action was taken:

RESOLVED, That, subject to the concurrence of the Rockefeller Foundation and the University of Chicago, the Executive Committee of the General Education Board be, and hereby is, authorized to substitute for the contract with the University of Chicago, dated the 17th day of September, 1917, a new agreement or agreements which shall enable the University, subject to the approval of the Executive Committee of the General Education Board, to use such part of the present medical fund amounting to Five million three hundred thousand Dollars ($5,300,000) as in the judgment of the University and the Executive Committee of the General Education Board shall be deemed wise and necessary for the construction and equipment of laboratories and clinics for the Medical Department of the University on the University campus; and be it further

RESOLVED, That, subject to the concurrence of the Rockefeller Foundation and the University of Chicago, the Executive Committee of the General Education Board be empowered to incorporate in the new agreement or agreements a section dealing with clinical organization in general conformance with the manner in which it is described in the letter of Dr. William H. Welch, dated October 21, 1913, to the General Education Board; and be it further

RESOLVED, That in the proposed new agreement to be entered into by the General Education Board the other essential provisions of the present contract be incorporated.

The officers will be happy to confer with you at your convenience regarding the execution of a new contract.

Very sincerely yours,

(Signed) ABRAHAM FLEXNER

AF BB
My dear Mr. Flexner: of something like $20,000,000 for what we have in accordance with your flattering suggestion. I am enclosing herewith a copy of the paper which I read before the Council on Education of the American Medical Association. It should be grateful if you will transmit it to Dr. Buttrick if you think it worthy of his attention. I should appreciate also any suggestions respecting it which you feel disposed to make, especially if these apply to the University policy which is implied in the title. I might be willing to give $1,000,000 of the $2,000,000 of which much regret that it escaped my mind when I met you on Monday to have a few words concerning the matter of obtaining the additional $2,000,000 of which we stand in need for the development of the Medical School in the near future. You were kind enough to intimate that following the action of the General Education Board and the Rockefeller Foundation taken at their recent meetings, you would recommend to those Boards that they should together contribute $5,000,000 towards a new fund of $5,000,000 for the Medical Schools of the University. I am much interested to secure the additional $2,000,000 in the near future if, as seems now fairly certain, the University will have to undertake
this year the raising of something like $20,000,000 for
what we have classified as "immediate needs" of the
University, including in this $20,000,000, the $5,000,000
for the Medical Schools it would, I believe, be of very
great advantage to us if we could be in a position to
there are other men as able as Mr. Rockefeller to
announce in one statement or in successive statements
the securing of $5,000,000 necessary for the Medical
Schools, in which you feel interested, to secure large
gifts for this purpose. I should greatly appreciate
You suggested, if I remember correctly, that
Mr. Rockefeller might be willing to give $1,000,000 off the
$2,000,000 necessary to be raised in addition to the
gifts of your Board and the Rockefeller Foundation, and
that you would not be averse to approaching him regard-
ing the matter. Recalling your notable success in
securing from him his former large gift, I am desirous
of securing your advice and assistance at this stage of
the affair.
Mr. Rockefeller would be disposed to give the entire sum
necessary to round out the $5,000,000 or that it would
be wise tactics to suggest that to him? With so much
money to raise in the aggregate, a large gift like this
would be of tremendous help. It would set a pace and
Dr. Abraham Flexner
61 Broadway, New York City

EDB:HP
standard that would reach the imaginations of other
in accordance with your flattering suggestion
citizens of Chicago as possibly nothing else could
enclosing herewith a copy of the paper which I read
do.

before the Council on Education of the American Medical

If he were disposed to give the whole sum,

Association. I should be grateful if you would transmit
there are other men in Chicago who I believe could be
it to Dr. University if you think it worthy of his
interested, but I should not despair of being able
attention. I should appreciate also any suggestions
within the comparatively near future, to secure large
respecting it which you feel disposed to make, especially
gifts for this purpose. I should greatly appreciate
it if you would let me know your thought about this

whole matter.

The interest in the University community is
The reference to our whole program of advance is very
matter of obtaining the additional $2,000,000 of which
encouraging, as is also the fact that I am constantly

need for the development of the Medical
receiving from members of the faculty and others
School in the near future. You were kind enough to

suggestions of possible sources from which to secure

assurances that men of wealth in the city
the Education Board and the Rockefeller Foundation take
are interested in the University, or in the judgment
at their recent meetings, you could recommend to those

of those who speak to me could easily have their
interest excited. Perhaps I shall ultimately die in
additional $2,000,000 in the near future if, as seems

Very truly yours,

Dr. Abraham Flexner
61 Broadway, New York City

EDB: HP
If the company, through its headquarters in Chicago, can meet my proposal, I believe it would be advantageous to me and the company. I am aware of the competitive market, and I understand that the company needs to remain competitive. If you are interested, I am willing to discuss further. I am confident that this proposal will benefit both parties.

The benefits of this proposal include:

- Increased market share
- Improved customer satisfaction
- Enhanced financial performance
- Stronger competitive position

I am confident that with your support, we can achieve these objectives. I am looking forward to hearing from you soon.

Sincerely,

[Name]

[Company]

[Address]

[City, State, ZIP]

[Phone]

[Email]
President Ernest D. Burton  
University of Chicago  
Chicago, Illinois.

Dear Dr. Burton:

Thank you very much for yours of the 6th enclosing a copy of your paper. I shall read this once more and forward it to Dr. Buttrick. I shall write you any comments that occur to me, but I have little idea that I shall have anything to suggest.

I am a little aghast at the financial portion of the letter. What I said was in a decidedly speculative vein and I had no idea that you would attach any importance to the way in which we did our figuring up in the air. I have no assurance whatsoever that the General Education Board will contribute any definite sum, or indeed any sum, towards the program upon which you have embarked; and just as little as to what the reaction of any individual would be. I have no doubt that this is your own feeling about our conversation, and yet I am so anxious that these vaporings should not become the basis of any calculations that I am hopeful that you may feel like answering me to the effect that you yourself regard them in the same light.

Needless to say that if you are ready to sit down and talk
Thank you very much for the effort you have put into the preparation of this report. I am very pleased with the results and believe it is a significant accomplishment. The additional information you have provided will be very helpful in our research.

I am grateful for your dedication and hard work. Please keep me informed of any further developments.

Sincerely,

[Signature]
figures I shall be delighted to confer with you, and to bring before the attention of my colleagues any definite proposition which may emerge. But up to this point we must not think that I have in any wise committed the Board, nor any one outside the Board.

With all good wishes,

Sincerely yours,

[Signature]

A.F. 33
Alphonso I went to St. Augustine to consult with you and to take proper action after the conclusion of an agreement with Hay in the purchase of property which was to be used to fill part of the point we must now fill. I have to say more committed to the point, not only one nor the other.  

With all respect,  

A. S. C.  

[Signature]
1. What about the remainder of the fourth million which is not designated promise made at the first meeting of this group, he had been investi-
President Burton stated that in pursuance of his ing the question raised as to what, if any, portion of the for either school, and the income from it is therefore available for either school, and the income from it is therefore available for the $5,300,000 pledged in 1916-17 was designated for the appropriation by the University for any purpose connected with its work of the West Side School; that the result is to show that medical schools.

$4,000,000 is definitely designated for endowment of the schools and hospital of the University, and that of this $4,000,000,
was this not implied in the statements which were authorized when the $3,000,000 is definitely designated for the South Side School money was raised?

He said he was glad to say and hospital. Present indications are that between $500,000 and $600,000 was by the donors designated for the School for effort is that it was then said that one million of the four million Graduates in Medicine – what we are now calling the Postgraduate might be used for the (Post)graduate school.

School. He further stated that it was his intention to continue the study of the records and documents and at the next meeting of right and set aside the whole of this fourth million?

the Board of Trustees of the University to ask the Board to Answer: That question manifestly calls for consideration. So far we appropriate for the Postgraduate School the several sums which have been concerned to find out just what obligations exist. These, the donors have designated for that purpose, and to set up accounts of course, the Board will scrupulously follow. When these are on the books in accordance with these appropriations. He indicated ascertained, the question how the Board shall act in matters in which he would make further report to this group when the matter had there is no stipulation by the donor will call for consideration. In been fully studied. He called attention to the fact that this sum general I should say that it would be unwise for the Board to create is not available for undergraduate work on the West Side, but is new obligations for itself. We cannot foresee all the developments distinctly designated for the Postgraduate School. He further the necessities of the case, the better.
suggested that the income from these gifts would manifestly not be 4. Does the interest on the designated gifts follow the gifts; i.e., does sufficient for the desirable development of the Postgraduate School, as the amounts available for the South Side School are also insufficient to carry out the plan of the University for that 5. How much interest has accumulated?
schools would be obtained.

Answer: I do not know – that is being calculated.
1. What about the remainder of the fourth million which is not designated for the School at the University? President Burton stated that in pursuance of his promise made at the first meeting of this group, he had been investigating the question raised as to what, if any, portion of the $5,300,000 pledged in 1916-17 was designated for the appropriation by the University for any purpose connected with its work of the West Side School; that the result is to show that medical schools.

$4,000,000 is definitely designated for endowment of the schools and hospital of the University, and that of this $4,000,000, was this not implied in the statements which were authorized when the $2,000,000 is definitely designated for the South Side School money was raised?

Answer: No. Present indications are that between $500,000 and Hospital. Present indications are that between $500,000 and Hospital. Present indications are that between $500,000 and Hospital. Present indications are that between $500,000 and Hospital. Present indications are that.

2. Does not the whole of this million belong to the West Side School? Was this effort is what then said that one million of the four million Graduates in Medicine – what we are now calling the Postgraduate might be used for the (Post)graduate school.

School. He further stated that it was his intention to continue.

3. Would it not be desirable for the Board of Trustees now to exercise its right and set aside the whole of this fourth million?

the Board of Trustees of the University to ask the Board to exercise its right and set aside the whole of this fourth million?

Answer: That question manifestly calls for consideration. So far we have been concerned to find out just what obligations exist. These, the Board of Trustees have designated for that purpose, and to set up accounts of course, the Board will scrupulously follow. When these are on the books in accordance with these appropriations. He indicated that is no stipulation by the donor will call for consideration. In been fully studied. He called attention to the fact that this sum general I should say that it would be unwise for the Board to create new obligations for itself. We cannot foresee all the developments of the future. The Board is to act according to the necessities of the case, the better.

4. Does the interest on the designated gifts follow the gifts; i.e., does it go to the school for which the gift itself is designated?

Answer: I should suppose so. We will get legal opinion on that point.

5. Would the accumulated interest be added to the principal?

Answer: I should suppose it might be so added. Perhaps it is more likely to be needed to supplement building funds or for equipment.

6. How much interest has accumulated?

Answer: I do not know – that is being calculated.
AFFILIATION ARRANGEMENTS WITH RUSH MEDICAL COLLEGE

The Committee on Academy and Affiliations reported to the Board of Trustees under date of December 29, 1897, recommending that upon a petition of the Rush Medical College for affiliation the University enter into terms of affiliation on certain conditions. After full consideration the recommendation was approved and the conditions named were adopted in the following form.

1. The Board of Trustees of Rush Medical College shall be reorganized in such manner as that it shall consist of men satisfactory to the Board of Trustees of the University who are interested in education and have no pecuniary interest in the earnings of the school.

2. The Board of Trustees as thus reorganized shall pledge itself to increase the preliminary requirements for entrance to the Rush Medical College in accordance with the action already taken by its trustees so that in 1902 the requirements for admission shall include the freshman and sophomore years of college work.

3. That Affiliation shall take effect June 1, 1898, provided the debts of Rush Medical College shall have been paid at that time.

In case it shall appear on June 1, 1898, that the College needs more time for the payment of its debts, the trustees of The University of Chicago will entertain a request to extend the time for a period not to exceed eighteen months, but in no event shall affiliation be entered into until said debts shall have been paid.

Minute Book 2, p. 125
THE COMMITTEE ON TENTATIVE AND ALTERNATIVE PLANNING

To the Board of Trustees under date of December 29, 1949,

recommendation that upon a petition of the Board of Trustees for affiliation with the University of Minnesota, the Board of Regents of the University of Minnesota accepts the following:

1. The Board of Trustees of Moorhead State College

2. The Board of Trustees as the governing board of that institution

3. That affiliation shall take effect June 1, 1950.

In the event of affiliation on June 1, 1950, that the

College seeks more time for the preparation to the report of the

trustees of the University of Minnesota with the intent of

recommending to the Board of Regents the time for a report not to exceed

sixteen months, and that the current of affiliation be

subjected into March of the following year.
The following is quoted from the minutes of April 11, 1898:

"The following communication was presented from the Board of Trustees of the Rush Medical College:

April 11, 1898.

To the Board of Trustees of the University of Chicago

Gentlemen:

Referring to the action taken by you on January 1898, granting the request of the Rush Medical College for affiliation with The University of Chicago on certain conditions, I am instructed to inform you that the College has now fulfilled all of the three conditions named.

1. The Board of Trustees has been reorganized, all the professors of the College having resigned their positions on the Board and the vacancies having been filled by the election of new members, citizens interested in education but having no connection with the faculty of the College.

2. The debts of the College amounting to $71000 have been provided for in full, most of the money having been already paid into the treasury and the balance having been subscribed by responsible parties and its immediate payment guaranteed by Dr. E. Fletcher Ingals.

3. The requirements for admission are being increased and it is understood that the standard will continue to be advanced in accordance with the requirements of the University Board.

The conditions named by the Trustees of the University having been thus fulfilled the trustees of the College request that the affiliation may be made to take effect at this time.

On behalf of the Rush Medical College

(Signed) T. W. Goodspeed

Asst. Secretary.

On motion, action on this request was deferred till the next meeting."

Minute Book 2, p. 146.
The following is an excerpt from the minutes of April 1, 1939:

"The following communication was presented from the Board of Trustees of the New Mexico College."

To the Board of Trustees of the University of Chicago:

Chairman:

Professor

W. G. Mead, President

I. The Board of Trustees has been interested in the future of the College since its organization. The Trustees feel that the College has made significant progress in its short history. The College has developed strong ties with the University of Chicago, and the Trustees believe that cooperation between the two institutions would be mutually beneficial.

II. The Trustees have been impressed by the quality of the faculty and the dedication of the students. The College has a strong commitment to research and scholarship.

III. The Trustees believe that the College should continue to receive support from the University. The Trustees are committed to ensuring that the College remains a vital part of the University community.

Sincerely,

T. W. Goodspeed

Assistant Secretary

On motion, seconded and carried, the meeting adjourned at 5:15."
The following is quoted from the minutes of May 3, 1898:

"President Harper made interesting statements relating to his recent visit to New York.

He presented the following Articles of Affiliation which had been agreed upon in New York recommended by the Faculty of Rush Medical College to the Board of Trustees of the College and adopted by said Board:

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 from its faculty.
6. To furnish books for the library, students or officers of the College at cost.
7. To furnish the College scientific apparatus and supplies at cost.
8. To furnish the library of the College copies of all 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.
The following is the notice of the University of New York:

To ensure the continuation of our educational standards, the University of New York has made the following statement:

We hereby declare the following as a firm and unconditional policy of the University of New York:

1. No institution of higher learning shall be allowed to operate within the boundaries of the University of New York without the express written consent of the University.

2. All institutions operating within the boundaries of the University of New York shall be required to submit a detailed plan of their operations to the University for approval.

3. The University of New York reserves the right to revoke the charter of any institution found to be in violation of its policies.

4. Any institution found to be in violation of these policies shall be subject to fines and penalties as determined by the University.

The University of New York

[Signature]
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 articles shall be understood to give encouragement that Rush Medical College is ever to become the Medical School of the University.
2. That it is the distinct purpose of the University to establish such a Medical School when funds shall have been provided.

It was voted that these articles be adopted to take immediate effect.

President Harper was appointed a Committee with power to represent the University in carrying out the aforesaid affiliation."
To increase the resources for programs at the University, we must also...

It is necessary to know and understand:

If I am asked to fill in the blank as a general or specific...

That is to say, in all of the programs...

It may be seen that the...
MEMORANDA REGARDING DEVELOPMENT OF THE MEDICAL SCHOOL PLAN

1) Arrangements to be made so that vacancies in the Rush Board of Trustees are to be so filled that a majority of the Rush Board will be composed of trustees who are members of the University Board of Trustees. Question of time and method of accomplishing the proposed change.

2) Settlement of title questions to alleys and of the transfer of the reversionary right in Rush Medical College to certain lands under the Presbyterian Hospital. Note that the contracts between Rush and the Hospital, which were assigned to the University, (Exhibits G and H) retain in Rush "the right and title to any and all reversions of real estate."

3) Construction of new Rawson Building should be advanced to a point so that by December 1st steam heat for the Senn Building can be provided from the new Rawson plant instead of continuing to take such service from the Presbyterian Hospital. It is understood that Presbyterian Hospital will furnish steam heat to Rawson until December 1st and that it will furnish live steam for sterilizers continuously as at present.

Estimates should be made for temporary connections and disconnections for steam heating service to Senn from the Hospital and a contract prepared to cover this service. Likewise for the sterilizers. Mr. Flock advises in regard to the steam heating matter that Mr. Bacon has suggested that we prepare a form of contract for him to sign; that he will do whatever we suggest. On the live steam for sterilizers I understand the Hospital now gives that to Rush and presumably will continue to give such live steam for sterilizers to the University.

4) The Hospital should register its approval of the Rawson Building plan. It is understood that the only remaining questions before such approval will be forthcoming are:

   a) Communicating ramps.
   b) Legal questions affecting alley and reversionary rights.

These questions may not be pressed by the Hospital.

5) Secure assignment of contract between Rush and the Central Free Dispensary. Note requirements of security for loan.

6) Provision should be made for sale of building Van Buren Street and Sherman Street so as to secure cash for building purposes.

7) Final consent of Mr. Rawson to the plans as modified.

8) Consent of Buildings & Grounds and possibly of University Board to plans as modified, including question of provision for extra stories and new elevator plan.

9) Note that the land under the Rush Building is encumbered for $11,000 as referred to above in connection with the Central Free Dispensary contract. Has an opinion of title been obtained covering the proportions to be conveyed by Rush to the University and all defects in title properly covered? This would include the question of rights in vacated alleys adjoining both north and east.

10) Technically the consent of the Central Free Dispensary should be obtained before the removal of the old Rush Building.

11) Should the business and corporate affairs of Rush Medical College be handled hereafter from the Business Manager's Office of the University of Chicago in the same manner as the latter office now handles the corporate and business affairs of the Baptist Theological Union? In other words, should the Business Manager of the University of Chicago be made likewise the Business Manager of Rush
PRESENTATION DEVELOPMENT OF THE MIDDLE SCHOOL PLAN

1. Objectives to be met to maintain an active and effective model of the Middle School for parents and teachers.

2. Establishment of appropriate teaching styles to meet the needs of the students and the teachers.


4. Improvement of the hospital facilities to meet the needs of the students and the teachers.

5. Implementation of a new curriculum for science and social studies.


7. Construction of new classroom buildings for science and physical education.

8. Improvement of the hospital facilities to meet the needs of the students and the teachers.


Medical College? In that event the various special funds and properties which do not pass from Rush to the University would be turned over nevertheless to this office as agent for Rush Medical College, a corporation. These special properties include the following:

a) Freer Prize Fund of $300
b) Lyman Memorial Prize Fund of $500.
c) Menninger Library Fund of $5,000 and medical books.
d) A.D. Thomson-Bevan Fellowship Fund of $5,000.
e) Nicholas Senn Fellowship Fund of $15,000.
f) John Phillips Fund of $7,500 (for establishing and maintaining a free dispensary.)
g) Farm land, Mitchell County, Iowa.

It is understood that the above trust funds would be administered by the Rush Trustees largely if not entirely in connection with the medical work carried on by the University of Chicago.

12) In the Lawson Building a Bridge tablet is to be erected on the fifth floor and also a memorandum tablet in the entrance or first floor lobby noting the fact that the Bridge Laboratories are on the fifth floor.

13) Note that the $5,000 life interest at 5% secured to Dr. A.D. Bevan in the agreement with Rush dated April 30, 1901 and modified in the A.D. Thomson-Bevan Surgical Fellowship gift of October 22, 1914, is taken care of by the committee of doctors composed of Doctors Billings, Ormsby and Bevan who have the power to turn the funds over to" the University of Chicago in the event that Rush and the University effect a union. The interest of the fund is to be paid to the house surgeon of the Presbyterian Hospital.

14) Question of the 5% payments on $5,000 each in the case of the gifts to the Senn Building from Doctors Coolidge, Ingals, Fawill, and Brewer and of 5% on $60,000 to Dr. Nicholas Senn. It is understood that all of these life interests have lapsed by the deaths of the donors. Note that the life interest at 5% to A.D. Bevan in his $5,000 gift to the Senn Building Fund has been merged in the A.D. Thomson-Bevan Fellowship and a provision in the latter for the funding of this charge on a 5% basis has been made in Mr. Bevan's will to take effect at his death. Also note that the life interest at 5% in the $5,000 gift of Dr. Billings to the Senn Building Fund has been merged in the Dana Billings Fellowship Fund of $10,000.

15) Note that certain changes may be necessary in the statutes of the University to cover the medical organization. (See recommendations of July 9, 1912, of the Committee on Instruction and Equipment approved by the Board of Trustees.) This appears to be the last reference to legislation.

16) Note also that the contracts with the Eastern States Boards as originally drawn provide for the maintenance and development of the "medical schools of the University in general" in accordance with the plan set forth in the two memoranda hereto annexed." The President probably has the memoranda referred to for such use as may be necessary in this connection.

17) Note that the contracts with the Medical Boards are to be re-drawn to express the change in the use to which the money may be put.

18) Administration other than educational of the west side medical plant. The tentative recommendations are for a single individual to be the representative as far as necessary of the various University departments concerned, including purchasing, cashiers', business manager, buildings and grounds, rather than having a separate individual from each of the above offices function independently. Possibly this same general representative could also act for the library and for the deans to some extent as they may determine. By acting as representative is meant not an officer
of primary jurisdiction but the person on the ground who carried out the duties and requirements of the departments concerned under the direction of the head of that department.

19) The recognition of Rush by the Royal College of Physicians and Surgeons of London, England, should be modified to cover the new medical activities of the University of Chicago.

20) Question is raised if the Business Manager's Office of the University could to advantage in the interests of economy and efficiency serve the other co-operating organizations. This may be a step for later development.

21) In connection with the Central Free Dispensary the obligations under the John Phillips' will should be studied in order to be certain that the contract between the University and the Central Free Dispensary, if it is other than an assignment of the contract between Rush and the Dispensary, will in fact carry out the terms of the Phillips' will as imposed upon Rush and for which the University becomes responsible under the contract with Rush.

22) Notice to be sent to the Department of Registration and Education announcing the date of the operation of the Medical Plan by the University so far as the assumption by the University of the former Rush Medical College activities is concerned.

23) Alumni relationships.

24) Cancellation of existing agreement of affiliation between Rush and the University of Chicago.


26) When the Senn Building was erected the Dispensary was moved from the old college building to the Senn Building and a new contract was made between Rush and the Dispensary whereby the Dispensary leased its space in the old building to the college at $1,00 a year and the college leased new quarters to the Dispensary in the Senn Building at $25.00 making a net payment received from the Dispensary by the college of $24.00 per year and the college now pays the interest of $860.00 per year to the Dispensary on the $11,000 loan. The annual income from the Phillips' Fund is also paid over by the college to the Dispensary.

27) A booklet similar to the University and Baptist Theological Union booklets should be prepared giving statement of the medical plan including contracts, affiliations, officers of government, trustees, etc., together with statement of organization, locations, offices, hours, etc.; possibly, also, charter and by-laws of each of the co-operating organizations. Also, a similar booklet should be prepared for Rush Medical College giving its charter and the revised and amended form of its by-laws, together with a statement of its properties and functions at this time after the execution of the contract with the University.
The recording of names of the Royal College of Physicians was commenced and the first members were enrolled in the University of Edinburgh.

No representation to the President of the University of the importance of the University of Edinburgh, and of its central place as an educational centre of great importance, and as a centre for medical education, was made.

A notice to the President of the University that the University of Edinburgh had been constituted as a University, and that the President had been elected as Chancellor, was sent to the University.

The University of Edinburgh was opened to the public, and the first graduates were conferred with degrees.

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<table>
<thead>
<tr>
<th>Subscriber</th>
<th>Subscription</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armour, J. Ogden</td>
<td>$200,000</td>
<td>His letter of May 14, 1917</td>
</tr>
<tr>
<td>Baaches, F.</td>
<td>500</td>
<td>His letter of Feb 17, 1917</td>
</tr>
<tr>
<td>Becker, A. G.</td>
<td>2,500</td>
<td>Minutes of March 13, 1917</td>
</tr>
<tr>
<td>Becker, B. V.</td>
<td>250</td>
<td>Letter of C. S. Levinson March 22, 1917</td>
</tr>
<tr>
<td>Bridge, Norman</td>
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<td>His subscription of Feb. 5, 1917</td>
</tr>
<tr>
<td>Butler, E.B.</td>
<td>5,000</td>
<td>Minutes of July 10, 1917</td>
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<tr>
<td>Donnelley, Mrs. R.R. and T.E.</td>
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<td>Minutes of March 13, 1917</td>
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<tr>
<td>Farr, Shirley</td>
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<tr>
<td>General Education Board</td>
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<tr>
<td>Gray, Charles F.</td>
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<tr>
<td>Grey, Howard G</td>
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<td>Hull, Morton D.</td>
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<tr>
<td>Jones, D.B.</td>
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<tr>
<td>Kaufman, N.M.</td>
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<td>Lichstern, A.J.</td>
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<tr>
<td>Mason, William S.</td>
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<td>His letter of Feb 17, 1917</td>
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<tr>
<td>Neilson, Helen Swift</td>
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</tr>
<tr>
<td>Parker, F. W.</td>
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<td>See Minutes</td>
</tr>
<tr>
<td>Rockefeller Foundation</td>
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<td>Rosenwald, Mr. and Mrs. Julius</td>
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<td>Scott, R.L.</td>
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<td>Shedd, John G.</td>
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<td>Smith, F. A.</td>
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<td>Swift, C. H.</td>
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<td>Swift, W. H.</td>
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<td>Thomson, A. E.</td>
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</tbody>
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* As indicated by Mr. Swift.
MEDICAL SCHOOL FUNDS

Additional Information

Total Support

Support

Distribution at the Board

The letter of May 15, 1911
The letter of May 15, 1911
Minutes of meeting May 15, 1911
Letter of C. E. Fenwick
Minutes of meeting, May 15, 1911
The SUPPLEMENTATION of the Budget, 1911
Minutes of July 10, 1911
Minutes of meeting May 15, 1911
Minutes of meeting May 15, 1911
See Conclusions

Minutes of May 5, 1911
Letter of Rapp, May 15, 1911
Minutes of June 8, 1911
Minutes of December 1911
Letter of May 15, 1911

See Conclusions

Minutes of May 15, 1911
Minutes of May 15, 1911
Minutes of May 15, 1911
Minutes of May 15, 1911
Minutes of May 15, 1911

See Conclusions

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For Encouragement

Anthony, J. L. Orgen
Boston, B. A.
Donnelly, M. R. and T. R.
Fenwick, C. E.
McKee, J. T.
McKee, W. H.
McKee, W. H. and M.
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### MEDICAL SCHOOL FUNDS

<table>
<thead>
<tr>
<th>Subscriber</th>
<th>Total Subscription</th>
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<tbody>
<tr>
<td><strong>Post Graduate School</strong></td>
<td></td>
</tr>
<tr>
<td><strong>For Endowment</strong></td>
<td></td>
</tr>
<tr>
<td>Crane, C.R.</td>
<td>$125,000.*</td>
</tr>
<tr>
<td>Crane, R. T. Jr.</td>
<td>125,000.*</td>
</tr>
<tr>
<td>Hardy, F. A.</td>
<td>10,000.*</td>
</tr>
<tr>
<td>Ormsby, O.S., Trustee</td>
<td>25,000.*</td>
</tr>
<tr>
<td>Ryerson, M. A.</td>
<td>250,000.*</td>
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<tr>
<td><strong>Total</strong></td>
<td>$535,000</td>
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* As indicated by Mr. Swift

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### University School

<table>
<thead>
<tr>
<th><strong>For Endowment</strong></th>
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</thead>
<tbody>
<tr>
<td>Pullman, Mrs. H. S.</td>
<td>10,000.*</td>
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* As indicated by Mr. Swift
### MEDICAL SCHOOL FUNDS

<table>
<thead>
<tr>
<th>Source of Income</th>
<th>Total Support</th>
<th>Superintendence</th>
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<tbody>
<tr>
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#### For Endowment

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Grace C.R.</td>
<td>$150,000</td>
</tr>
<tr>
<td>Grace N.T. A.</td>
<td>$150,000</td>
</tr>
<tr>
<td>Hattie P. A.</td>
<td>$10,000</td>
</tr>
<tr>
<td>Assembly O.S.</td>
<td>$50,000</td>
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<tr>
<td>Hareton M.A.</td>
<td>$25,000</td>
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</table>

Total: $455,000

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### University School

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
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<tr>
<td>Punishment M.A.</td>
<td>$10,000</td>
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* As requested by Mr. Swift
Medical School Funds

For Buildings

<table>
<thead>
<tr>
<th>Name</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albert Merritt Billings Mem. Hospital</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Billings, C.K.G.</td>
<td>$400,000</td>
</tr>
<tr>
<td>&quot; Frank</td>
<td>$100,000</td>
</tr>
<tr>
<td>Ruddock, A.B. &amp; C.H.</td>
<td>$500,000</td>
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Rawson Laboratory
<table>
<thead>
<tr>
<th>Name</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Rawson, F.H.</td>
<td>$300,000</td>
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Epstein Dispensary
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<tr>
<th>Name</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Epstein, Mr. &amp; Mrs. Max</td>
<td>$100,000</td>
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</table>

For remodelling Senn Hall
<table>
<thead>
<tr>
<th>Name</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridge, Norman</td>
<td>$30,000</td>
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</table>

1,430,000

For Norman Bridge Embalming Laboratory

For restricted funds for
For Buildings

Plimpton - Burton Mar. 2, 1923
For endowment

" " " ""
Board of Trustees Minutes
February 15, 1917

February 5, 1917

President Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dr. Billings has returned me my agreement with Rush College of July 7, 1914, which I will retain. Please send me such a document as you think necessary to oblige me to pay the $100,000 to the University of Chicago, preferably in three installments, without interest, say $30,000 during 1917, $35,000 during 1918, and $35,000 during 1919 or before.

I have agreed with Dr. Billings to give not to exceed $30,000 in addition to help adjust Senn Hall to the new college building. If you think this last proposition requires a written obligation in addition to the present letter, please send me such a document, making the payment due on or before the completion of the new building without interest.

I assume, in view of the possibility of my major obligation being carried out by my executors, that it should be conditioned on the completion of the full subscription of $5,300,000; but your attorneys will know best about that. I merely wish to have the arrangement firm beyond any possible peradventure, and I enclose herewith, and put it in my safe, to be used in case any accident should occur to my life before I am able to sign the document which you shall send. If you are satisfied that the phraseology of my document is sufficient, I will immediately mail it to you; otherwise it will be destroyed on my signing the document which you send.

You and all concerned in this great work are to be congratulated on its wonderful near completion.

Very truly your friend,

(Signed) Norman Bridge
Board of Trustees Minutes
February 5, 1917

President Henry Pratt Judson
University of Chicago
Chicago, Illinois

Dr. Ellinghaus has returned me my Memorandum with
the College of July 7, 1916, which I will retain. Please
endeavor to send a document as you think necessary to
apply for the $1,000,000 fund provided by the University of
Chicago in the construction of the new building.

I have no objection to the present application to the
$300,000 and $200,000 in excess of the $1,000,000 fund
projected for the new building. If you think this first
proposition

representative, please send me such a document as you
may think necessary to be considered with the new
building.

In view of the possibility of my receiving approval
application please consider the completion of the first
construction of the University of Chicago, and that
I have not been unable to the construction with
knowledge that the necessary work is

You and I will not control and to the best work and
very truly yours,

(Signed) Norman Bridge
February 5, 1917.

TO THE BOARD OF TRUSTEES,

of THE UNIVERSITY OF CHICAGO:

Gentlemen:

As an integral part of the great medical school and hospital that you are about to create, there should doubtless be a dispensary for out patients. This will serve a double cause; that of the medical education of the students and the preservation and restoration of the health of many patients who might otherwise be unable to obtain adequate medical attention.

A proper building should house these and their kindred social service activities; a building, the exterior of which should conform to the general type you may select for the hospital and the interior of which should provide adequate reception rooms, rooms for diagnosis and treatment and rooms for hospital and dispensary social service work and workers, both professional and volunteer.

On behalf of Mrs. Epstein and myself, I take pleasure in offering to furnish the funds that may be necessary for such a building and its equipment, subject to the following conditions:

First, the total amount to be paid by me shall in no event exceed $100,000.

Second, Fifty thousand dollars shall be payable when the plans for the building shall have been finally adopted and approved by you; the balance when the building shall have been completed and equipped but, except at my option, not earlier than one year after the first payment.

Third, out of the general or any special funds of the University, this dispensary and medical social center shall be properly maintained.

Trusting that my proposal, thus conditioned, may be acceptable to you, I am

Yours very truly

(Signed) Max Epstein.
Board of Trustees Minutes
March 13, 1917

February 26, 1917

Harry Pratt Judson, Esq
University of Chicago
Chicago, Illinois

Dear President Judson:

At the request of Dr. Frank Billings I am writing about my donation of $100,000 to the new hospital plan. It is my wish that this be used for the West Side Graduate Department, that Dr. Billings explained to me was a part of the whole plan.

A part of my reason for giving this sum is my friendly feeling for Dr. James Murray Washburn and Dr. James B. Herrick, and if consistent I should like to have them consulted as to the use of the income from this. They both have been so active, with Dr. Billings, in the West Side partment that I would like to have their ideas on its most practical use.

With kindest regards,

Sincerely yours,

(Signed) R. T. Crane, Jr.

P.S. One half payable within the present year, and the other half within two years from date.
Board of Trustees Minutes
March 15, 1914

W.W. Fisk, President, Ex officio
University of Chicago

Officer, Trustees

Dear President Fisk:

At the request of Dr. Frank Ellinghaus, I am writing
a request for $100,000 to the new university plan. I am
very glad that this need for the School of Graduate
Department is not a part of the whole plan.

For Dr. Ellinghaus's expenses to the mess, a part of the above plan
feels Dr. Ellinghaus explaining to me as a part of the whole plan.

A part of my request for giving this sum to my field is
feeling for Dr. James W. Murphy and Dr. James E. Marcket.

And if in connection I should have to have an opportunity to
state both have been so serviceable in the interest of this
project that I would like to have their names on the best president's
need.

With kind respects,

Sincerely yours,

T. Crane

P. One half payable within the present year and the other
half within two years from date.
May fourteenth
1917

Wallace Heckman, Esq
Business Agent
The University of Chicago
Chicago

My dear Mr. Heckman:

This is to notify you that I have subscribed through Doctor Billings $200,000 for the funds of the University for the Medical School, payments to be made in installments of $50,000 each on July 1, 1917, January 1, and July 1, 1918, and January 1, 1919.

Yours very sincerely,

(Signed) J. Ogden Armour.
My dear Mr. Heckscher:

I wish to express my heartfelt thanks for the generous support you have provided in the past few years. Your contributions to the University of Chicago have been invaluable, and we are deeply grateful for your continued support.

The funds you have generously provided have enabled the expansion of the Medical School and supported important research projects. Your generosity has made a significant impact on the University's ability to attract and retain top talent.

I would like to extend my sincere appreciation for your commitment to education and the advancement of knowledge. Your support has played a vital role in the University's success.

Thank you again for your kind consideration.

Sincerely,

[Signature]
Feb. 15, 1917

President Harry Pratt Judson,
The University of Chicago,
Chicago, Ill.

Dear Sir:

I hereby agree to pay $100,000 toward the erection of the Albert M. Billings Hospital at the University of Chicago campus as follows: $25,000 on or before October 1, 1917, and $25,000 annually on or before October 1, 1918, October 1, 1919, and October 1, 1920, respectively or until the full sum of $100,000 shall have been paid without interest.

Respectfully yours,

(Signed) Frank Billings.
Deer Sir:

I hereby enclose to you $100,000 toward the subscription of the Appeal to Illinois to meet the University of Chicago campus cost follow: $50,000 on or before October 1, 1931, and $50,000 annually on or before October 1, 1932, October 1, 1933, and October 1, 1934, in full and complete payment of $1,100,000 and all interest without discount.

Respectfully yours,

(Elling) Frank Millner
February 27, 1917

My dear Professor Judson:

Doctor T. W. Goodspeed called on me today in reference to the new medical department that is being attached to the University of Chicago, and I hereby pledge myself to contribute during the next two years five hundred dollars to this cause, same to be paid as wanted.

Wishing you success, I am

Yours very truly,

(Signed) F. Baackes
February 21, 1917

My great pleasure ... on me.

Doctor T. W. Goodspeed called on me.

Today I was informed of the death of a dear friend.

He was a fine example of what I believe in and live for.

In his death, we lose a great man.

I hope you will accept my deepest sympathy.

Yours very truly,

(Signed) F. J. B. Moore.
Chicago
May 15, 1917

Dr. Harry Pratt Judson
University of Chicago

Dear Sir:

In response to your request and in compliance with my subscription, I hereby confirm my obligation to pay you $5,000 within the next two years.

Respectfully yours,

(Signed) Adolph J. Lichtstern
In response to your request and to complete
with my application, I hereby enclose my application
for boys' first year at the next two years.

Respectfully yours,

[Signature] Appendix 4, 4444
May 10, 1917

Harry Pratt Judson, President,
University of Chicago,
Chicago

Dear Sir:

I desire to subscribe, through Dr. Frank Billings, Twenty-five Thousand Dollars to the University of Chicago, for the foundation of a permanent medical plan of investigation. This can be used for endowment or foundation purposes as you see fit.

Payments on this will be made from time to time. I hope to have the entire amount paid within two years. If the University prefers to accept good farm loans in payment of this subscription, I might be willing to make payment immediately.

Very truly yours,

(Signed) Frederick T. Haskell
May 20, 1919

Harley Pratt Jungan
President

University of Chicago

Office

Dear Sir:

I am about to undertake, through Dr. Frank B. Stiles, Tenente-Chef, the President of the University of Chicago, for the consideration of a permanent medical plan of investigation. This can be used for the advancement of your medical purposes as you see fit. Presenting to this will do me more harm than to express my hopes that the entire amount may be given to the University. The University President can accept your gift in the name of the University and I shall be willing to make payment immediately.

Very truly yours,

(Signed) Professor T. W. Keeler
March 22nd, 1917

Dear Dr. Goodspeed:

Enclosed find check for $500.00 as contribution of Mr. B. V. Becker, my partner, and myself to your new Medical School.

I trust this finds you in your usual state of unusual health and vigor.

Sincerely yours,

(Signed) S. O. Levinson

Dr. T. W. Goodspeed,
c/o University of Chicago
Chicago, Illinois
HOWARD S. GREY
138 N. LaSalle Street
Chicago, Illinois.

March 1, 1917

Mr. Harry Pratt Judson, President
The University of Chicago
Chicago, Illinois

My dear Sir:

I shall take pleasure in giving $1,000 for the new Medical School in contemplation by the University and in which I am most deeply interested.

As to manner of paying the same, I wish the first installments to be at my convenience, and the final installments, of say 33-1/3%, to be at the same time that the University calls for final installments of other subscriptions.

Very sincerely yours,

(Signed) Howard G. Grey
Mr. Harvey F. Adams
President
The University of Chicago
Chicago, Illinois

My dear Sir:

I am pleased to announce that I have received the

new Medical School in cooperation with the

University of Chicago, and in which I am now deeply interested. I am pleased to announce the opening of the

School of Medicine at the University of Chicago.

Very sincerely yours,

[Signature]

(Howard E. Gray)
February 17, 1917

Professor Harry Pratt Judson,
University of Chicago,
Chicago, Illinois

My dear Dr. Judson:

I wish I might do more for the Medical School than now seems possible. I wish, however, to be represented in the work. I beg leave, therefore, through you to submit my subscription as follows:

I will pay on the first day of July 1917 two hundred fifty dollars, on the first of January 1918 two hundred fifty dollars, on the first of July 1918 two hundred fifty dollars and on the first of July 1919 two hundred fifty dollars without interest and on such terms as may be necessary to make this subscription form a part of this fund and fall within the requirements made by the principal donors. I should prefer, unless you have reason for doing otherwise, that this be treated at least so far as any board meeting is concerned, as an anonymous subscription.

With great regard, best wishes and most sincere congratulations for you on the success of this enterprise, I am

Very sincerely yours,

(Signed) Francis W. Parker.
Professor wealthy student

University of Chicago

Chicago, Illinois

My dear Mr. Andrews,

I wish I might go more to the Medical School

I seem to have missed the date. I wish, however, to con

representing my work. I beg leave, therefore,

to warn you to expect my recommendation as follows:

I will pay on the first day of July, 1911, two

hundred fifty dollars, on the first of January, 1912,

two hundred fifty dollars, on the first of July, 1912,

two hundred fifty dollars, and on the first of July, 1913,

two hundred fifty dollars without interest, and

such sum per annum as may be necessary to make my recommendation complete.

You will send to the office for receipt, and if this is not done,

I must demand the money.

With best regards,

Very sincerely yours,

[Signature]
$100,000

Los Angeles,
California
February 5, 1917

If the University of Chicago shall secure bona fide responsible subscriptions for $3,300,000 or the funds thereof toward enlarging and developing the work of the University in medical education and research, satisfactory to the General Education Board and to the Rockefeller Foundation as a compliance with their conditional pledges of $1,000,000 each to the University of Chicago for the above mentioned purpose, in that event, I hereby promise to pay to The University of Chicago One Hundred Thousand ($100,000) Dollars without interest; Thirty Thousand ($30,000) Dollars payable during the year A.D. 1917; Thirty-five Thousand ($35,000) Dollars payable during the year A.D. 1918 and Thirty-five Thousand ($35,000) Dollars payable during the year A.D. 1919 or before

(Signed) Norman Bridge
If the University of Chicagoappen
pound five thousand dollars for the
construction of a research tower at the
work of the University to medical education
and to the Rockefeller Foundation as a continuing
with special connection to the General Education Board

the University of Chicago for the above mentioned
$200,000 for the purchase of

University of Chicago One Hundred Thousand ($100,000)
Debtors with not interest Forty Thousand ($40,000)

Debtors payable January 1st 1915
Debtors payable February 1st 1915

Debtors payable March 1st 1915

Debtors payable April 1st 1915

Debtors payable May 1st 1915

Debtors payable June 1st 1915

Debtors payable July 1st 1915

Debtors payable August 1st 1915

Debtors payable September 1st 1915

Debtors payable October 1st 1915

Debtors payable November 1st 1915

Debtors payable December 1st 1915

($6,000,000)
April 9, 1923

April 13, 1923.

Dr. Frank Billings,
Mr. Wallace Heckman,
134 South LaSalle St.,
Chicago, Ill.

My dear Dr. Billings:

My dear Mr. Heckman:

Referring to your letter of April 9, 1923, to my brother, I enclose herewith a letter just received from Mrs. Mae M. Bridge with an endorsement of her subscription to the University of Chicago by Dr. Norman Bridge.

In a note which accompanied this letter from Mrs. Bridge, Dr. Bridge makes the statement that if the form of this subscription by Mrs. Bridge is not entirely satisfactory to the University, you are authorized to write another form which Mrs. Bridge will sign and which Dr. Bridge will endorse.

I have acknowledged this generous contribution of Mrs. Bridge and Dr. Bridge to the University.

If the subscription made is satisfactory to the University with the condition that the fifth floor of the Rawson Memorial Building be designated The Norman Bridge Pathological Laboratories, I wish you would indicate that fact to Mrs. Bridge.

Very sincerely yours,

Signed: Frank Billings.
April 13, 1959

Mr. Wallace Heagerty

142 East Tappan St.

Chicago, Ill.

Dear Mr. Heagerty:

I enclose hereewith a letter from Mr. A. M. Bridge with an acknowledgment of receipt of my letter of January 20th.

At a later date, I hope to make a trip to the University of Chicago for the purpose of seeing the new educational building which Mr. Bridge has in mind. I have been told that the bridge will be completed by next spring.

I have been told that the University of Chicago is planning to build a new bridge across the river.

Very sincerely yours,

Strang: Bank & Fitts
April 9, 1923

Dr. Frank Billings,
1550 N. State Parkway,
Chicago, Ill. St.

My dear Dr. Billings:

Referring to your letter of April 5, 1923, to my husband, Dr. Norman Bridge, and referring to the blueprints received from you of the Rawson Memorial Building for Rush Medical College, and considering that the fifth floor of said building will be designated as The Norman Bridge Pathological Laboratories, and further considering the letter of Mr. Wallace Heckman to the for you of April 4th, current, I hereby subscribe to the satisfaction of the University of Chicago for this building, for $100,000.00 to be paid to the University on or before the completion of said building.

I have also a generous contribution of Mrs. Bridge and Dr. Bridge to the University.

Signed: Mae M. Bridge.

If the subscription made is satisfactory to the I endorse and will be responsible for the fulfillment of the above obligation, designated The Norman Bridge Pathological Laboratories, I wish you would indicate that fact to Mrs. Bridge.

Signed: Norman Bridge.

Very sincerely yours,

Signed: Frank Billings.
April 8, 1933
Dear Mr. Biddle:

I have received your letter of April 8, 1933, regarding the recent clearing of your name from the list of those who have the Rockwood Fund. I trust that this clearing will be a significant step towards the restoration of your good name.

Your continued support and encouragement have been greatly appreciated. It is heartening to learn of the steps taken towards the completion of a new building at the University of Chicago for the Department of Astronomy.

Very sincerely,

[Signature]

[Name]

[Title]
Chicago, May 12th, 1917, 1729 Prairie Avenue.

My dear Dr. Billings:

I have great pleasure in sending you to-day my check for Ten Thousand Dollars as a small contribution to the new Hospital in which you are so interested. I wish that I could send you more but I have so many obligations that this is the best I can do at this time.

With sincere regards,

(Signed) Harriet Sanger Pullman
June 15th, 1919

1251 Pacific Avenue.

Mr. George H. Billings:

I have great pleasure in sending you a copy of
the recent request for a small contribution to
opportunity which you and the other interested.
I am sure you have heard of the new hospital to
which I am interested. I have no need to
write to you about it, but I have so many
opportunities that I cannot help you more in this
area at this time.

With sincere regards,

(Signed) Harry F. Kendall Billings
April 17, 1920.

My dear President Judson:

For your information I beg to quote below letter received from Mr. Kaufman as it is included in the minutes of the Board of Trustees dated February 13, 1917:

February 2, 1917.

Harry Pratt Judson, Esq., President,
University of Chicago,
Chicago, Illinois.

At the request of my friend, Dr. Frank Billings, I am subscribing for the Medical Plan $50,000. $12,500 to be paid on July 1st, 1917. $12,500 on January 1, 1918, $12,500 on July 1st, 1918, and $12,500 on January 1st 1919, making four (4) payments every six months from July 1st, 1917. This I would like to have known as the "Juliet Graveraet Kaufman Memorial" in memory of my mother.

Respectfully yours,
(Signed) H. M. Kaufman.

Yours very truly,

President Harry Pratt Judson
Harper Library
The University of Chicago

Dear [Name],

I am writing to express my gratitude for the support you have provided for the development of our project. Your generosity has made a significant impact on the progress we have made so far.

We are currently facing a few challenges that we need your assistance with. Could you please provide guidance on how we can address these issues?

Thank you for your continued support. I look forward to hearing from you soon.

Sincerely,
[Your Name]
President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.

Dear President Burton:

Acknowledge yours of October 2 in reference to the
vacation of Ingleside Avenue from 58th to 59th Street and as you
know from copy sent you, I told Mr. Heckman under date of Oct. 3
that I believed he should proceed promptly to effect such a pro-
position if possible.

It doubtless will take some time to arrange to vacate
this street but am sure Mr. Heckman will advise us promptly.

I entirely approve your suggestion of reviewing the
plans with Dr. McLean if he accepts our proposition and then with
Mr. Coolidge. Think also that very soon they should be reviewed again
with Mr. Winford H. Smith and with Mr. Flexner, and perhaps Dr. Cole.
You remember Mr. Flexner was quite critical of the previous admin-
istration in working up its plans; said that they had not discussed
plans enough with Mr. Smith and not at all with him or Dr. Cole.
I think we should not make this mistake again and that his views
should come in before Mr. Coolidge goes too far on the plan.

Yours cordially,

[Signature]

Harold M. Swift

Of course the Older Student Committee ought not be
overlooked—Understand a meeting
will be held Wednesday—at which time
we shall be wise to review whole matter. 
