October 16th, 1923.

Personal

Dear President Burton:

I am enclosing a formal letter which, I believe, is self explanatory.

As soon as the appointment is actually made and accepted I shall be prepared to establish myself at the University for at least the remainder of the current academic year, and to take up such duties as may be required of me.

In giving notification of the action of the Trustees I presume that you will also include information on such points as are applicable to the appointment, such as status on the Faculty of the University, tenure, retirement, and pension or disability allowance or insurance.

The following suggestions are for your personal consideration in making your recommendations to the Board of Trustees, and you will understand that my acceptance of the appointment is not conditioned upon them.

First, I find that my advisors are in accord as to the wisdom of limiting the appointment to a Professorship of Medicine, with such questions as that of the Chairmanship of the Department held in abeyance. The suggestion has been made to me, however, that it might be better not to have a definite commitment on my part as to future salary until my status is finally determined. I feel that the matter might be dealt with fairly at the present time as follows: first, that the salary be fixed at present at the $8,500 rate; second, that the $10,000 rate be made effective from a date to be fixed now (say July 1, 1925) and that
Dear Mr. Parent,

I am writing to express my deep gratitude for the opportunity to serve at the University and to express my appreciation for the support and encouragement you have given me.

As soon as the appointment is finalized and my position is confirmed, I will be able to begin preparations for my role at the University. I am particularly excited about the opportunity to work with such talented and dedicated individuals.

In closing, I want to express my sincere appreciation for your patience and understanding during this time. I look forward to working with you and continue to provide exceptional service.

Thank you for your continued support.

Sincerely,

[signature]
the question of the salary to be paid after the Department is functioning be left open, until my final status and responsibilities are determined.

Second, I suggest that unless contrary to University policy, the appointment be made effective as from October 1, 1923, as my whole since that date has been occupied with University affairs.

I wish to assure you and the Board of Trustees of my deep interest in the projected development, and of my complete sympathy with its as expressed in your letter of October 5.

I enclose also a statement of the expenses of myself and wife for our recent visit to Chicago, as requested in your letter of October 1.

I would suggest that further communications be sent to me, until further notice, in care of Hotel Pennsylvania, New York City, in order that they may not be delayed in reaching me.

Thanking you for all of your courtesies, and with personal regards to you and Mrs. Burton in which my wife joins,

I am,

Sincerely yours,

Franklin C. McLean.

President Ernest D. Burton,
The University of Chicago,
Chicago, Ill.
I write to express my sincere appreciation for the University's policy of appointment in the new academic year. I understand that this appointment is effective as of October 1, 1934, as you stated in your letter of appointment.

I wish to express my gratitude to you and the Board of Trustees for my continued service in the College of Education and my complete sympathy with the developments in your letter of appointment.

I would like to express my appreciation for the opportunity to address you and wish you every success in your new position.

I am grateful for your continued communication and look forward to hearing from you.

Yours sincerely,

Franklin M. Kellogg
President of College
October 16th, 1923.

Personal

Dear President Burton,

I am enclosing a formal letter which, I believe, is self explanatory.

As soon as the appointment is actually made and accepted I shall be prepared to establish myself at the University for at least the remainder of the current academic year, and to take up such duties as may be required of me.

In giving notification of the action of the Trustees I presume that you will also include information on such points as are applicable to the appointment, such as status on the Faculty of the University, tenure, retirement, and pension or disability allowance or insurance.

The following suggestions are for your personal consideration in making your recommendations to the Board of Trustees, and you will understand that my acceptance of the appointment is not conditioned upon them.

First, I find that my advisors are in accord as to the wisdom of limiting the appointment to a Professorship of Medicine, with such questions as that of the Chairmanship of the Department held in abeyance. The suggestion has been made to me, however, that it might be better not to have a definite commitment on my part as to future salary until my
October 16th, 1932

Dear President Butcher,

I am enclosing a formal letter which I believe will tell you more

specifically.

As soon as the appointment to faculty was made, I

saw the opportunity to assist in the University as a lecturer

for the remainder of the current academic year, and to take up

some culture, even if not at the University.

I believe that the following statement is accurate and

fair.

I am enclosing a formal letter which I believe will tell you more

specifically.

The following statement is for your personal consideration.

I am enclosing a formal letter which I believe will tell you more

specifically.

The following statement is for your personal consideration.

I am enclosing a formal letter which I believe will tell you more

specifically.
status is finally determined. I feel that the matter might be dealt with fairly at the present time as follows: first, that the salary be fixed at present at the $8,500 rate; second, that the $10,000 rate be made effective from a date to be fixed now (say July 1, 1925) and that the question of the salary to be paid after the Department is functioning be left open, until my final status and responsibilities are determined.

Second, I suggest that unless contrary to University policy, the appointment be made effective as from October 1, 1923, as my whole time since that date has been occupied with University affairs.

I wish to assure you and the Board of Trustees of my deep interest in the projected development, and of my complete sympathy with its aims as expressed in your letter of October 5.

I enclose also a statement of the expenses of myself and wife on our recent visit to Chicago, as requested in your letter of October 11.

I would suggest that further communications be sent to me, until further notice, in care of Hotel Pennsylvania, New York City, in order that they may not be delayed in reaching me.

Thanking you for all of your courtesies, and with personal regards to you and Mrs. Burton in which my wife joins,

I am,

Sincerely yours,

[Signature]

President Ernest D. Burton,
The University of Chicago
Chicago, Ill.

FMC, EC.
I feel that the matter might be best
with reference to the precedence of time as follows:
First, that the matter of
liche at present at (S) 3:00 next year, after which 310,000
year of allocation from a gate of 6000 on May 15, 1962.

Since the question of the salary to be paid after the Department of Function
is not fact open, with my typing service and responsibilities of the Secretariat.

Second, I understand that further contracts to University College
appointment to make allocation as from October 1, 1962, as an added time
since that date may pass

I wish to ensure you how the Board of Trustees of the above
in the beginning development, and my complete sympathy with the same as
expressed in your letter of October 2.

I enclose with a statement of the expenses of travel and wire on
our request writer to Chicago as requested in your letter of October 2.

I would suggest that further communications be sent to me, until

unusual postures in case of hotel transportation. New York, City. In order that

Issue may not be gained in selecting me.

Thanking you for all your trouble, and with best wishes.

I am,

Yours sincerely,

[Signature]

[Date]

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

My dear President Burton,

I am in receipt of your letter of October 5, 1923, in which you present a proposal from the Committee on Medical Affairs, under authority from the Board of Trustees, for my appointment to a Professorship in Medicine in the University of Chicago.

I am prepared to accept the appointment as soon as it is confirmed by the Board of Trustees and to take up the duties of the position at an early date.

In addition to the points covered in your letter there are certain understandings on which I believe we are already in agreement, at least in principle, but which I should like to have confirmed at the time the appointment is made;

First, that for the present I shall represent the Department of Medicine in matters relating to its growth and development, and that in so doing I shall have the usual authority of an acting chairman of a department in the University in selecting the remainder of the departmental staff, and in preparing and administering budgets for the department.

Second, that during the period required for preparing plans and for construction and equipment of the new buildings, my duties will be
October 16th, 1930

My dear President Barton,

I am in receipt of your letter of October 6, 1929, in which you
present a progress from the Committee on Medical Affairs' more
favorably
from the Board of Trustees for my appointment to a Professorship in Med-

ist in the University of Chicago.

I am hereby to accept the appointment as soon as it is convenient. I
wish to express the gratitude and to state the nature of the position
in the full sense.

In addition to the points covered in your letter, there are certain
considerations on which I believe we are entitled to agreement, at least in
principle, and which I am quite inclined to have continued at the time the
opportunity next to come without delay.

First, that for the reasons I stated previously the Department of

Medicine in matters relating to the growth and development, and that in so
many other respects, the University in selecting the members of the department
and in preparing any administrative programs for the department.

Second, that granting the policy regarding the prospective plane and

for construction and equipment of the new plant, my duties will be
limited to giving such time and attention to the building plans and to other matters pertaining to organization as may be required, and that the remainder of my time is to be spent at my discretion, subject to your approval, in the development of the Department of Medicine, and in personal study and research, at such times and places as may seem best for the ultimate good of the Department.

Third, that the University will undertake to provide, as a part of the annual budget of the Department, not less than $2,500 annually for the salary of a personal research assistant, and in addition such technical assistance and supplies as may be required.

I shall be pleased to receive notification from you as to the final action of the Board of Trustees.

Very truly yours,

[Signature]

FCMcL. EC.
I realize that any time and attention to the planning phase may be of
considerable and to the organization we can do much, and that the
organization is to the extent of our resources, subject to your approval, in the
development of the Department of Mathematics, and to the extent of our resources,
we may assist any place as may seem best for the interests both of the report.

This, of course, will require an outlay of funds, to the
amount of about $250,000 annually for the
enlargement of the Department, or to the extent of the resources
available to the Department, by any means, and by any
means, for the best and most
beneficial and effective as may be achieved.

I am now at hand to receive instructions from you as to the future
action of the Board of Trustees.

Very truly yours,

[Signature]

Note: This text appears to be a draft or a letter, discussing the allocation of resources for the development of a department, with a request for instructions from the Board of Trustees.
October 18, 1922.

My dear Dr. Peabody:

Immediately upon receiving from Dr. McLean his acceptance of the position of Professor of Medicine in the University of Chicago my thoughts revert to you with recognition as to the wisdom of this course and your appointment attitude toward our enterprise here. I want to assure you that though you could not see your way to cast in which we hope will in due time give us a strong medical school at the University, gratefully your helpful thoughtfulness, and shall hope that your interest in our work will continue.

The considerations which you urged, first in Boston when Dr. Post and I called on you and later in conversation with Mr. Gilkey, finally led us to fear that we must make a strenuous effort to find a resident professor. Not for publication, but for your information, I may state that Dr. McLean comes to us by our preference and by his, not as Dean of the School or as Head of the Department of Medicine, but as a Professor of Medicine, questions of headship of the Department and Deanship of the School being left in abeyance for further decision. He will serve on the Committee of Organization, probably with two others, and will, of course, give such thought and attention as
October 16, 1933

In consideration of the sum of $100.00, paid to me by the undersigned, I hereby agree:

1. To provide for the care of the property described below.
2. To maintain the property in good condition.
3. To pay all taxes and insurance premiums on the property.

The property described includes:

- The house at 123 Oak Street
- The garden
- The pond

I agree to comply with all local codes and regulations relating to the property.

Date: ____________________

[Signature]

[Address]

[City, State, Zip Code]
October 19, 1923.

may be necessary to our building plans and to the organization of the school, but he himself desires to devote himself mainly in the period of building, to research, and not to mortgage his future by committals at this time on questions of administration. We are happy to find that he and we are entirely in agreement as to the wisdom of this course, and his appointment enables us now to proceed rapidly with the development of plans which we hope will, in due time, give us a strong medical school at the University.

Sincerely yours,

Although you are, as we know, heavily burdened with your work in Boston, and we have only the claim of friendship upon you, I hope you will permit us, from time to time, to seek your advice on matters as we need it as our plans move forward.

Please give my kindest regards to Mrs. Peabody, and express the belief I, always, that Dr. Keian came to us by preference and by his good wishes the school or as head of the Department of Medicine, questions of which the Committee of Organization is to consider and decide. He will serve on the Committee of Organization, probably with two others, and will, of course, give such thought and attention as
October 19, 1923

My dear Dr. McLean:

I have received with great pleasure your telegram and
your two letters of October 16. It is a matter of very great
satisfaction to me to receive these communications and to
look forward to your entering immediately upon your duties
as Professor of Medicine at the University.

By the authority of the Committee on Medical Affairs, to
whom the Board of Trustees delegated power, I beg leave to
state that you are hereby appointed Professor of Medicine in
the University of Chicago.

Your appointment dates from October 1, 1923, and your
salary will begin as of that date.

Respecting tenure of office about which you inquire:

For Assistant Professors and Instructors of lower rank, the
Statutes prescribe definite tenure of office, but officers
of higher rank are appointed with the expectation of
permanence, qualified, of course, by the right of resignation
and the provision of the Statutes that "all officers of
instruction and administration are subject to removal for
inadequate performance of duty or for misconduct."

By virtue of this appointment you are a member of the
Faculty of the Ogden Graduate School of Science and of the
Senate of the University, and will be listed among the "Officers of Medical Instruction." Until the creation of such building, your salary is to be $6,500.00 a year for a period of two years from the date of your appointment at which time, namely October 1, 1925, it will become $10,000.00 a year.

You are entitled to participation in the contributory retiring allowance of the University in accordance with the statutes, and as these are rather long for transcription I enclose you a separate printed copy. You will be entitled to vacation in accordance with the University statute, which provides that for each three months of service a member of the Faculty is entitled to one month's vacation on full pay. In other words, your salary is an annual salary, paid in twelve annual installments for nine months of service.

It is understood, as you indicate, that for the present you will represent the Department of Medicine in Faculty Committees and in relations with the President, having the usual responsibility of an acting chairman in the selection of other members of the departmental staff and in preparing and administering the departmental budget.
During the period of planning and erecting the hospital and associated buildings and until the erection of such buildings makes it possible to begin instruction in the clinical branches in accordance with the plans of the University for the future development of a School of the Science of Medicine, it is understood that you will give such time and attention to the building plans and to other matters pertaining to organization as may be required, but that the remainder of your time will be available, subject to the general approval of the President of the University, for personal study and research at such times and places as may seem best for the ultimate good of the Department.

The University will undertake to provide not less than $2,500.00 annually for the salary of a personal research assistant, and in addition, necessary technical assistance and supplies.

This, I believe, covers all the points on which you desire assurance. Aside from slight changes in form of language I have departed from your suggestions only in respect to the date at which your salary of $10,000.00 shall begin, and in this case for the purpose of making the change of salary at the end of your contract year.
year instead of in the midst of it. I am sure that this
will not be a matter of vital importance to you, and it is in
the interest of orderly procedure to begin instruction
that I shall be pleased to receive your assurance that the
understandings embodied in the above letter are satisfactory
to yours of medicine, it is understood that you will give
us we shall look for your early arrival in Chicago, and
shall be glad to cooperate with you in every way in enabling
you to find satisfactory living quarters, and to
inaugurate your work for the University.

For personal study, very sincerely yours,

William E. Pratt

The University will endeavor to provide not less than

Dr. Franklin C. McLean
Rental Pennsylvania

New York City

assistance, and in addition, necessary technical assistance

EDS: HP

This I believe, covers all the points on which you
desire assurance. Aside from slight changes in form of
language I have departed from your suggestions only in
respect to the date at which your salary of $15,000.00
shall begin, and in this case for the purpose of fixing
the chance of salary at the end of your contract year.
Oct. 20, 1923

Dear President Burton—

I was very much pleased to receive your telegram, and your letter confirming my appointment. I am evolving a letter of acceptance.

I am very anxious to report at the University as early as possible and to take up my duties. I have made engagements in New York which will keep me here until Wednesday of next week, and I then plan to spend a few days in Boston, as I indicated to you. We should arrive in Chicago on or about Monday, Oct. 29, but I shall let
you know the exact date within
a few days.

After I saw you last I went over
the sketches for the hospital with Dr.
Dean. I have some rather
definite ideas as to a modification
of the building scheme, which I
should like to talk over with him.

I could give advice as to their
feasibility before bringing them to
your attention. If I do not hear
from you to the contrary I shall
take them up with Dr. Coolidge
in Boston, quite informally, but
if you prefer that I should not
bring up the matter a note to that
effect, addressed in care of the
Lapham Plaza Hotel, Boston, will
October 23, 1923

My dear Dr. MacLean:

I have your two letters of October 20, and am very happy over the conclusion of the conferences and correspondence which have issued in your decision to cast in your lot with us.

I see no objection to an informal conversation with Mr. Coolidge about the buildings, etc., that you have in mind. I am sure you will find profit also in consultation with Dr. Peabody. Please convey to both these gentlemen my kind regards.

I note that we may look for you about October 29. We shall be very glad to see you.

Very sincerely yours,

Dr. Franklin C. McLean
Copley Plaza Hotel
Boston, Massachusetts
October 18, 1912

My dear Dr. Wellington:

I have your two letters of October 20 and

am very sorry that the condition of the

connection of the connection that has been

found is not clear or quite as to your eyes.

I see no objection to an informal conversation

with Mr. Collingwood, and if possible, I shall

be in conversation with Dr. Peabody. Please

send me a copy of your letter and my kind regards.

I hope that we may look forward to your soon

return.

Very sincerely yours,

[Signature]
October 22, 1923

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

Dear President Burton:

I acknowledge yours of October 19 in regard to the Medical School organization.

In reference to the points mentioned:

1. I agree with your summary as to the facts in the case.

2. As to the divisions covering the present situation:
   (1) The Pre-clinical Faculty
   (2) The Research (?) Faculty
   (3) Rush Medical Faculty.

Unless there is some point that I am overlooking, I see no advantage in stressing the distinction between pre-clinical and clinical. It is a distinction not clear to the usual layman and seems to me unnecessary, therefore, I should include Lewis, McLean, and others in the same group as Bensley, Carlson and Herrick. In the Register this shows as the Department of Medicine and Preparatory to Medicine. I presume it would be easy to add "at the University."

3. If this is done, your third group would become the second group, as the Rush Medical Faculty.

4. Your proposed line-up after we take over Rush looks all right to me and the above suggestion seems to make it easier to do.

5. The name of "Committee on Organization and Development" seems entirely proper to me. Including the word "Development" implies a continuation of the Committee, i.e. a long time task; but if you want to be free to dispose of it after the hospital is completed, it occurs to me that you might want to call it simply the "Committee on Organization of the School of Medical Science."

Yours cordially,

[Signature]

H. K. Swift
October 3,

President Emerit. B. Bonham
The University of Chicago
Office, Illinois

Dear President Bunker:

I enclose the names of October 18 in regard to
the Medical School Association.

In reference to the latter mentioned:

I agree with your statement as to the facts in the case.

As to the suggestions concerning the present situation:

1. The Pre-Clinical Faculty.
2. The Research Faculty.
3. The Medical Faculties.

Unless there is one point that I am overlooking, I see
no advantages in separating the administration between the
Office of the University and the Department of Medicine and
Surgery. I think it would make the work of the latter
more clear and definite.

Your proposed time-nu after the work of the fall comes to make it
right to me, and the above suggestion seems to make it
safer to go on here.

The name of "Committee on Organization and Development"
seems particularly proper to me. It indicates the work "Develop-
ment" implies a continuation of the Committee, i.e., a long
remember the importance of the Committee, and agree to call it simply the "Committee on Organization"
of the School of Medical Science."

Yours obediently,

[Signature]
October 23rd, 1923.

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

My dear President Burton:

Your letter of October 18th has just come and I must congratulate you on the final outcome of the plans for the Department of Medicine. It is much better, from every point of view, that you should have a permanent member of the staff and I have every confidence that Dr. McLean will fill the position in an admirable manner. He is an old friend of mine and you may be sure that I shall continue to have a very deep interest in the welfare of the Medical School.

With all good wishes believe me,

Very sincerely yours,

Francis W. Peabody
October 22nd, 1932

President Robert D. Parker
University of Chicago
Chicago, Illinois

My dear President Parker:

Your letter of October 18th and the

fact that I have not consulted you on the

final outcome of the plans for the Department

of Medicine, I am much better than ever.

I am very pleased that you have made a

point of mentioning me, and I have every con-

fidence that Dr. Miller will fill the position

I am an able and experienced man and you may be sure that I shall continue to have a very great interest in the welfare of

the Medical School.

With all good wishes,

Very sincerely yours,

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

Dear President Burton:

I acknowledge yours of October 20 in reference to  
the form of communication to the General Education Board and the  
Rockefeller Foundation in reference to the payment of their sub- 
scription to our Medical School Fund.

First, before any letter is presented, I understand  
you will review the matter verbally with Dr. Rose and presumably  
with Mr. Flexner. I hope that this discussion will lead them to  
the conclusion that we have fulfilled the third and last require- 
ment preliminary to their payment of their pledge.

With this result in mind, I recommend you have in  
your pocket a letter addressed to Mr. Rose and referring to Mr.  
Judson's of November 20,1922 to Mr. Buttrick, which pointed out  
that we had then complied with requirements No.1 and No.2, and  
stating that you now hope that our appointment of the Professor  
of Medicine as well as the Professor of Surgery will be considered  
satisfactory evidence that the Medical School is being organized  
in accordance with our understanding with them, involving the full  
time plan for the chief departments, and that if they so agree  
they will feel like arranging by the end of the year for the pay- 
ment of the million dollar pledge. The letter also should include  
a request that they handle the matter similarly with the Rocke- 
feller Foundation as to the payment of their funds.

In your conversation with Mr. Rose, when you arrive  
at their agreement that they will recommend paying the money, I  
suggest you ask what documentary material they wish from us in  
order to make payment, and perhaps produce the letter as a rough  
draft for their suggestions or comments. If they say it is en- 
tirely O.K., you might leave it at the time; if they make sugges- 
tions, you could readily bring it home for change and to be re- 
turned.

The conversation also should provide for an extension  
of another year of our agreement provided they take the attitude  
that the appointment of these two professors is not enough, but I  
should not have this in the letter because I think it is better  
tactics to imply that we have fulfilled the qualifications rather  
than to point out the alternative if we have not.

Yours cordially,

[Signature]

October 23, 1923
I enclose a copy of the letter of complaint to the Minister of Education. I trust that you will read it and forward it to the Department of Education, asking for an explanation of the situation. It is important to note that the matter is of great concern to the students involved.

Thank you for your attention to this matter.
November 20, 1922

My dear Mr. Buttrick:

Under the terms of the contract between the University of Chicago on the one hand and the General Education Board and the Rockefeller Foundation on the other, as I understand it there are three conditions involved in the payment by the Board and Foundation respectively to the University of their contributions of one million dollars each.

These conditions I understand to be (1) that the sum of $3,300,000 be paid over to the University of Chicago from other donors on or before January 1, 1923; (2) that the University set aside from other funds $80,000 a year for its medical work; (3) that the organization of the medical schools be carried out in accordance with the understanding involving the full time plan.

With regard to point (1) I am herewith enclosing statement in regard to the payments into the University treasury of contributions from others than the General Education Board and the Rockefeller Foundation.

With regard to point (2) I am herewith enclosing a statement from the University Auditor showing the actual appropriations for the various departments underlying the clinical courses of the medical schools to which I understand point (2) refers.

Of course, these sums are actually set aside in the various budgets and will continue to be set aside for these purposes. You will notice that the total during the last fiscal year ending June 30, 1922 was $164,874., and that we estimate the appropriations for the current year at $170,000.

[signature]

Actual $178,815.57
My dear Mr. Britton:

Under the terms of the contract between the University of Chicago and the General Education Board and the Rockefeller Foundation, the payment of 

$1,300,000 per year to the University of Chicago from other sources is to be $500,000 per year, and $800,000 from the Rockefeller Foundation.

It is proposed to augment the funds by $1,000,000, which will amount to $1,800,000 per year. The funds will be used for the development of the medical schools and to increase the research activities of the University.

With regard to point (1), I am presenting a plan for the establishment of the University of Chicago as a separate entity from the General Education Board and the Rockefeller Foundation.

With regard to point (2), I am proposing a comprehensive plan for the various departments of the University. The plan includes the establishment of new departments and the strengthening of existing ones.

Of course, please note the essential facts in the

various paragraphs and will continue to do so each time you read through.

You will notice that the text includes the fact that the University of Chicago's annual budget is $1,800,000 as of 1934.
In regard to point (3), this matter you will remember was discussed in New York last month at the conference at which were present the President of the Rockefeller Foundation, the President of the General Education Board, Secretary Flexner of the General Education Board, and the President of the University of Chicago.

This statement is submitted for such action as the General Education Board may think proper. I regret that I am not able to be present at the meeting in New York this week.

Very truly yours,

HARRY PRATT JUDSON

Mr. Wallace Buttrick,
General Education Board,
61 Broadway, New York.

HPJ CB
4 enclosures

I concur in the above.

HAROLD H. SWIFT
President of the Board of Trustees
In regard to point (2), this matter you will remember was discussed in New York last month at the conference to which I was present. The President of the Rockefeller Foundation, the President of the General Education Board, and the President of the University of Chicago.

This was brought to my attention for such reason as the general education board may think proper. I regret that I am not able to be present at the meeting to New York this week.

Very truly yours,

HARRY BRATT JUDSON

I concur in the above.

HAROLD H. SWIFT
President of the Board of Trustees
MEMORANDUM OF CONFERENCE with officers of the General Education Board

At the meeting in Mr. Arnett's office at eleven o'clock November 1 and 2, 1923.

were present Buttrick, Rose, Annett, and Thorkelson for the General Education Board and Burton, Tufts, and Flipton for the November 1 at 10:30 in Mr. Arnett's office, Mr. Arnett University of Chicago. Dr. Burton presented a letter, summarizing Dr. Buttrick, Dr. Flexner and Mr. Thorkelson being present, Mr. Burton presented Tuft's letter to him, and portions of the letters of Leaing and Gale, to Mr. Tufts, and of Judd and Wilkins to himself. The summary of these proposals is attached hereto.

Flexner raised questions on various matters of detail, and Tufts and Flipton answered questions, but no indication of attitude of the officers of the General Education Board was given.

At two-thirty Dr. Buttrick being absent, and Arnett and Flexner present, the situation respecting the medical situation was presented, and Dr. Flexner suggested that these statements be put into a letter, intimating that the Board would then proceed to pay its delayed subscription of $1,000,000. Mr. Burton replied that he had such a letter in hand and delivered it to Mr. Arnett. Later Mr. Arnett stated that there was no doubt that the subscription would now be paid. Letter is attached hereto.

Discussion of the enlarged programme for 1924-5 was then resumed, but as before, there was no indication of attitude of the officers of the Board, except that Arnett said that the item which especially interested him was the $8,000 for the colleges.

November 2, Dr. Flexner stated to President Burton that he had conferred with Dr. Vincent, and that Vincent had said it would relieve him of embarrassment if he could pay the $1,000,000, and would do so if President Burton would write him a letter similar to that handed the day before to Flexner; also that Flexner would reply to this letter.
At the meeting in Dr. Buttrick's office at eleven A.M there were present Buttrick, Rose, Arnett and Thorikelson for the General Education Board, and Burton, Tufts and Flinpton for the University of Chicago. E. D. Burton presented a letter summarizing the suggestion of the previous day, letter attached. Dr. Rose asked some questions as to the purpose for which the money asked for would be used, but indicated no unfavorable attitude toward any of them; he indicated special interest in the item for the colleges.

Dr. Buttrick then raised the question whether the Board could depart from its usual practice by giving money for current expenses and whether it could give so large a sum to one institution, and that so rich an institution; calling attention to this fact that the University's income was over $1,000,000 a year more than the general income of the General Education Board. He also referred at length to the way in which Dr. Harper used, each year, to ask Mr. Rockefeller for the anticipated deficit for the coming year and Mr. Rockefeller used to promise it, on condition that he would live within it; and spoke of the fact that by the last gift of the million, Mr. Rockefeller had "washed his hands" of the University, and said that this looked so much like a return to those old practices as to raise the question whether it was quite fair to Mr. Rockefeller?

Mr. Arnett spoke somewhat at length of the desire of the Board to get out of the field of ordinary contribution to colleges and universities, and into that of experiments that would have value for other institutions than the one receiving the appropriation. He cited the $8,000 for the colleges, referred to the remark of President Burton that we were already putting $10,000 a year into this experiment, and said that the General Education Board might assume the whole cost of such an experiment, because of its possible value to other institutions,
At the meeting in Dr. Partridge's office of January 2, 1880, it was recommended that the Board of Trustees of the University of Illinois issue bonds for the purpose of raising the necessary funds for educational purposes.

The Board, therefore, determined to proceed with the issue of bonds in order to meet the financial needs of the institution. It was agreed that the bonds would be sold to the public, and that the proceeds would be used to support the university's operations and to expand its facilities.

In this regard, the Board expressed its appreciation for the support of the community and for the sacrifices made by the citizens of the state. It was hoped that the bonds would be well received and that the funds raised would provide a solid foundation for the university's future growth.

The Board also discussed the importance of the university's role in the development of the state and the nation. It was recognized that higher education was essential for the advancement of knowledge and for the welfare of society.

The Board's decision to issue bonds was a significant step in the university's history, and it was hoped that it would lead to improved educational opportunities for all students.

In conclusion, the Board expressed its confidence in the future of the university and its commitment to its mission of serving the people of the state and the nation.
one of which were, so far as he knew, going as far in this direction as we were planning to go. He added that the General Education Board was interested in the University of Chicago and would like to help them if in a way of doing so lay within the lines which they had laid down for themselves and the limits of propriety as to amount. But he indicated quite clearly that this help must be for enterprises which involved experiments, the results of which promised to be of value to other institutions than the one making the experiment.

Dr. Buttrick spoke in similar vein, saying that the University of Chicago had the best opportunity in the country in medicine and in general in the field of research, and they would like to find a way of helping it.

It was agreed that we should leave them an unsigned carbon copy only of the letter on this Thursday session, and that the whole matter should be restudied by both parties with a view to the matter being considered at the February meeting of the General Education Board.

Before going into this meeting, Mr. Tufts told President Burton that he had just called on Dr. Vincent that Vincent had a) stated that R. F. was interested in our medical work and wanted to give us more money for the medical school; b) that he was greatly interested in our plan for the development of small colleges and that he, Vincent, was greatly interested in the University of Chicago and would like the R. F. to help us in the working out of this plan.

After the meeting with the General Education Board officers, President Burton called on Mr. Vincent and of his own accord, Vincent brought up the matter of the small colleges, pictured them built upon the south side of the Midway, describing in detail his thought about them architecturally and in reference to staff, emphasizing the
of which were so far as we knew, going as far in this direction as we were planning to go; he added that the General Fund was in the University of Chicago and would like to help in what it is a way of saying to stay within the lines which they had laid down for experimental and the limits of propriety as to amount. It is important to discuss a problem that the help must go to experimental, to which I have referred earlier, the Reserves of which belong to the voting its important to offer institutions from the own making the experiment.

Dr. Buxton spoke in a similar vein, saying that the University of Chicago had the best opportunity in the country in medicine, and in general in the field of research, and they would like to find a way of helping it.

It was agreed that we should leave them an existing concern.

Only a fragment of this Thursday session, and that the whole matter should go to the attention of both parties with a view to the matter plans considered at the Kappesky meeting of the General Fundation Board.

Before going into this meeting, Mr. Tuttle spoke. The Vincent line - an incident that Vincent had set out that he had just called on Dr. Vincent that Vincent had an interest in the medical work and wanted to give us more money for the medical school? That he was especially interested in the University of Chicago, and that he Vincent's interest in the development of small colleges and that he Vincent's was greatly interested in the University of Chicago and would like the C-R. - to help us in the working out of this plan.

After the meeting with the General Fundation Board officials, President Burton called on Mr. Vincent and at the same occasion Vincent made a point about the matter of the small colleges, bringing them all into the scope of the McKown, expressing in general the thought that the improvements of the
necessity of securing and raising up men fitted to be the "Dons" and paying them enough to give them opportunities of culture; and added that though this was treason to his Board (meaning that this work was outside their proper scope) he was so much interested in it that he should want his Board to help us do this work.

He agreed to let us know in advance of his next visit to Chicago, late in November and to have an extended talk over the matter then.

I think we had probably better arrange to give a quiet dinner and have a few professors and trustees present, and discuss the whole matter.
The President begs leave to submit the attached correspondence between himself and the officers of the General Education Board;

The President begs leave also to report that he has received oral assurance that the Rockefeller Foundation will adopt the same course as the General Education Board heretofore.

(Attached:
Copy of Flexner letter
Copy of Dr. Rose's letter)
The President feels keen to support this application for the establishment of the General Education Board.

The pre-requisite of the project is to prepare a fund of 

pre-reenting a certain amount that the Rockefeller Foundation will accept the same course as the General Education Board.

File copy of letter.

Copy of Dr. Rosen Letter.
November 2, 1923

President Ernest D. Burton  
University of Chicago  
Chicago

Dear President Burton:

I have yours of the thirtieth addressed to Dr. Rose regarding the steps which the University of Chicago has taken towards meeting the contract with the General Education Board respecting a contribution of $1,000,000 made by the General Education Board to assist in the completion of the Medical School of the University. I have pleasure in saying that in the opinion of the officers the University of Chicago has carried out its part of the contract and that steps will be immediately taken by the Board to pay the University the capital sum of its pledge.

I am forwarding a copy of this letter to Vincent of the Rockefeller Foundation.

With all good wishes, in which my associates most heartily join, I am

Very sincerely yours,

(Signed) Abraham Flexner

COPY
The General Education Board

President's Office

Dear President,

I have the honor to submit the enclosed
Dr. Horace Laughton's report under the Presidents Office for the consideration of the General Education Board recommending a contribution of $1,000,000 made by the General Education Board to the University of Chicago for the completion of the memorial building of the University. I am, therefore, in favor that in the opinion of the officers of the University of Chicago and that after a full hearing at the Board to pay the University.

I am for this a copy of this letter to

Yours very truly,

[Signature]
Baltimore, Maryland.

November 2, 1923.

Dear Post,

I am very happy at your action in choosing McLean. I know him well and admire him greatly. The more I think of it, the more I think it's the best that you could have done. I did not think of him as available when we were thinking about it. There is one thing that I think is particularly satisfactory—in so important a position as the Chicago one, which I sincerely believe has opportunities second certainly to none in this country—the guiding hand in the school is going to have a good deal of advice offered to him from outside quarters, and sometimes rather insistently. In McLean you have a man who, though not old, knows his own mind unusually well. I should be quite sure that McLean will never be influenced to swerve a hair's breadth from the course that his better judgment dictates, no matter who thinks otherwise. I don't mean to say that he won't consider advice; he will; but he has a backbone of very superior quality. And he's the real thing.

In France he was my right-hand man at a time when we were attempting to do certain necessary things which were very difficult—almost impossible—against annoying obstruction. His ability and judgment and patience with me and with everyone else were beyond praise and I am happy to hear that he has really the right kind of a wife.

With cordial regards, believe me

Yours truly,

(signed) W. S. Thayer.
November 6, 1953

Dear Dad,

I am very happy to hear from you and I want to thank you for your letter. I think it's important to let you know that I am doing well in my activities. I am working hard to improve my skills and I am looking forward to the future.

I think it's important to keep you updated on my life and the opportunities that I am facing. I am currently attending school and I am working hard to improve my grades. I am also working on developing my skills and I am looking forward to the future.

Please let me know if there is anything I can do to help you or your family. I am always happy to help in any way I can.

Yours sincerely,

[Signature]

Copy for Dr. E. H. Reiner
November 5, 1923.

Dear Mr. Vincent:

According to the arrangement entered into in 1917 between the University of Chicago, on the one hand, and the General Education Board and the Rockefeller Foundation on the other, the payment by the Board and the Foundation respectively of their contributions to the University for the development of a School of Medical Science were to be made upon the fulfilment of three conditions:

One of these conditions, that the sum of $3,300,000 be paid over to the University of Chicago from other donors on or before January 1, 1923, and by the University be set aside for the medical schools of the University, was fulfilled and its fulfilment reported in a letter of President Judson under date of November 30, 1922.

A second condition, that the University of Chicago set aside other funds of $60,000 for its medical schools, is fulfilled in that the University has, in the year 1922-23, expended for its medical work the sum of $176,048, and contemplates the expenditure, in the year 1923-24, of $194,172, as shown in the attached statement.
November 8, 1959

My dear Mr. Vincent:

Subject: The establishment of a School of Medicine at the University of Chicago. Some of the conditions

In order to avoid any conflicts or overlapping interests between the University of Chicago, and the Rockefeller Foundation and the Board of Trustees of the University, the Rockefeller Foundation has agreed to make available to the University the entire financial resources of the School. This agreement has been reached after careful consideration of the situation by both parties.

The conditions for the establishment of the School of Medicine at the University of Chicago are as follows:

1. The University of Chicago will provide the necessary funds for the construction of a new building.
2. The Rockefeller Foundation will provide the necessary funds for the operation of the School of Medicine.
3. The School of Medicine will be administered by a separate governing body, independent of the University.
4. The School of Medicine will be open to all qualified applicants, regardless of race, color, or creed.
5. The School of Medicine will be under the direction of a dean, appointed by the Board of Trustees of the University.
6. The School of Medicine will be expected to maintain a high level of academic excellence.
7. The School of Medicine will be expected to contribute to the advancement of medical knowledge.

In consideration of these conditions, the University of Chicago agrees to establish the School of Medicine.

Sincerely yours,

[Signature]

President of the University of Chicago
of the Auditorium Rush Medical School building a new building which will respecting the third and last condition, I beg leave to report: actual execution of this contract and the carry(1) That the University has appointed as a Professor of Medicine, Franklin C. McLean, M.D., Ph.D., and Dr. McLean has accepted the appointment and entered upon his duties on a full time basis. As is known to you, Dr. Dean DeWitt Lewis has already been elected Professor of Surgery, has accepted upon the same basis as Dr. McLean, and is ready to enter upon the active discharge of duties, giving thereto his full time, as soon as the necessary buildings are erected. These appointees, representing two great divisions of clinical medicine, and the already existing staff in preclinical subjects, together constitute the substantial beginning of a full time working faculty. It is contemplated that Drs. Lewis, McLean, and Jordan will be appointed a committee, advisory to the President, on the organization and development of the School of Medical Science, 61 Broadway, and that with their assistance, the University will now go steadily forward in the perfecting and execution of its plans for the School of Medical Science.

(2) That the University of Chicago and Rush Medical College have agreed upon terms of a contract in accordance with which the University will proceed to erect upon the
Respectfully the thing and first consideration I beg

Lease to receive

(1) The University are applying as a Preceptor

of Medicine, Dr. Knox, Etc., Etc., &c., &c., and Dr. Knox and Professor and Secretary now filling the

chair, or any of them, are of the highest character as to knowledge of the fine arts.

Davies, whose name has been so often repeated in the Senate, and in each of whose words are

so many terms of praise and eulogy of the fine arts;

the last time so soon as the necessary provision is made.

society. Their appearance, representing the best

intelligent of all the states, and the finest artists,

steady in presenting unexampled, the finest artists and

steps in the great works of the new city of the

United States, and that, to name but a few, will be

Containing a committee appointed to the development of the

organization and development of the School of Medical Science,

and that with their assistance, the University will now to

receive the bright eye of the Secretary and execution of the

plan for the School of Medical Science.

(2) The University of California and other educational

College have agreed upon terms of a contract in accordance

with which the University will proceed to erect upon the
site of the present Rush Medical School building a new building which will eventually house the Rush Post Graduate School of Medicine. The actual execution of this contract and the carrying into effect of its provisions awaits only the approval of the contract by the courts. Copy of this contract is attached hereto.

In view of this situation, I beg leave to express on behalf of the University, appreciation of the action of the Rockefeller Foundation in paying to the University interest upon the sums conditionally pledged by them in 1917, and having already addressed a similar letter to the General Education Board, to enquire whether it would now be agreeable to the Rockefeller Foundation to pay over to the University of Chicago the capital sum of its conditional subscription of 1917?

Respectfully yours,

Dr. George E. Vincent,
The Rockefeller Foundation,
61 Broadway,
New York City.

EDB:CB
Dr. Franklin Chambers McLean

Resume:
(no date)

B.S. University of Chicago, Class of 1908
M.D. Rush Medical College, 1910
M.S. University of Chicago, 1913
Ph.D. University of Chicago, 1915
(Physiology and Physiological Chemistry)

Assistant Resident Physician, Hospital of Rockefeller Institute, New York City, 1914-1916.

Appointed Professor of Medicine and Director, Peking Union Medical College, 1916.

Visited China in 1916 and in 1917 in connection with above work. Pre-Medical School opened in 1917, to prepare students for medical courses.

New buildings, including Hospital of 225 beds, medical school buildings, dormitories and faculty residences were begun in 1917. First unit ready for occupancy this summer.

Dr. George E. Vincent, as President of the Rockefeller Foundation and Chairman of the Executive Committee of the Peking Union Medical College Trustees will visit China this summer, sailing in June. I shall accompany Dr. Vincent to Peking, to assume duties in Peking.

Information received February 6, 1919.

Professor of Medicine and Director of the Peking Union Medical College being established in Peking China, under the auspices of the Rockefeller Foundation. Expect to leave for China in near future.

Have just returned from France as Major in Medical Corps. Served as Senior Consultant in General Medicine, A.E.F. Have been discharged from service and have returned to duties described above.

Information received September 24, 1921. (Clipping)

Dr. Franklin C. McLean, professor and head of the department of medicine, is a graduate of the University of Chicago and Rush Medical College. His professional experience includes service on the faculty of the University of Chicago, the staff of the Cook County Hospital, the Medical School of the University of Oregon, the University of Graz, Austria, and the Rockefeller Institute for Medical Research, as well as
the United States Army Medical Corps. In 1918 he was ordered overseas with the rank of Captain, and was subsequently appointed senior consultant in medicine for the A.E.F., with the rank of Major.

June 13, 1922 he reported his official status:

Franklin C. McLean, Professor and Head of the Department of Medicine, Peking Union Medical College, Peking, China.

June 11, 1923 married to Helen Vincent of Boston, Massachusetts.
November 6, 1923

Dean Henry G. Gale,
The University of Chicago,
Chicago, Illinois.

Dear Henry:

My brother, Charles H. Swift, writes me as follows:

"About two years ago I met at Lake Forest a Mr. Joseph B. Weaver, who was living on the South Side, recently having come to Chicago from the East. It was anticipated that he would work into an executive position, perhaps being located at the Pullman Company, Chicago office.

"Later he severed his connection with the Pullman Company and is now President of the Inland Glass Company of Chicago, and resides on the South Side, - the Inland Glass Company being located in the southwestern section of Chicago.

"I met him again the middle of this week at a dinner on the North Side, and he and Mrs. Weaver drove home with me. We got to discussing the North and South resident sections, which developed why you and I live on the South Side, and including your connection with the University.

"This morning he called me on the 'phone and said that the glass business is old fashioned and has engineering problems and questions coming up right along, and that it would probably have to be worked out on more scientific lines than have been in use, and wanted to know if the University of Chicago had experts and if their services could be enlisted to help work out certain points. Am not quite clear whether they are engineering problems or scientific research problems, although he dwelt on the term of engineering experts.

"He is going to call me up again next week. What can I say to him? Will be glad to review in the meantime and make clear anything that is not clear."

I have suggested that Mr. Weaver get in touch with you either by telephone or in writing so that you may indicate whether there is point in pursuing the matter further.

As pointed out, we don't know Mr. Weaver very well. It occurs to me, however, that there may be possibilities here to the advantage of some of our Faculty members by offering expert advice, or that some favorable arrangement might be made for research.

Yours cordially,

HAROLD H. SWIFT

HHS#GB cc EDBurton
Dear Dr. Henry G. Gale,

The University of Chicago

Chicago, Illinois

November 9

F. S.

Dear Professor Gale,

I was surprised to hear that I was to leave for France on a

project connected with my research. I understand that the

project involves a study of the influence of certain factors on

the productivity of plants, and I would like to express my

appreciation of this opportunity. I have always been interested in

this field of research, and I believe that this project will provide

an excellent opportunity to make significant contributions.

I will do my best to carry out the project as efficiently as possible.

Sincerely,

[Your Name]
November 7, 1928

My dear Mr. Wilder:

May I express to you the great pleasure I had in the interview with you, Mr. Ashcraft and Mr. Ross this morning, and the great interest with which we are undertaking the study of the matter presented to us. I have already begun the examination of our other contracts with a view to discovering how far these will necessarily determine the limits of our future action. It may require some days to think through the whole question, but at the earliest possible moment I shall take pleasure in communicating with you again.

Most cordially yours,

Mr. John E. Wilder
Director, Board of Trustees
Hahneman Hospital
27th Street and Cottage Grove Avenue
Chicago, Illinois

BDS:HP
Mr. Geo. E. Wheeler
Director, Board of Trustees
Hennepin Hospital
5th Street and College Grove Avenue
Minneapolis, Minnesota

December 7, 1929

Mr. Geo. E. Wheeler

I am pleased to have the opportunity to express the pleasure of the Board of Trustees in your interest in the proposed hospital in this city.

I understand the value of the work you have done and the excellent care you have provided that has been appreciated.

With a view to recognizing your efforts, I may determine the limits of our future action. I may

encourage some action to clarify the situation for future consideration.

I hope you will find the present moment the right time to start planning for the future.

Very truly yours,

W. Geo. E. Wheeler

Director, Board of Trustees
Hennepin Hospital
5th Street and College Grove Avenue
Minneapolis, Minnesota

December 7, 1929
MEMORANDUM OF CONVERSATION with Dr. Ludvig Hektoen

November 12, 1923.

Dr. Hektoen feels very strongly that the relations between Rush Medical College and the Presbyterian Hospital are very unsatisfactory and that before the Rawson Laboratory is built and the University displaces Rush Medical College, the whole matter should be thoroughly threshed out. His suggestion is, therefore, in the line of the letter of Dr. Billings under date of November 10, but serves to emphasize the importance of the proposals of that letter toward the appointment of a committee to study the matters therein referred to.

Dr. Hektoen points out in particular that there are a number of physicians practicing in the Presbyterian Hospital who have developed so large a practice that together they occupy so large a part of the building as seriously to interfere with the use of the Presbyterian Hospital as an adjunct as a school of medicine. He reports that it is rumored that there are eight or ten physicians practicing in this hospital whose annual incomes run from $50,000 to $75,000. These men develop, of necessity, large staffs of assistants, and then request that all these men be appointed to positions on the hospital staff. The contract between Rush Medical and the Presbyterian Hospital requires that appointments to the hospital staff have to be made by the faculty of Rush. But the relations between the individuals are such that, to use Dr. Hektoen's phrase, "a man would have to be a murderer not to be appointed by the faculty when nominated by a member of the hospital staff as his assistant."
MEmORANDUM OF CONVERSATION WITH Dr. H. Hessoon]

Dr. Hessoon feels very strongly that the presence of Jewish Medical College and the Preparatory Hospital at the University and the University Hospital would be of great assistance and that the Preparatory College can provide a model for medical education. If the University were to take the Initiative in the field of medical education, it is important that the Preparatory College be given a proper role as a leader and as a source of cooperation.
As a result of this whole situation, the members of the Rush Faculty, especially the younger men, have inadequate facilities for the clinical work which is essential to their successful teaching.

Dr. Hoktoen feels that it is necessary to get beyond the President of the hospital Board to the entire Board.

I judge that the matter is one of great importance and of great difficulty.
MEMORANDUM OF OBSERVATIONS.

This is to advise of the following action:

We have received reports of the recent incidents in the area and have been unable to verify the accuracy of the information that was initially received.

It is imperative that we send a team to investigate the situation in person. This will allow us to gather accurate information and make informed decisions.

I urge that the matter be given the highest priority.

The importance of this cannot be overstated. The safety and well-being of the community are at stake.

We are currently working on a strategy to address the situation and ensure the safety of the residents.

The team is scheduled to depart within the next 24 hours. They will be equipped with all necessary tools to conduct a thorough investigation.

We are confident that this action will provide the necessary information to make informed decisions.

Thank you for your attention to this matter.
November 16, 1923.

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

My dear President Burton:

Your memory is correct, I did agree to discuss the question of the chairmanship of the Department of Medicine at Rush Medical College with Dr. Billings with a view to suggesting that Dr. James E. Herrick be appointed to that position. I acknowledge my slowness in this, but frankly it is a rather delicate matter, and especially in view of the very long and great service that Dr. Billings has rendered, both to Rush and to the University, and the fact that in the new development of things which have been his life-long ambition he has been asked to assume so little activity. My meetings with him have been very infrequent recently, very brief, and on urgent matters.

If you think it best for someone else to discuss the matter with him please do not hesitate because I have promised to do it. Whenever conditions seem favorable, however, I shall be glad to do this.

Yours very truly,

[Signature]

WRP, MM
My dear President:

I have been in contact with the Department of Medicine and Surgery in the preparation of the University of Chicago. It appears that the position of Professor of Surgery is vacant. I have been asked to recommend a candidate for this position. I have considered the qualifications of several candidates and believe that Dr. Edward Wilson is the most suitable person for this position. He has a strong reputation in the field of surgery and has made significant contributions to the field. I believe that he would be an excellent addition to the faculty of the University.

If you have any objections or concerns, please let me know. I am available to discuss this further.

Yours sincerely,

[Signature]
November 26, 1923

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

Dear President Burton:

Answering yours of November 23 as to procedure in reference to location of the Billings Hospital:

The Board at its meeting on May 8 authorized the Committee on Medical Affairs to determine the location of the Hospital. However, this Committee, of course, should not be arbitrary and they should confer with the Buildings & Grounds Committee, jointly reporting to the Board the decision and giving opportunity for comment.

I think the Faculty Group should be held responsible for a large part of the decision and that the responsibility should rest heavily upon the Committee on Organization and the Senate Medical Committee as well as your good self. I think this group might well recommend to the Medical Committee of the Board and they working through the Buildings & Grounds Committee reporting to the Board as suggested.

The most important thing to consider seems to me to be the amount of space and opportunity for growth and the group should canvass this situation carefully if, as I suspect, their recommendation is to come north of the Midway and immediately west of Ellis.

Perhaps the whole matter can be discussed at the Medical Committee meeting which I note is called for Tuesday evening, December 4.

Yours cordially, Harold H. Swift
Mayhew worked as do in Biochemistry - physico chemist - he began as a physician - now a physiologist, works on experimental medicine - now into pharmacology. Known for chemist, but not a pharmacologist. His place is in General Pharmacology.

Ralph Miller is not a medical man - would not be thought of in Lofe's place - Chicago met with a not a man as Rock but

From a Viennese, now hospital

Lund. His leading man in the world

in Ear, Nose + Throat. Won Nobel Prize

for work, over 43 yrs old. Uttes

Charles English
Dec. 4, 1923

Dear President Burton:

On the basis of the contracts which have recently been let for the building of the new medical school and hospital of Vanderbilt University, at Nashville, Tenn., it is now possible to make a preliminary estimate of the cost of carrying out the building scheme proposed for the University of Chicago.

The Nashville plans include 4,789,000 cubic feet, including a hospital of 160 beds, with a dispensary, space for administration and service, laboratories and class rooms for all the departments of the medical school, a nurses' home for 100 nurses, a power house, and a tunnel from the power house over 800 feet long.

Contracts for the above have recently been let as follows:

For general construction $1,994,879.00
For mechanical equipment and installation 713,134.00

Total $2,708,013.00

Average cost per cubic foot $0.565

The above does not include fees and expenses of the architects, nor does it include fees and expenses of the consulting architect. It includes from $80,000 to $90,000 for fixed mechanical equipment (kitchens, refrigerating machinery, ice boxes, etc.), but does not include the usual movable equipment of the hospital and laboratories.

Accurate figures will be obtained from the contractors who have undertaken the above work as to the cost of duplicating the above plant in Chicago at present building costs, as it is felt that such figures will give the best indication as to the probable cost of the University's building project, on account
On the advice of the contractors which have recently
been let for the building of the new school buildings and
substantial or non-substantial Unions, etc., the following
note has been made of the preliminary estimate of the cost of
raising on the plot of the unfinished some property for the Union.

To Office

The estimate price includes $1,000,000 for the cost,
including all materials, labor, and contractor's fees, for
raising on the plot of the unfinished some property for the
Union.

Contractor for the plot have recently been for


|
| 00,000.00
| 00,000.00
| 00,000.00
| 00,000.00

Average cost per acre is 100.00

The above price not inclusive of any expenses of
contractor.

If inclusive of 100.00, 00,000 to 50,000

Any further questions please contact the contractor
on:

" contracted"

" contracted"

" contracted"

" contracted"

" contracted"
of the similarity of the requirements and of the building standards involved in the two projects.

Until such figures are available it may be roughly estimated that it would cost 80 cents per cubic foot to duplicate the above plant in Chicago, this figure being based on the relative costs of labor in Nashville and in Chicago, and on the proportion of the total cost of the building absorbed by labor costs. (Common labor is $0.28 per hour in Nashville and $0.30 in Chicago) On this basis the cost of a duplicate plant in Chicago would be estimated as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and mechanical work</td>
<td>$3,831,200.00</td>
</tr>
<tr>
<td>Architect's fee - 6% of above</td>
<td>229,872.00</td>
</tr>
<tr>
<td>Consultant's fee, as per contract</td>
<td>12,500.00</td>
</tr>
<tr>
<td><strong>Total for 4,789,000 cu.ft.</strong></td>
<td><strong>$4,073,572.00</strong></td>
</tr>
</tbody>
</table>

The above is exclusive of all movable equipment for hospital and laboratories, and of such expenses as the University must meet on account of travel, etc.

The requirements of the University will be of a somewhat different character, but the standards of construction will be similar, as in the Nashville plans the utmost economy has been practiced in interior finish, mechanical equipment, etc. It is thought, therefore, that the figure of 80 cents per cubic foot (subject to revision) may fairly be taken for a preliminary estimate based on the University's requirements.

The Senate Committee has estimated the requirements for the University's building project at 4,600,000 cubic feet. This includes a hospital of 200 beds, dispensary, administration, service, and laboratories and class rooms for the clinical departments and for the departments of Pathology, Physiology, and Pharmacology. It does not include a Nurses' Home, or space for the Medical Library, or the Departments of Anatomy, Bacteriology, or Physiological Chemistry.
On this page, the text appears to be discussing a financial or economic topic, possibly related to taxes or cost calculations. The text is fragmented and includes some numerical values, which suggest a tabular format or a list. The content seems to involve calculations or discussions of costs and revenues, possibly in a business or financial context.

The text includes numbers and references to calculations, but the specific details are not clearly visible due to the quality of the image and the layout. The document may be analyzing costs, revenues, or profits in a certain context, possibly related to a company or project.
Based on the rough estimate of 80 cents per cubic foot it would probably cost, to carry out the Senate Committee's proposed requirements:

- General and mechanical work, 4,600,000 cu.ft. at $0.80 = $3,680,000
- Architect's fees - 6% of above = 220,800
- Consultant's fee = 12,500
- **Total** = $3,913,300

Exclusive of movable equipment

Provided that alterations and additions in the power house necessary to take care of the increased load are not to be included in the medical school and hospital estimates, some saving in the above may be effected, since the above estimate would include considerable expensive mechanical equipment which it would be unnecessary for the University to include. It would not be wise, however, to count on any material saving from this source.

It is further assumed that it will not be possible to reduce the above cost by economy in building, as such economies as are possible have been carried out to the utmost in the Nashville plans.

It seems probable, therefore, that any material reduction in the above cost can be obtained only by a revision of the space requirements. It is felt that the University should proceed at once with its building program, even if the estimated requirement of 4,600,000 cu.ft. can not be provided in the initial building operations. To this end it would seem wise for the Trustees to set a limit, either in cubic feet, or in total cost, for the initial building operations, and to cut the requirements to come within this limit. If this is done it will be possible to proceed at once with plans, without fear of abandonment or indefinite postponement of building on account of high costs.
The following are personal suggestions as to possible procedure. In all of them the general principle has been followed of maintaining unimpaired the purposes of the development, together with the quality of the work to be undertaken, the revisions dealing mainly with the scope of the work to be included in the initial plans. Moreover, in adopting and carrying out any of these plans, provision would be included in the general plan for ultimate expansions to cover the whole scope at present contemplated.

1) Revision of requirements to meet immediate needs only. In estimating requirements due allowance has been made for normal growth during the next few years, without requiring additional building. Without seriously affecting the scope of the work to be undertaken, or the purposes of the development of the school, these requirements can be revised to meet the bare needs of the departments during the first years of operation. The ultimate success of this plan would depend on the provision of frequent additions, as needed, even though additional construction were called for within two or three years of the completion of the initial buildings.

The following are specific suggestions as to possible revisions under this plan:

a) Reduce number of beds to 160
b) Cut Pathology Building to needs of hospital only, the remainder of Pathology to remain in Ricketts, as at present.
c) Cut requirements of Physiology and Pharmacology to meet immediate needs only
d) Cut Billings Library to reading room only. House remainder of Billings Library with General Medical Library (suggest first floor present Physiology Building temporarily)
e) Postpone building of amphitheatre or large assembly hall.
f) Cut down quarters for resident staff, and certain other administrative and service units to meet revised bed capacity.
g) Cut down dispensary to meet immediate requirements only.
h) Cut down laboratory space for clinical departments to meet immediate needs only.

It will be seen, that although the purposes of the school, the scope of the work, etc., may be inaugurated, and may temporarily go on unchanged with the above revisions, none
of the revisions are desirable, and some are uneconomical in the long run.

I estimate that by following a general scheme of revision, on the principles laid down above, the requirements may be cut to 3,600,000 cu.ft. The probable cost would then be as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and mechanical work</td>
<td>$2,880,000</td>
</tr>
<tr>
<td>Architect's fee, 6% of above</td>
<td>$172,800</td>
</tr>
<tr>
<td>Consultant's fee</td>
<td>$12,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,065,300</strong></td>
</tr>
</tbody>
</table>

Exhaustive of movable equipment.

2) **Revision of scope of work to be undertaken at once**

If further savings are necessary, it would seem that they can be accomplished only by a revision of the scope of work to be undertaken. The specialties (Ophthalmology, Otolaryngology, Pediatrics, Dermatology, Neurology) may be eliminated as a part of the initial plan, as Obstetrics has already been eliminated. This would leave only General Medicine and General Surgery, and would require special arrangements at Rush Medical College or elsewhere for clinical work in these subjects for candidates for the M.D. degree, until these specialties can be provided for.

While the disadvantages of this plan are obvious, it would still be possible for the University to maintain the Departments of Medicine and Surgery as University Departments, with the same purposes within those departments as are now contemplated. This plan would permit of a still further reduction in bed capacity, and a corresponding reduction in other facilities, bringing down the cost of initial building operations to, say, $2,500,000

3) **Maximum revision of scope of work to be undertaken at present.**

If still further revision is necessary, it may be carried out by providing, at present, hospital facilities for the Department of Medicine alone. In this case the Department of Medicine would function as a University Department, but the greater part of the clinical work for the M.D. degree would continue to be carried on at Rush Medical College. The Department of Medicine, with, say, 60 to 75 beds, would give some undergraduate instruction, but would concentrate mainly on special students, graduate or undergraduate, and on research. This plan could probably be carried out at an initial cost of less than $2,000,000, including provision for the laboratory departments as at present contemplated, and for ultimate expansion into a complete medical school, as funds became available.
It will be noted that the above estimates and suggestions are based on the recommendations of the Senate Committee, and do not consider any additions to their plan that might be desirable in case the entire project is to be undertaken at once. In case operations of the magnitude suggested by the Senate Committee are to be undertaken, I wish to reserve certain specific recommendations as to revisions of their proposal.

Very truly yours,

[Signature]

President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.
Any action that will promote the addendum are passed on the recommendation of the secretariat and by the recommendation of the committee. Any action cannot be taken without the consent of the minister to the minister. If the committee is not able to agree on the minister's action, the decision of the committee is to be made by the minister. I hereby request that the minister issue recommendations as to advising on the action.

Yours sincerely,

[Signature]
December 4, 1923

Dear President Burton:

I wish to submit certain facts which have a bearing on the progress of our program for development of the School of Medicine.

The contract recently let for the construction at Nashville allows 450 working days for completion of the buildings. Allowing for Sundays, holidays, and stormy weather it is estimated that twenty-one months or elapsed time will be required. In Chicago, on account of a more rigorous winter climate, it is probable that more than that time would be required for a similar building project.

The architects estimate as follows for the minimum time necessary for the completion of the University's projected buildings:

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>For completing plans, working drawings, and</td>
<td>12 months</td>
</tr>
<tr>
<td>specifications</td>
<td></td>
</tr>
<tr>
<td>For obtaining bids and letting contracts</td>
<td>3 &quot;</td>
</tr>
<tr>
<td>For construction</td>
<td>21 &quot;</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36 months</strong></td>
</tr>
</tbody>
</table>

The above will be subject to increase on account of delays as follows:

a) Delays in obtaining essential information, such as any delay which there may be at present in determining the requirements. It is believed that the present organization is adequate to provide detailed information to the architects as rapidly as they require it, in case the total space requirement is determined.

b) Delays on account of consulting architect, and depending on amount of time plans are held by him, and on his promptness in responding to requests for conferences.

c) Delays due to necessity of revision of plans after bids are secured - on account of costs. The architects promise that if the amount to be spent is settled, they can avoid necessity for revision of plans after bids are obtained.

d) Delays due to necessity for securing funds, after
The next important point is to find the consequence of the information that was given. If it is satisfactory to let the consequences of the information be known, and what cannot be

The consequences of the information that was given are as follows:

<table>
<thead>
<tr>
<th>Consequence Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>For completing the main argument, and walking it out</td>
<td>20%</td>
</tr>
<tr>
<td>For determining the facts and terms correctly</td>
<td>30%</td>
</tr>
<tr>
<td>For concluding</td>
<td>50%</td>
</tr>
</tbody>
</table>

Total: 100%

The space will be used to insert any necessary information.
bids are in. These delays can also be avoided by making provision in advance for the amount to be available.

e) Delays in construction, due to labor trouble, bad weather, failure to keep up to schedule, etc.

As the above estimate of time required would seem to preclude the possibility of opening the new clinical departments in the Autumn of 1926, as contemplated, it would seem desirable to take steps to speed up the work as far as possible, and to avoid unnecessary delays.

To this end, I would suggest that the Trustees define the authority of the Committee on Organization as to building affairs, and that they provide means for securing, without delay, such authorizations as may be required during the course of the work. Otherwise much valuable time may be lost by holding up decisions for consideration by the appropriate authorities.

Such decisions naturally fall into two classes, first as to space requirements, and other questions directly affecting the work of the departments concerned, and second, as to technical questions involving the construction of the buildings themselves. Possibly the first class of questions may be left in the hands of a committee of the Medical Faculty, and the second in a committee of the Trustees.

Very truly yours,

[Signature]
President Ernest D. Burton,
University of Chicago.

Dear Mr. President:

The paragraph in Dr. Billings' letter to me dated December 3 concerning the continuation of his salary is as follows:

"Finally, will you permit me to say that I am perfectly willing that the University should cease to pay this salary to me and especially that the Board of Trustees has now secured a full-time professor of medicine in the person of Dr. McLean. As you probably know, the salary was originally given me by action of the President of the University and the Board of Trustees, without any request from me."

Very truly yours,

[Signature]
Secretary.

Salary began July 1, 1917.
December 5, 1923

Messrs. Ernest D. Burton,
Wilber E. Post.

Gentlemen:

Mr. Donnelley called me this morning to say that he believed we should think further on the Chicago Memorial project before turning them down. He believed that something might be worked out on it and that if we did not try further we might be very severely criticised by prominent Chicagoans.

His thought in general was that we ought to try to get them to build on our land, some distance from our hospital, and give them occupancy for a period of years in the hope and thought that we would grow to it by that time. Said this should be subject to approval of our Eastern friends and the prominent Rush folks. I said I would get in touch with you and request that we all think and talk further before taking action.

Yours cordially,

[Signature]

EDB. Thank you might ask Dr. McLean to think further along this line.
December 5th

Messrs. Hartman & Burton

With a pleasure.

Gentlemen:

Mr. Dommeren called me this morning to say that he preferred us making that further or the Chicago Memorial project before coming from Germany. He disagreed that something might be worked out so if we had any interest we might be very severely criticized by the prominent Chicago people. He pointed out to me that we ought to try to get them to pitch our case some investigation from one person to the next, and give them a chance for the benefits of years in the past, may give them assistance to the benefit of our best interests and the people who are subject to apply or our Eastern interests. May I suggest that we all think of this letter before taking any action?

Yours faithfully,

[Signature]
Chicago, Dec. 6, 1923

Memo. to E.D.B.

Dr. Frank Billings was born April 2, 1854, thus being 69 years old and reaching his 70th birthday next year.

A possible way of handling his suggestion that his salary be discontinued would be to suggest that it continue through this University year, thus seeing him pass his 70th birthday, which is the usual retiring time. This seems to me to have the double advantage of showing warm cordiality on our part and yet determining, without embarrassment, a definite date of culmination of the matter.

H.H.S.
Memo to E.D.P.

Dr. Frank Billings was gone April 2, 1951, June

... and desperate the VCP program next year.

A desperate way of handling the situation that the

seats in adjacent states can be to suggest that if continuing programs

fits University next year... thus seeing him pass the VCP program, which

be the next recruiting time. This seems to me to leave the couple

available of attacking warm opportunities on our part and not governmental.

Without armament's a delirious case of optimism of the matter.

H.N.S.
December 6, 1923

My dear President Burton:

I have the honor to inform you that at a meeting of the Rockefeller Foundation held December 5, 1923, the following resolution was adopted:

RESOLVED that the sum of One million dollars ($1,000,000) be, and it is hereby, appropriated to the UNIVERSITY OF CHICAGO to be used as endowment for the work of the Medical School.

This appropriation is in payment of the pledge made some years ago by the Rockefeller Foundation in connection with a similar pledge from the General Education Board. I am asking our comptroller to make payment of this appropriation at once. A check for the sum involved should therefore reach you within a few days.

In recording this action may I express the deep interest which the members and officers of the Rockefeller Foundation have taken in the important developments in medical education at the University of Chicago involved in the proposals in which we have the honor to cooperate.

Yours very truly,

[Signature]

Secretary

President Ernest D. Burton,
University of Chicago,
Chicago, Illinois
December 6, 1932

My dear President Purdy:

I have the honor to submit the following report:

The Rockefeller Foundation paid December 6, 1932, the following amount:

$1,000,000

This appropriation is in payment of the pledge made some years ago by the Rockefeller Foundation in connection with a similar pledge from the General Education Board. I am sending our comptroller a copy of the letter received from you with a copy of the agreement which, if you will approve, may be inserted in the agreement on the Rockefeller Foundation. I have been endeavoring to clear up the remaining details.

Yours very truly,

[Signature]
December 10, 1923.

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

Dear President Burton:

A copy of the paragraph in Dr. Billings' letter to you, dated December 3rd, regarding continuation of his salary is received from Mr. Dickerson. Without knowing as much of the details in the situation as I should wish to know in order to make a final decision, my feeling is that it would be desirable to continue Dr. Billings' salary until he is of retiring age. He will be seventy years old the second of next April.

It occurs to me that the raising of this subject with you might be the occasion of discussing with him a possible head of the Department of Medicine at Rush.

Very truly yours,

[Signature]

WEP. MM
December 10, 1938

Proctor Research Station
The University of Chicago
Chicago, Illinois

Dear President Burger,

A copy of the letter to Dr. Pitkin, junior,jeta.

To your letter, I would like to acknowledge your letter of the
...

In order to make a final decision, I would like to know
...

After the examination of Dr. Pitkin, I shall write to Dr.

It occurs to me that the presentation of this support
might influence the decision of the committee with the possibility

Very truly yours,

[Signature]
Dr. Ernest DeWitt Burton  
University of Chicago  
Chicago, Illinois  

My dear Doctor:  

I am in receipt of the enclosed declaration of purpose. My suggestion is that you change the first line as I have rewritten it, erase the last part of the first paragraph, and leave out everything after the second paragraph. It seems to me that what we want is a declaration of purpose and the rest of it would be more appropriate in a letter quoting our declaration of purpose, rather than in the declaration itself.  

This, of course, is only a suggestion.  

Respectfully yours,  

[Signature]

TED/CHN
DECLARATION OF PURPOSE:

The University of Chicago recognizes that the special task of a university in the field of medical education is to conduct a school of the science of medicine which shall emphasize research in medicine, surgery and related branches, and in connection with such a school to maintain a hospital which, while giving 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 of the art of healing. The acceptance of this as the task of a university in no way contravenes the University's recognition of the great value of hospitals conducted with sole or primary reference to caring for the sick and curing patients, and the equally legitimate function of medical schools maintained for the purpose of training practitioners, but defines its own field of action.

In conformity with the above statements of its general University policy, the University of Chicago has adopted the principle that the faculty of the school and staff of the hospital shall be chosen by the University for their ability as investigators or instructors, and shall be employed on the so-called full time plan, with the possible exception of a part time staff in the so-called specialties.

In the development and support of a school and hospital on this plan the University cordially welcomes and invites the gifts and cooperation of the physicians and other citizens of Chicago. Help will be welcome either in the way of contributions of money for the erection of the several necessary buildings, or of maintenance of the hospital, or of the endowment of research and teaching. Any limitations upon its ability to
accept gifts will be such only as are imposed by the necessity of adhering to the policy above defined in order to accomplish the work which seems to the University to be clearly that which belongs to it as supplementary to the work done by other schools.

The University therefore invites gifts for its medical work which will contribute directly to its development without violation of the full-time plan for the staff, and without restriction of the University's choice of the faculty of the school and staff of the hospital.
Secrets will be shared only as they improve with the necessary and apparent to the policy above holding. In order to accomplish the work which seems to the University to be seriously and which prevents it as supplementary to the work done by other schools.

The University requires invitation into the general statement and will consider carefully to the full-time plan for the past and without restoration of the University's opinion or the faculty of the school, any draft of the project.
DECLARATION OF PURPOSE:

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The University of Oregon recognizes that the essential task of a university in the field of medical education is to conduct a school of the sciences of medicine which will prepare students for the practice of medicine.

In connection with the establishment of a school of medicine, the University of Oregon desires to conduct a school of medicine which will prepare students for the practice of medicine. The University recognizes the necessity of preparing students for the practice of medicine with due regard to the needs of the profession.

In connection with the establishment of a school of medicine, the University of Oregon desires to conduct a school of medicine which will prepare students for the practice of medicine with due regard to the needs of the profession.

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The University therefore invites gifts for its medical work which will contribute directly to its development without violation of the full-time plan for the staff, and without restriction of the University's choice of the faculty of the school and staff of the hospital.
The University of Chicago welcomes you to...

...spread across the campus in the light of morning sunshine...
My dear Mr. Burton:

I am much concerned over the statement you made at the meeting of the Senate Committee on Medicine that the Professors in Rush Medical College would immediately become members of the Senate of the University when the amalgamation was approved by the courts and that faculty became a faculty of the University. This statement is perfectly correct as the statutes now stand and would be quite all right if the rule of full time Professors should apply to the Rush Post-graduate Faculty as well as the Graduate Medical Faculty of the Ogden School. It is a well known fact that the title of Professor is granted much more freely where it carries no stipend with it than in an Academic Institution. Moreover, to dilute the Senate at once with a large group of men whose time is largely devoted to extramural activities for other than academic rewards, would entail grave dangers to the success of our scheme in the Ogden School. I would suggest that the committee which you are to appoint to draft new statutes for submission to the Board of Trustees take up also this question of membership in the Senate.

yours sincerely,

[Signature]
Regent's Meeting of Chicago
Department of Students
December 1922

My dear Mr. Minister:

I have the pleasure of enclosing a copy of the minutes of the Senate Committee on Medicine for the School of Medicine of the University. The minutes were approved by the senate and sent to the University, and I am enclosing a copy for your information.

The minutes contain a number of important points. Among them are:

1. The establishment of a faculty of the University. This faculty will consist of full-time professors, who will be paid from the University's funds.
2. The establishment of a graduate faculty of the College of Medicine.
3. The establishment of a faculty of the College of Commerce.

I am enclosing a copy of the minutes for your information. Please let me know if you have any questions or if there is anything else you need.

Yours sincerely,

[Signature]
SUNDAY, December 19, 1923.

A luncheon at University Club. Present: Messrs. Wilder, Sheehan, Ross and Kahlke, representing Chicago Memorial Hospital; and Dr. Post, Dr. McLean and Mr. Burton representing the University of Chicago.

President Burton stated that there were two groups of hospitals and medical schools in the United States: one detached, the other attached to Universities - each having its own points of strength. The latter tended to emphasize the educational aspect, though they ought not to neglect the humanitarian.

The University of Chicago has gradually developed a policy which applies to all parts of the University, including affiliated institutions. This includes freedom of investigation and teaching, and control of staff and terms of employment by the University.

Mr. Wilder said their irreducible minimum was loyalty to the men who had stood by them.

Mr. Burton proposed that they try to get together on the basis of these without compromise on either side.

The outcome was a proposition from Mr. Wilder that the Chicago Memorial Hospital would give the University of Chicago $600,000 for building, and $800,000 for endowment on condition that the University would give to the Chicago Memorial Hospital in a University Hospital on the Campus, a sixty (60) bed unit for the private practice of their staff - said section to be operated by the Chicago Memorial...
December, 1919

President: Mr. Miller

Constitution of University Of Chicago Memorial Hospital. Rose and Fuller, represent the University of Chicago Hospital and Dr. Moore and Mr. Button represent the University of Chicago.

President: Mr. Burton stress that there were two groups which had special interest in the United States one representing the other attached to University - each having a different point of emphasis. The latter launched to emphasize the

The University of Chicago and the Memorial Hospital

Mr. Burton said that the introduction minimum was

It was necessary to the men and women who care for the United States.

Mr. Burton proposed that they should try to get together on the basis of these without compromise on either side.

The outcome was a proposition from Mr. Miller that the Chicago Memorial Hospital might give the University of Chicago $500,000 for maintenance and $80,000 for equipment.

It was decided that the University would give to the Chicago Memorial Hospital in a University Hospital on the campus.

A sixty (60) would not only provide a place of annual
Hospital, at its own expense and under its own management; the income from the endowment to go to the University of Chicago, and the occupancy of the space by the Chicago Memorial Hospital to cease at the end of fifteen years.

It was distinctly intimated that the acceptance of this proposal by the University would carry with it the interest of certain men in the University of Chicago that would undoubtedly be of value — this, of course, with protestations that the speakers were not in position to "sell" and deliver anybody.
MEMORANDUM OF LONG DISTANCE TALK WITH

Abraham Flexner and Trevor Arnett, December 20, 1923.

President Burton stated to Mr. Flexner the proposition of the Chicago Memorial Hospital group to give to the University $1,200,000 on condition that they should have a sixty bed section of the building for their staff. Mr. Flexner asked if they were to have their own operating room and do their own surgery. I replied that I did not know whether there would be surgery, but that they were to run their own affairs entirely.

Mr. Flexner replied at once that he would not advise our doing it; that one could not tell what might happen, and if it was on our grounds we could not make the city understand that the University was not responsible. He said further, "You have a clean proposition. Now keep it so. If Simon had this offer and it were for $10,000,000 instead of one, and for five years instead of fifteen, he would not take it."

Mr. Abraham Flexner repeated the substance of the proposal to Mr. Trevor Arnett, and the latter said he agreed with Mr. Abraham Flexner.
MEMORANDUM OF LONG DISTANCE TALK WITH

AIRCRAFT FLIGHTS AND TRANSPORT

December 80, 1956

Mr. Flexner and

President of the Office of the University of Chicago, asked to present the
idea of a proposed fund raising project to give to the University.

Mr. Flexner and I have discussed the possibility of a fund raising project
that would provide a multi-purpose building for the University.

I believe that if we combined our efforts, we could achieve our goal.

Mr. Flexner stated that he would be willing to commit $10,000,000 to this project.

We discussed the possibility of a building that would be able to accommodate various
purposes, such as a library, lecture hall, and research center.

Mr. Flexner also suggested that we could possibly attract additional funding from
other sources, such as foundations and corporations.

I believe that with your support, we can achieve this goal.

Please let me know if you are interested in participating in this project.