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 $1,200,000, 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 CONFERENCE WITH DR. MCLEAN  DEC. 21st. 1923.
Supplementary to his memorandum of same date.

There are apparently two possibilities for contractual arrangement with the Chicago Memorial Hospital.

1) An arrangement by which the University should give to the Chicago Memorial Hospital space in a University Hospital to be under the same Director as the University Hospital and the University to furnish internes, nurses, food, and control the appointments of the medical staff. This would be to introduce into the Hospital men who are not full time men and not engaged in medical education at all, converting this portion of the Hospital into a non-teaching Hospital, while at the same time maintaining so intimate relationship between the two parts of the Hospital as to make it all one Hospital in the eyes of the public and of the profession. It would be dangerously near a kingdom divided against itself and does not seem at all practicable.

2) An arrangement by which the Chicago Memorial Hospital should build on land granted them by the University a 50-bed Hospital complete in itself except for heating plant, and should conduct this hospital, appointing the medical staff, internes and nurses, and should furnish food and service of every kind, and conduct their own operating room. This would necessitate including in this building plan quarters for the nurses. This plan would not necessarily exclude, but might properly include a reservation on the part of the University of the right to approve or veto appointments to the staff.

In this case the Chicago Memorial Hospital would have to undertake the full expense of the building whether it be $600,000 or more. They would also have to consent that the building should be in accordance with the plan approved by the University. They would also assume all financial responsibility for the management of the Hospital during the period, and as suggested by them would turn over to the University the full sum of $600,000 endowment for the purpose of the University.

This is in effect a proposal that the University shall lease to the Chicago Memorial Hospital land on which they shall build a hospital receiving in lieu of rental for this land for a period of 15 years a gift of $600,000 which yields $30,000 a year. At the end of the 15 years the University will have land, building and endowment.

Having in mind the possibility that unforeseen conditions might arise in carrying on this plan the University reserves the right within the 15-year period to take possession of the building on condition of providing for the Chicago Memorial Hospital a building of equal capacity and desirableness.

Before this proposition can be presented to the Chicago Memorial Hospital it will be necessary as a matter of honor and expediency to secure the approval of Dr. Billings, and through him, men associated with it.
MEMORANDUM OF CONVERSATION WITH DR. MILLER, DEC. 4, 1938.

Supplementary to the memorandum of same date.

There are apparently two possibilities for contract between Chicago Memorial Hospital and the University of Illinois:
1) An arrangement by which the Chicago Memorial Hospital would be responsible for teaching and training, and the University would conduct the hospital's clinical work and administration. This might be advantageous to both parties, as the hospital would benefit from the University's resources, and the University would gain the clinical experience necessary to improve its educational programs.

2) An arrangement in which the University would own and operate the hospital, and the Chicago Memorial Hospital would be managed by the University. This arrangement would require a substantial investment, but it would provide the University with full control over the hospital's operations.

In this case, the Chicago Memorial Hospital would provide 1,000,000 square feet of space for the hospital's facilities, and the University would provide the necessary support and administration. The hospital would be responsible for the clinical services, and the University would provide the educational programs.

These arrangements would need to be carefully planned and implemented to ensure the success of both parties. It is important to consider the long-term implications of these arrangements, and to ensure that they are in the best interests of all involved.
THURSDAY, December 20, 1923

MEMORANDUM OF CONVERSATION WITH DR. FRANK BILLINGS:

President Burton stated that the Chicago Memorial Hospital group had proposed that they would give the University of Chicago $600,000 buildings, and $600,000 endowment, if the University would build on their grounds at the University a hospital in which they should have the use of sixty (60) beds for private practice, their sections of the hospital being under their own control and conducted at their own expense, this occupancy to continue for fifteen years. It was stated that the $600,000 endowment and the building, exclusive of the sixty beds would be available for University purposes throughout the fifteen years and thereafter the whole building from the end of the fifteen years.

After some discussion Dr. Billings said he would favor the proposal, if the remainder of the building providing sixty beds or more were made available for private rooms for the practice of the members of our own staff.

Dr. Billings also stated that he would express his approval of the plan to a meeting of the Rush Medical Faculty to be held at the University Club Saturday at twelve-thirty.
THURSDAY, December 20, 1923

MEMORANDUM OF CONVERSATION WITH DR. FRANK BILLINGS:

President Burton asked that the Office of the University
Hospital Fund be formed that they would secure the University
of Chicago $800,000 of which $500,000 would be given. If the
University would build on that block on the same block as the University
Hospital to which they could pay the total cost of $800,000. If not, they
would have to pay for the total cost of the new hospital.

Dr. Burton presented the case of the hospital and the need for such an
institute. It was stated that the hospital was needed for the medical
students and for the patients. It was estimated that the cost of the
hospital would be $800,000.

Dr. Burton also asked for funds to purchase the hospital building.

After some discussion Dr. Billings said he would look
for the proposal. If the proposal is accepted by the
University Board, $500,000 would be available for the
hospital building. The proposal would be presented to the
University Board in the near future.
December 27th, 1923.

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

My dear Dr. Burton:

I have read your letter of December 24th, and am naturally very much disappointed, that a plan cannot be found by which the University can in time absorb our Hospital, as we had outlined.

Following the line of your suggestion, may I ask if the possible site north of fifty-sixth street is at present owned or controlled by the University, and if so, under what conditions or terms of sale the Hospital might purchase or lease it?

Would you care to say if such a plan were followed by the Hospital, would the University be interested in entering into a contractual agreement to take over the Hospital and the endowment at the end of say fifteen years?

Speaking frankly, our Executive Committee desires to put up a definite proposition as soon as possible to the Board of Trustees, looking to the building of a new Hospital, at the same time safeguarding so far as possible its perpetuation. I shall be very glad to submit your letter to our Executive Committee at its next meeting.

We appreciate more than I can tell you, your own and Dr. Post's and McLean's courteous consideration of our problem.

With best wishes for a new year of good health and great accomplishments, I am,

Very sincerely yours,

John E. Eldred

JW-c
My dear Mr. Wilder:

I am sure that you know that I have been very desirous of finding some way by which the University could accept the proposed gift of the Chicago Memorial Hospital conformably to the conditions necessitated by the obligations under which you and your associates find yourselves. If this were the case, I am obliged to report that I have been unsuccessful in my effort you will know that I share to the full any disappointment which you may feel.

If also, before I close this letter, I venture to make an alternative suggestion, you will understand that I do so in a spirit of friendly interest in the purpose which you had in mind.

Since our talk at the University Club on Wednesday which served to bring out clearly the conditions by which each of us is governed, I have carefully worked out in succession three separate plans for accomplishing what we both desired. In the end every one of them was found to be impossible, either because of your conditions or of ours. I am persuaded that these three plans exhaust the possibilities of the situation, and that we are forced to conclude that the University must forego the possibility of having a building of the Chicago Memorial Hospital on its campus or of entering into an arrangement for joint operation of a hospital.

May I make it clear that we are compelled to this conclusion by the fact that having committed ourselves to a policy in some respects new and dependent for its success on a strict adherence to it, we must, we judge, hold consistently to it and, in any one case such as the present one, do only what we can also do in any other similar case.

We are, however, interested in your accomplishing what you have in mind as nearly and as fully as possible. May I then offer a suggestion similar to one which I recently made to another institution—professional, but not medical—that was seeking affiliation with the University?

My suggestion in this case falls into two distinct parts. The first has to do with the provision of a hospital for Dr. Kahleke and his associates, the other with what I
My great Mr. Milfer:

Here is a letter from the President of the University of Chicago, which I have been working on for some time. It contains a request for information about a specific section of the University's academic programs.

I am enclosing a copy of the University catalog for your information. The section in question is marked with a yellow highlighter. Please review it and provide any feedback or comments you may have.

Thank you for your attention to this matter. I look forward to hearing from you.

Sincerely,

[Name]

P.S. I enclose a copy of the request for information as well.
understand to be your wish to perpetuate the influence of your organization by making a permanent contribution to the care of the sick and the cure of disease.

As respects the first, my suggestion is that the Chicago Memorial Hospital consider purchasing land in the vicinity of the University—I have in mind a possible site north of 56th street—and building on it a hospital of whatever capacity commends itself to your Board, and operating it as now on an independent basis.

There would be very real advantages in such proximity to the University.

1. Your staff would, under our present rules, have access to the libraries of the University.
2. The younger members of the staff might enroll as students in the University and do research work in our Laboratories.
3. Members of your Board and medical staff, resident to the neighborhood, would be eligible to membership in the Quadrangle Club and would there come into contact with members of the Faculty working in similar lines. A member of our Medical Faculty recently said to me that the Quadrangle Club was our greatest intellectual asset. He had in mind the stimulus of mutual contact around the lunch table and otherwise.
4. The whole hospital community, physicians and nurses, could avail itself of the public lectures delivered at the University.

These various opportunities combined would give your staff many of the advantages of actual location on the University grounds.

With a view to achieving the second purpose which I have understood you to have in mind, would it be possible for you to give to the University of Chicago the sum which you spoke of as available for endowment, as an Endowment Fund for the support of the University Hospital or Medical School.

Such a fund would help to carry on in perpetuity the very kind of work which your hospital was established to carry out and would also perpetuate the name of your organization as that through which this gift came to the University.
The University of Chicago

Office of the President

Mr. Wilson

Dear Sir:

I am writing to express my appreciation of your generous and supportive efforts on behalf of the University.

Your consistent dedication to the University—both in your personal capacity and as a member of the Board of Trustees—has been a source of inspiration and encouragement to all of us.

Your commitment to the educational mission of the University and your advocacy for its cause have been invaluable. Your wisdom, leadership, and vision have helped to shape the University into the institution it is today.

I appreciate your efforts to ensure that the University remains a beacon of excellence in education and research.

Thank you for your unwavering support and dedication to the University.

Sincerely,

[Signature]
To the University such a gift would be very welcome and would constitute a valuable contribution to the resources available for carrying out its medical plans. Those plans will eventually call for funds largely in excess of those now possessed, and such a gift from you would very effectively supplement existing resources.

May I again express, Mr. Wilder, my warm appreciation of your generous attitude in this whole matter and my readiness to cooperate with you farther if you so desire.

With sincere respect

Very truly yours,

EDB:S.

Mr. John E. Wilder
226 West Lake Street
Chicago, Illinois
I have read your letter with great interest and am pleased to learn of your plans for the University and the new building.

The University has a long and distinguished history of service to the community, and I am confident that its continued growth and success will be a source of pride for all who are associated with it.

In my opinion, the new building will provide not only an appropriate setting for the academic activities of the University, but also a symbol of the commitment of the community to support higher education.

I would like to express my support for the University's efforts and to extend my congratulations on the achievement of this significant milestone.

Yours sincerely,

[Signature]
December 20, 1923

Dr. Ernest DeWitt Burton, President,
University of Chicago,
Chicago, Illinois.

Dear President Burton:

First I think I should warn you as one who came in contact with me during my recent visit in Chicago, that I am now laid up with mumps. You may remember that I complained of a cold and one side of my face was swollen. By the time I got back to Baltimore I had a well-developed but mild case of mumps. I trust that you and all others who came in contact with me had this disease at the proper time.

My real purpose in writing to you is with reference to the conference held in the architect's office on Saturday forenoon. After the conference was over I expressed myself to Dr. McLean and the others as feeling that the situation so far as assistance of the General Education Board is concerned is right in your hands. What I mean is this - Mr. Flexner whose word will go far with the General Education Board, is keen on a small beginning, and I believe would approve at once a program for the hospital with the research clinical laboratories of medicine, and surgery, without the buildings for pathology and physiology. I understood from Dr. McLean that it is the intention to apply to the General Education Board for additional funds. Understanding pretty accurately Mr. Flexner's attitude with regard to all such projects, my advice is to put the matter up to the General Education Board in two ways, first for the whole program as it is being developed, including the hospital, research laboratories and the buildings for physiology and pathology. Second if this program appears to be too large, then ask for assistance to build the hospital and the research laboratories without pathology and physiology. Dr. McLean agreed with me that if new quarters for physiology and pathology could not be provided at this time, it would in every way be much more desirable to make a beginning with the new hospital and research medical and surgical laboratories, leaving pathology and physiology where they are. I am sure that the most important thing is to get the hospital. If money for the other buildings could not be obtained at this time, I believe that once started it would be much easier to get the additional funds necessary. On the other hand if you could not obtain the approval of the General Education Board for the first and larger project, but could get their cooperation on the second, there is no reason why every effort should not be made locally to obtain the additional funds necessary to build the pathological and physiological buildings. From every point of view I believe it important that a beginning be made, and the hospital placed in operation as soon as possible, and I believe that the matter can be handled with success as suggested above.
December 30, 1935

Dr. E. B. DuBois, President

University of Chicago

Chicago, Illinois

Dear President DuBois:

I think I should write you as one who come in contact with me through my recent visit to Chicago. I was not only a visitor but a student and I am writing to you for advice as to the best course to follow.

You may remember that I am one of the group of 18 who have taken the course in General Pathology and I believe that you have given me the best advice as to the course to follow. I have been in touch with many of my fellow students who have taken the course and I believe that we all agree that it was one of the best that we have taken.

I am sure that you and all others will come in contact with me and that

The Johns Hopkins Hospital

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Winford H. Smith, M.D., Director

John Howland, M.D., Pediatrician-in-Chief
Adolf Meyer, M.D., Psychiatrist-in-Chief
William G. MacCallum, M.D., Pathologist

We covered a great deal of ground while I was in Chicago at the various conferences, and adopted many policies in planning which will effect very considerable savings in construction. I trust that uninterrupted progress will be made.

I do not know just how you want me to proceed in this matter. It has been my custom heretofore in dealing with the University of Chicago, as well as with other projects on which I am consulting to send copies of correspondence containing any suggestions or criticisms as the plans develop to the President. I assume that I shall be called upon to correspond with both Dr. Seem and Dr. McLean. I shall be very glad to send copies of the more important letters to you, if you wish. Possibly you may not want to be burdened with it. Please advise me in this respect.

Very truly yours,

[Signature]

WHS/EC
No doubt a great deal of difficult work is to be
expected in the various committees and help is needed in planning and
preparing reports. I hope that you may be able to assist in

the program with some other

I do not know how long you may be planning to

stay at present. I am planning to continue in the University

office of Chicago, as well as with other places on which I am currently

engaged. I expect to have more freedom to devote to teaching

soon. I hope to work on some courses in the

more important subjects to your own satisfaction. Possibility may

not want to be

occupied with the

Please answer as in this respect.

Very truly yours,

[Signature]
December 20, 1923.

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

Dear Sir:

The testimony which you have given before
Roswell B. Mason, the Master in Chancery, in the Rush
Medical College matter, has been written up by the
stenographer and your signature to same is necessary.
It is now ready for you to sign at the Master's Office,
1602, 140 S. Dearborn Street (Marquette Building).

It is important that you sign it as soon
as possible. You can go to the Master's Office at any
time tomorrow (Friday) after 10:30 A.M. and attend to
the matter. It will not involve your staying there any
longer than to glance over your testimony and write
your name.

In view of the fact that we are using every
effort to get the case before our Supreme Court at the
February Term 1924, and that to do this, every step must
be attended to as soon as possible, will you please make
every effort to attend to the matter?

Yours very truly,

Horace H. Hunter

HHM:IM
December 30, 1958

Dear President J.D. Pratt,

The University of Chicago
Chicago, Illinois

Thank you for the letter to the Dean of the School of Law. I have read it and have given thought to the matters you have raised.

It is my understanding that your institution is seeking to establish a new law school and that there is a proposal to offer a new course in law. I would like to express my support for this endeavor.

However, I would like to express some concerns regarding the course of study. I believe that the curriculum should include a strong emphasis on practical aspects of law, including the development of advocacy skills.

I would also like to suggest that the program should be accredited by the American Bar Association, as this will provide a high level of academic rigor and ensure the quality of the program.

I am also interested in learning about the course offerings and the faculty members. Please provide me with more information on these aspects.

Thank you for your time and consideration.

Sincerely,

[Your Name]
December 11, 1923.

My dear Dr. Irons:

At a recent meeting of the Committee of the Board of Trustees of the University of Chicago on Medical Affairs the President was authorized to confer with a group of members of the Rush Medical College Faculty with reference to the plans of the University for the conduct of medical work on the West Side, both in the period in which this work will be undergraduate in character, and in the later period when it will be postgraduate in character. I am writing to inquire whether you will be willing to serve on such a committee and whether it would be practicable for you to spend an evening in conference at some date between the 17th and the 25th of December.

When I shall have heard from you and the other members of the Committee I shall be glad to confer with you as to the exact date.

I am writing a similar letter to Drs. Fillings, Bevan, Hektoen, Herrick, Lewis, Ormsby, Phemister, and Shambaugh.

Very truly yours,

ERNEST D. BURTON

Dr. E. E. Irons,
122 S. Michigan Ave.,
Chicago, Ill.
of the number

February 14, 1928

If you are familiar with the principles of the

law of attraction, you will be able to understand that

the power of attraction is always present and effective, and

that by using this power to focus your attention on a

specific end, you can bring it into being.

I have found that by focusing your attention on a

specific goal, you can create a powerful internal

energy that will attract the resources and support you

need to achieve it. This is not magic or witchcraft, but

a natural law of the universe.

Remember, the law of attraction is a powerful tool that

can help you overcome obstacles and achieve your

goals. Use it wisely and with integrity.

This meeting was held at the request of the President of the University for consideration of matters outlined in his letter of December 11, 1923, copy of which is attached.

Present: President Burton
Doctors Billings
Bevan
Hektoen
Herrick
Lewis

Doctors Ormsby
Phemister
Shambaugh
Post
Irons

PRESIDENT BURTON stated that this committee might properly discuss problems concerning the conduct of medical work on the West Side, both in the period in which this work will be undergraduate in character, and in the later period when it will be postgraduate in character. President Burton requested each member present to state in his opinion the outstanding features of the problem and what is needed for the improvement of the present situation.

DR. SHAMBAUGH: The problem is one of unification of action of three institutions on the West Side, - the College, the Presbyterian Hospital and the Central Free Dispensary. The proper distribution of hospital facilities (beds) between the several departments is important.

DR. POST: Any development presupposes financial provisions. The proper co-ordination of work will require joint boards of trustees of the four institutions involved. Postgraduate work should provide for three groups, (1) Recent graduates who might do half-time work, (2) Older medical men who desire to spend one to three years in the study of some subject or group of subjects, (3) Practitioners who can spend but a short time and for whom short review courses should be provided.

DR. PHEMISTER: (1) A new building. (2) Clinical beds in the Presbyterian Hospital. (3) Salaries for younger men, for full time teachers and for research fellows. The University should take over the Dispensary. Every other large medical school owns its own dispensary.

DR. LEWIS: More free beds in the hospital.
DR. BiWAN: The good work of the Rush group up to the present time has been due to the spirit of cooperation from the faculty. Undergraduate work: In order to provide for undergraduate work for the next two to three years existing facilities should be improved rather than attempting to revolutionize the whole system of teaching. The need of money for the departments is important. A $80,000.00 budget for the Surgical Department is desirable. Graduate work: This should be begun at once on a small scale. The Surgical Department has under consideration plans for graduate work in Orthopedics to care for three to four students with similar plans for three to four students in the Genito-Urinary Department.

DR. HERRICK: Undergraduate work: No radical changes are advised at this time. General measures for the improvement of existing conditions would include an increase in the number of paid teachers among the younger men. Graduate work: The Central Free Dispensary is important as it offers unlimited opportunity for teaching. The Central Free Dispensary is an independent corporation but is virtually controlled by the College. Graduate work has already been begun by Dr. Shambaugh. There is no reason why graduate work should not be developed along similar lines in the other departments. In general, graduate work should correspond in scope and thoroughness to that of University students who are candidates for higher degrees.

DR. HEIKETEN: Two definite things should be done. (1) Reorganize the departments on a University basis. (2) Secure such cooperation from the Presbyterian Hospital as will result in an increase in teaching beds. It is believed that there are several small funds, the use of which should be looked up and perhaps coordinated with other work of the College.

DR. ORNELY: Outlined a plan for graduate teaching of four students in his department.

DR. WILLINGS: (1) Three institutions are engaged in education, the care of the sick and investigation. For this purpose they should become one unit. (2) The College should assist more in the development of the nurses' school. (3) There is nothing to be gained in changing boards. The statement that one of the institutions has been completely taken over by another might well result in loss of public interest and support. (4) There should be an increase of opportunity for work by the younger men. (5) There should be an increase in hospital teaching beds to two hundred, allocated to the several departments. (6) The financial situation must be considered by a joint committee of the Boards of Trustees and Managers.

DR. IROWS: The Board of Managers of the Presbyterian Hospital should be more fully informed of the plans contemplated by the University and Rush. In addition to increase of teaching beds, more space should be secured for laboratory work. The Laboratory
Building south of Harrison Street should be gone over and this building improved. Improvements in this building should include a passenger elevator. At the present time, available space is by no means completely utilized.

PRESIDENT BURTON then summarized the points brought out in the discussion and appointed the following committees to report at the next meeting of this group.

I. Central Free Dispensary and its relations to Rush Medical College; its holdings of property and any limitations imposed by endowments: Dr. Herrick and Dr. Shambaugh.

II. Cooperation with the Presbyterian Hospital; The distribution of beds: Dr. Phemister and Dr. Billings.

III. The teaching of undergraduates: Dr. Lewis, Chairman, Dr. Ormsby and Dr. Post.

IV. Postgraduate work. Should it be further expanded at the present time? Present and future policies: Dr. Bevan and Dr. Shambaugh.

V. Laboratory service and laboratory buildings: Dr. Hektoen and Dr. Irons.

It is understood that these committees may be enlarged by the addition of others at the discretion of the chairmen.

PRESIDENT BURTON requested this committee to meet again in two weeks and it was agreed that the committee should meet at the University Club at 12:30 P.M., January 5, 1924.

Adjourned.

ERNEST E. IRONS
Secretary.
SUMMARY OF DISCUSSIONS AND REPORTS OF COMMITTEES OF THE RUSH GROUP CALLED BY THE PRESIDENT OF THE UNIVERSITY.

General organization - A reorganization of departments on a University basis.

This group has considered problems connected with

A. Undergraduate teaching.
B. Postgraduate teaching - present and future.

Undergraduate teaching which will eventually be carried on at the University, will of necessity be continued at Rush for a period as yet undetermined. A period of four years seems a reasonable minimum estimate.

No radical changes in curriculum advised at this time.

General measures for improvement of existing conditions would include an increase in number of paid teachers among the younger men.

See copy of report attached to minutes of Jan. 5th.

Report of Committee on Undergraduate Teaching.

Graduate Teaching -

Provide for four types of graduates:

(a) Men with thorough preparation and graduates of first-class medical schools who have had a general hospital internship, who desire to enter one of the clinical departments for a period of from one to three years and prepare themselves for the practice of a specialty.

(b) Specialists who come to the postgraduate
school for review courses in their special fields.

(c) Practitioners' courses must be provided for practitioners who come to the postgraduate school for the purpose of improving themselves in one or a number of fields of clinical work.

(d) Opportunity should be provided for research work.

Measures to accomplish the above.

Physical facilities.

See Laboratory Report

(1) Improvements in Laboratory Building south of Harrison Street prior to demolition of old Rush College Building.

Erection of Rawson Building.

(2) Closer relation with the Presbyterian Hospital.

(b) Joint committee of managing boards and trustees.

c) The formulation of a definite plan by the University and Rush College, which can be presented to all boards concerned, will greatly facilitate the obtaining of the cooperation of the Hospital.

See Reports of Drs. Billings and Phemister
(3) Central Free Dispensary.

(a) To ratify contract now in force with Rush Medical College with the University.

(b) To remain a separate body as at present, with controlling number of trustees members of the Rush (University) faculty.

Laboratory development.

(1) Recognition of general principle of central control.

(2) Recognition of such special laboratories as are peculiarly related to departmental work, with close interdepartmental cooperation to avoid unnecessary duplication of equipment and personnel.

Financial

The program will require a budget much larger than now available. Any immediate or later increase in teaching or free beds in the Presbyterian Hospital will require additional funds.

Of the endowment for medical teaching, between $500,000 and $600,000 is available for postgraduate teaching at Rush, but this is not available for undergraduate teaching.
President E. D. Burton
The University of Chicago

My dear Dr. Burton:

I enclose a copy of a letter from the Director of the Department of Registration and Education, together with a draft of a reply. I should like to have you criticize this draft. It perhaps would be preferable if the reply could come officially from the President, since it concerns in substance an educational question.

For your further information, this correspondence was initiated at the request of Mr. Swift, who was concerned that we should comply formally with all State of Illinois requirements with respect to the right to issue degrees in Medicine.

It appears that the new Medical Practice Act, passed last June, in not yet fully interpreted. In particular, there is another question which, I understand, will be discussed by the Medical Examination Committee on January 7, namely, whether the license shall be issued immediately after the conferring of the degree and prior to the required period of internship, or whether the license shall be issued only after the internship has been completed.

Yours very truly,

G. O. Fairweather

GOF:HF
Encl.
December 24, 1923

Department of Registration and Education
Springfield, Illinois

Gentlemen:

Attention: Mr. Shelton

Replying to your letter of December 21: the new medical department of The University of Chicago will begin to operate as soon as new buildings and faculty have been organized. This will be accomplished sometime within the coming two years. All of the undergraduate medical instruction leading to the degree of Doctor of Medicine will be given on The University of Chicago campus instead of having, as at present, the first two years given on The University of Chicago campus and the last two years under the direction of Rush Medical College on the West side of Chicago.

Since the new medical department of the University of Chicago, when completed, will be, to a considerable degree a new organization, it is perhaps not correct to state, as you have it in your letter of December 21, that the Medical Department of the University of Chicago will be what was formerly known as Rush Medical College.

For purposes of compliance with any requirements of the State or of your Department, it would perhaps be best for you to consider the matter as if an entirely new Medical College were being established.

Yours very truly,

GOF:HF

G. O. Fairweather
December 29, 1933

Department of Registration and Recognition

Secretary's Office

Accompanying this letter of December 29, 1933, the\n
Department of the University of Chicago will\n
make available the following information:\n
1. All of the University's records of\n
   the name of Doctor of Medicine or Doctor of\n
   Philosophy will be given in the University of\n   Chicago's library.\n
2. The name and the position of your Medical College,\n
   if available.\n
3. The name of the University of Chicago, if\n
   available.\n
4. The name of the University of Chicago, if\n
   available.\n
For purposes of comparison with any recommendation\n
2. The name of the Medical College is not to be used in the\n
   case of your Medical College as it is essential that\n
   both your name and your Medical College name are\n
   used.
December 21, 1923

Mr. G. O. Fairweather
Room 1338
230 South Clark Street
Chicago, Illinois

My dear Sir:

If you will forward to this Department a statement to the effect that the University of Chicago now confers the degree of Doctor of Medicine, instead of the Rush Medical College, but that the present medical department of the University of Chicago is what was formerly known as Rush Medical College, I feel that such a statement is all that is required to complete the transfer of the records in this Department and that no further action will be required. However, this matter will be presented to the Medical Examining Committee at its next regular meeting, January 7.

Yours very truly,

A. M. Shelton
LH
Director

WRC/LH
Medical Division
December 5th, 1938

Mr. G. O. Lattimer
Room 1359
R. G. Young College

October 3rd

If you will notify me by return of this letter of the acceptance of the offer of admission to the Young Medical College and that you have decided to work out of the University of Chicago to meet our requirements, I will be glad to have you come to the Young Medical College. I feel that there is certain room for improvement in the University and that there is certain room for improvement in the University. With that in mind, I would like to have you come to the Young Medical College and that you have decided to work out of the University of Chicago to meet our requirements, I will be glad to have you come to the Young Medical College. I feel that there is certain room for improvement in the University and that there is certain room for improvement in the University. 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you come to the Young Medical College a
Mr. Harold H. Swift  
Union Stock Yards  
Chicago, Illinois  

My dear Mr. Swift:

The President of the Home for Incurables is Mr. Theodore S. Chapman, an Attorney. The Board of Managers under date of 1920 (the last available report) is as follows: Mrs. A. W. Martin, Mrs. W. H. Henkle, Mrs. Mary S. Hine, Mrs. Clifford Woodruff, Mrs. George S. Hetherington, Mrs. S. W. Strauss, Mrs. Alice Bergman, Mrs. F. G. Carpenter, Mrs. Earl H. Reed, Mrs. W. H. Whiten, Mrs. E. G. Foster, and Mrs. Ben S. Brown.

Mr. Donnelley tells me that at one time he was asked to become President of the institution at the request of Mr. John J. Mitchell. Mr. Donnelley stated that if any overtures were to be made, he thought they should be taken up directly with the leading officers of the Home.

With respect to the possibility of finding another location for the Home, I understand that Dr. Frank Billings is an officer of an institution called the Hospital Service Bureau, 22 West Ontario Street, which, among other things, is said to make a business of keeping a list of hospitals and similar institutions available for sale or lease.

Since you may wish to canvass the matter directly with Dr. Billings, I shall not take the matter up with the Hospital Service Bureau until I receive your instructions.

Yours very truly,

G. O. Fairweather

GOF:HF
cc Dr. Burton
Oct 1, 1923. Duty began.
Oct 1, 1924. Beam returned.
Jan 1, 1926. Bed finished.
54 Mos. overseas.
Oct 1, 1926. Third year work at U.S.

Oct 1926 - July 1 - 1927 - Rush does fourth year.
July 1, 1927. Rush voluntarily all medical work.
(Ref. takes U.S. every.)
The Empress

The time now is 9 AM, the uncle...

The time will not pass, limited time in an undefined future

The uncle...

I am a leader

The time will not pass, limited time in an undefined future

The uncle...

I am a leader

The time will not pass, limited time in an undefined future

The uncle...

The time will not pass, limited time in an undefined future

The uncle...
Then — suggested and the N. shall have added to its curriculum the third fourth year of a med. cur. Thus enabling the to continue M.D. degree in that case.
than the college shall cease to conduct a
separate school for
ES and the Union shall
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shall end by Oct 1, 1928
nwesavab. it school
on the fourth side. then
it shall take a

Conduct an under-graduate school on the west side
and at each time to
A small book for the
Metaphysics

in SMITH-Field
December 29, 1928.

My dear Mr. Wilder:

I have received yours of December 27th and read it with great interest and with appreciation of its friendly spirit. The tract I had in mind is a piece of about 200 feet frontage on the west side of Ellis Avenue between 55th and 56th Streets, directly opposite the Home for the Incurables. It is not owned or controlled by the University. There are other tracts possibly more suitable in this same region further west. If we can be of any assistance to you in looking up such property we shall be glad to do so.

I am much interested in your suggestion of an arrangement between the University and the hospital by which the former should take over the hospital and its endowment at the end of fifteen years. As I indicated in my former letter, the University has very deliberately adopted a policy for its medical work from which it does not feel at liberty to depart. In the execution of this policy the Board of Trustees must, of course, avoid embarrassing the action of their successors by commitments the fuller results of which cannot now be foreseen.

Subject to this understanding the University would, I feel sure, be glad to enter into an arrangement by which it would undertake at the end of fifteen years, or at any earlier date
December 30, 1938

My dear Mr. Martin,

I have been very anxious to meet you and hear about your work at the University.

The fact that I had in mind a piece of about 300 feet of the west side of the Avenue to the north of 60th street, and opposite opposite the University, I was not aware of your location or prominent in any sense to your interest. It was of great interest to me to know how you are progressing in your work.

Your work is of great importance as a means of advancement to the University and the students of the society. As I understand it, your work is to be continued with the greatest care and attention to detail. I hope to be able to contribute to the progress of the University in some way.

I am very interested in your work and hope to be able to assist in any way.

Yours sincerely,

[Signature]
agreeable to you, to receive from your corporation your
endowments, hospital property and any other assets, covenantee
that all such assets, or their proceeds as the University may
in view of the conditions at that time determine, shall be used
in perpetuity for the maintenance of the University Hospital
or Hospitals then or thereafter conducted in connection with
its Medical School, or of the Medical School itself.

With renewed appreciation of your generous spirit,
and welcoming further conference, I am

Very truly yours,

Mr. John E. Wilder,
226 and 228 W. Lake Street,
Chicago, Ill.

EDB: CB
With renewed appreciation of your cooperation,

Very truly yours,

[Signature]

Mr. John E. Miller
232 and 234 W. Lake Street
Chicago, Ill.
The University must be free to handle its situation from time to time as seems best, but adopting this as a principle, would be very happy to arrange now that you shall turn over to us your assets at the end of fifteen years, and the University would agree to use such assets as seems best at that time to the members on the Board, with the understanding that they shall all go toward the furtherance of our medical program.
Dr. Harry Pratt Judson, President  
University of Chicago  
Chicago, Illinois  

Dear Dr. Judson:

I have just said to our mutual friend, Doctor Billings,  
that I shall be glad to give to the University of Chicago, for  
their medical plan, the sum of Twenty-five Thousand Dollars  
($25,000), payable on the fifth day of January, 1918.  
I am very glad to be able to make this small gift  
and only wish it could be much more.  

With very best regards, I am  

Very sincerely,  
(Signed) John G. Shedd  
P.S. I desire that the disposition of the above mentioned gift  
be left entirely to the discretion of Doctor Billings.  

**********  

April 28, 1917  

President Harry Pratt Judson  
The University of Chicago  

Dear Sir:  

I have forwarded to you my check payable to your  
order for $10,000. I desire that the said check serve as an  
endowment of the medical funds of the University and that the  
income from this endowment be applied to the surgical depart-  
ment of the graduate school in the maintenance of a resident  
surgeon at the Presbyterian Hospital.  

Yours respectfully  
(Signed) F. A. Hardy  

**********  

Memorandum of conference between President Judson, Mr.  
Gates, Dr. Buttrick, and Mr. Flexner, office of the General  
Education Board, February 10, 1917.  

Re Medical Schools, University of Chicago

1. There are to be two distinct schools, the medical  
school for teaching and research on the Midway -- hereafter  
called simply the Medical School -- of the general character and  
scope of the Johns Hopkins Medical School, and a Postgraduate  
School or Polyclinic for practitioners, on the West Side. Each  
school is to have its separate faculty, dean and budget. There  
may be an Administrative Committee or Board, consisting, for  
example, of the President and the two deans, as the Board of  
Trustees may determine, for action on general questions relating  
to medical teaching and research.
April 12, 1967

Dear Dr. Harty, President,

The University of Chicago

Dear Mr. President,

I have just heard from our mutual friend, Doctor Blatt, 340 E. 68th Street, New York, N. Y., that I am going to have to see the University of Chicago, for a letter. The University of Chicago has been a part of every University. The University of Chicago has been a part of every University. I am writing to see if you can help me make this small gift. I am giving $10,000 to the University of Chicago, but only with your help can I make it more. With every best wishes,

Very sincerely,

[Signature]

April 12, 1967

President of the University of Chicago

March 9, 1967

I have just heard from my own doctor, Dr. Blatt, 340 E. 68th Street, New York, that he is going to again to see the University of Chicago, for a letter. I am writing to see if you can help me make this small gift. I am giving $10,000 to the University of Chicago, but only with your help can I make it more. With every best wishes,

Very sincerely,

[Signature]

April 12, 1967

President, The University of Chicago

I am writing to see if you can help me make this small gift. I am giving $10,000 to the University of Chicago, but only with your help can I make it more. With every best wishes,

Very sincerely,

[Signature]
2. The clinical as well as the laboratory departments of the Medical School will be organized on the full-time basis. On the clinical side this will at the outset apply to medicine, surgery, pediatrics, obstetrics and gynecology. Part-time men may be utilized in the dispensary, and in the specialties, as required.

3. The Polyclinic, or Postgraduate School, will have a full-time laboratory staff, and, as opportunity arises, full-time clinical assistants. The main clinical staff will be part-time. The present staff of the Presbyterian Hospital will be reorganized by the University when the Polyclinic is started.

4. For admission to the Medical School, a Bachelor's degree, with special requirement of physics, chemistry, biology, German, and French, will be requisite. Allowance may be made by the University in case of students who have pursued any of the fundamental medical sciences as part of the work leading to the Bachelor's degree.

5. The Polyclinic shall be open to holders of the M.D. degree.

It was moved and seconded to refer to the Committee on Instruction and Equipment for report, the matter of the organization of the new Medical Schools, and, a vote having been taken, the motion was declared adopted. 

At the meeting of the Board of Trustees held May 8, 1917, there was referred to the Committee on Instruction and Equipment for report the organization of the Medical School of the University. At the meeting of the Committee held January 4, 1918, a plan of organization was presented by President Judson. This plan, which was printed in the minutes of the Committee, was referred, with approval, to a sub-committee in order that there might be conference with a committee appointed by the Trustees of Rush Medical College. The sub-committee reported to the Committee on Instruction and Equipment, at its meeting held February 11, 1918, suggesting one change in the plan of organization. The Committee on Instruction and Equipment now submitted to the Board with its approval and recommending its adoption, the plan of organization as already printed in the minutes of the Committee, with the suggested change, viz., that the Medical School on the West Side shall be named: "University of Chicago: Rush School for Graduates in Medicine and Surgery, in cooperation with the Presbyterian Hospital and the Board of Trustees of Rush Medical College."

It was moved and seconded to re-refer for further report the plan of organization of the Medical Schools to the Committee on Instruction and Equipment, with the statement that it is the sense of the Board of Trustees that the word "Rush" should form no part of the principal title of the second medical school as provided in the plan, and, a vote having been taken, the motion was declared adopted.
The object of a secondary school is to provide opportunities for students to develop their intellectual, social, and emotional potential. This is achieved through a balanced curriculum that includes academic, artistic, and physical education. The school aims to foster a love of learning and encourage critical thinking, problem-solving, and creativity. The school community works together to create a supportive and inclusive environment where all students can thrive.

The school's curricular offerings include subjects such as English, mathematics, science, social studies, and foreign languages. In addition, students have the opportunity to engage in extracurricular activities, participate in sports, and join clubs that reflect their interests.

The school is committed to ensuring that its students are well-prepared for the challenges of higher education and the workforce. It provides a supportive and challenging environment that encourages students to reach their full potential. The school's faculty and staff are dedicated to supporting students in their academic and personal development.

As a secondary school, the school is part of a larger educational network, including primary schools and higher education institutions. The school works closely with these institutions to ensure smooth transitions and to provide students with a continuous learning experience.

The school's strategic plan focuses on several key areas, including improving academic performance, enhancing teachers' professional development, and strengthening relationships with the community. These efforts are aimed at creating a dynamic and inclusive learning environment that prepares students for success in all aspects of their lives.
The Secretary on behalf of the Committee on Instruction and Equipment presented a plan for the organization of the medical work of the University as recommended by the Committee, accompanied by the following communication from the President of the University:

To the President of the Board of Trustees:

Hereby I beg to submit recommendations for the admission, organization of the medical work of the University, to take the place of those which were referred back to the Committee on Instruction and Equipment. The fundamental differences as between this and the former recommendations are:

1. That, contrary to the previous action of the Board, it is recommended that the name of the postgraduate school on the West Side be the Rush Postgraduate Medical School of the University of Chicago. For the reasons given in the plan, I am convinced that it is advisable to adopt this name.

2. Various matters of detail relating to alumni of Rush Medical College are omitted. All these things can safely be left to the discretion of the faculty.

3. A final paragraph has been added, calling attention to the hope that there may be a development of instruction in public health in the future. It is desirable that this be adopted, to denote the intention of the Board.

The recommendations are herewith respectfully submitted.

(Signed) Harry Pratt Judson

President

The plan recommended by the Committee on Instruction and Equipment follows:

The Organization of Medical Work in the University

Under the New Plan:

The University will establish two separate medical schools, each with its own administration and faculty, each providing for instruction and research.

1. In the quadrangles on the Midway there will be a medical school with the primary purpose of training students for the degree of Doctor of Medicine. The Bachelor's degree from a reputable college shall be required for admission. Provision will be made for about 350 students. Members of the faculty in the laboratory departments and in the main clinical departments will give their entire time to teaching and research, receiving no personal fees for practice. The staff of the Hospitals will consist of the medical faculty, patients being admitted only if willing to have their cases used for teaching or research, and the Hospital being a part of the medical school and therefore under the control of the medical faculty, subject to the Board of Trustees of the University. This will be a new school in every respect, and it will be known as "The University of Chicago Medical School."

It was moved and seconded to concur in the recommendations adopt the plan of organization of Medical Work in the manner as proposed, and, a vote having been taken, the motion was adopted.
The Secretary on behalf of the Board of Trustees, as recommended by the Committee, announces the following important communication from the President of the University:

July 6, 1938

To the President of the Board of Trustees:

I have the honor to submit this recommendation to the University, to take the action necessary to recommend to the Board of Trustees for the action of the University on the following important matters:

The organization of the Medical School of the University is one of the most important matters to be considered by the Board of Trustees. The recommendation is as follows:

1. I recommend the establishment of the Medical School of the University.

The recommendation is particularly important because of the experience and knowledge of the faculty and the resources available at the University. It is necessary that the University take the initiative in the development of medical education in the state.

2. The recommendation is also important for the following reasons:

The location of the Medical School will be determined by the Board of Trustees and the faculty. The recommendation submitted is

The organization of the Medical School will be as follows:

The University will establish a separate Medical School to

In addition, the recommendation will include the following:

The establishment of the Medical School will be

I am confident that the Medical School will be a vital part of the University and will play a significant role in the development of medical education in the state.

Walter P. Johnson
President
II. In connection with the Presbyterian Hospital and the Trustees of Rush Medical College there will be a medical school, the primary purpose of which will be the further training of practitioners of medicine. Only students holding the degree of Doctor of Medicine from a reputable medical school will be admitted. In rare cases the degree of Doctor of Science in Medicine may be conferred, but usually certificates will be given, under regulations to be recommended to the Board of Trustees by the Faculty. While provision for full-time members of the Faculty will be made to some extent, the Faculty as a whole will be on what is known as the part-time plan. Eminent practitioners of medicine will be sought for faculty positions, without interfering with their private practice. Relations with the Presbyterian Hospital and with other cooperating institutions will be determined by the respective contracts. In order to insure an adequate hospital staff, provision will be made for advisory members of the Faculty, who will have a voice but not a vote in faculty meetings, and who will have the right to practice in the hospitals under the direction of their severl departments.

As both of the medical schools will be graduate schools, but in a different sense, for the sake of clearness the school on the West Side will be known as the postgraduate school.

The Trustees of Rush Medical College will cease to give the degree of Doctor of Medicine, and the postgraduate school in its purpose and methods, and for the selection of its faculty, will be an entirely new one, and under the control of the Board of Trustees of the University of Chicago. Nevertheless, inasmuch as the organization of the new school has been made possible by the cooperation of the existing institution, in recognition of that fact and of the long history of the College which now ceases to add new practitioners to the profession, the school will be known as "Rush Postgraduate Medical School of the University of Chicago."

III. Research in medical subjects will be carried on in connection with both medical schools, as circumstances may warrant. The existing contracts with the Otho S. A. Sprague Memorial Institute and with the John Rockefeller McCormick Memorial Institute for Infectious Diseases will provide at once for definite undertakings of this character, and it is expected that from time to time other provision will be made for research under the direct authority of the University.

Medical research will be under the general direction of a University Board, consisting of the President of the University as Chairman, the Dean of each medical school, the Director of each affiliated research institution, and four members of the University Faculties appointed by the Board of Trustees.

IV. The subject of public health will receive especial attention, by the development of existing departments and by the establishment of such new departments as may from time to time prove practicable.

It was moved and seconded to concur in the recommendations and to adopt the plan of organization of Medical Work in the University as proposed, and, a vote having been taken, the motion was declared adopted.
II. In connection with the Presbyterian Hospital and
the Trustees of each Medical College there will be a medical school
the primary purpose of which will be 'the further training of
the students in medicine. Only students holding the degree of
Doctor of Medicine from a reputable medical school will be admitted.
In the course of their education the students may be
concluded that 'many will be familiar with the Faculty and
will be given the opportunity to study under the Faculty, and
will have the right to participate in the Faculty under the
name of Ontario College of Medicine."
THE UNIVERSITY OF CHICAGO

STATEMENT OF

THE MEDICAL SCHOOL FUNDS

Since the contract with the General Education Board and the Rockefeller Foundation requires the University to make collection of the sum of $3,300,000. for the Medical School project on or before January 1, 1923, in order to obligate those boards for the full amount of their subscriptions, it has been thought advisable to present to the Board of Trustees for its information a brief statement as of November 30, 1921, of the several funds included in this effort.

The matter of a new Medical School was laid before the Board at a special meeting held November 8, 1916. The plan involved the raising of funds by the University amounting to $3,300,000. in order to secure additional gifts of $1,000,000. each from the General Education Board and the Rockefeller Foundation, thus providing a total new capital of $5,300,000.

At the meeting of the Board of Trustees held on September 11, 1917, the form of contract between the General Education Board, the Rockefeller Foundation and the University of Chicago with reference to establishing a medical school at the University was submitted to the Board, and after consideration was approved, authority being given to the proper officers to execute the same. At the meeting of the Board held on November 13, 1917, the Business Manager reported that
In the month of November 1933, the Board of Directors of the Chicago Medical School received a letter from Professor A. B. L. of the University of Chicago, requesting its financial support to establish a department of public health. The letter stated that the University had already received a grant of $300,000 from the Rockefeller Foundation, and that the Board of Directors was considering the possibility of matching this grant with a similar amount from the Federal government.

The Board of Directors was aware of the critical need for research in public health, and authorized the establishment of the Department of Public Health at the Chicago Medical School. The letter concluded with the request for the Board's support in this endeavor.
the contract between the University, and the General Education Board and the Rockefeller Foundation which was approved at the meeting of the Board held on September 11, 1917, had been executed by the proper officers.

Shortly after the special meeting of November 8, 1916, the campaign for raising funds was inaugurated, and such success attended the effort that it was possible officially to notify the General Education Board and the Rockefeller Foundation in May, 1917, that the subscriptions secured were in excess of the amounts originally contemplated, and that the total amount aggregated $3,414,000., not including the contribution of Mr. F. G. Logan of $47,500. for the Logan Research Fellowships.

On pages 9 and 10 there is presented a classified list of the original subscriptions, the amount paid on each and the unpaid balance, if any. This list is classified for the purpose of showing the portion of pledges for endowment purposes and that for the several building projects. The unpaid portion of the pledges for endowment aggregates $2,034,750., of which $2,000,000. is due from the General Education Board and the Rockefeller Foundation. Under the contract with these boards, they are at present paying interest at five per cent on seven-eighths of their subscriptions since the University has collected in excess of that portion of the amount it originally undertook to secure. It will be noted further that the unpaid amounts for the several building projects aggregate $360,000. and that the total
amount to be collected for all purposes aggregates $2,394,750. Of this amount, as previously stated, $2,000,000. is pledged by the General Education Board and the Rockefeller Foundation leaving unpaid pledges amounting to $394,750 to be collected by the University on or before January 1, 1923.

From another point of view the amount necessary to be collected by January 1, 1923, is the difference between $3,300,000. and the amount already collected, 3,019,250. or $ 280,750.

in order to secure the full amount of the pledges of the General Education Board and the Rockefeller Foundation. Should the University fail to collect by January 1, 1923, the sum of $280,750., the two Boards under the contract will pay only the pro rata proportion of their pledges which the amount actually collected by the University sustains to the amount originally contemplated.

The attention of the Board is called to specific conditions attending certain of the pledges to the Medical School funds. The contributions for buildings, of course, require the use of the funds for the purposes specified.

The conditions with regard to the pledges of $1,000,000. for the Billings Hospital are given in a letter of Dr. Frank Billings dated January 11, 1917. A copy of this letter appears on pages 11 and 12.

In payment of his pledge of $300,000. for the construction and equipment of a laboratory building to be known as the
amount to be collected for the purposes of the
$200,000.00 to be pledged
at the amount of the University's gift to the Rockefeller Foundation
by the General Education Board and the Rockefeller Foundation
in the amount of $200,000. To be collected
by the University as of December 31, 1927.

Your report points out the amount necessary to be
collected by January 1, 1928, to the difference

$330,000

between

$100,000

and the amount already collected.

To obtain the full amount of the pledge, the
General Education Board and the Rockefeller Foundation
shall have as their University of $200,000. The two parties under the contract will
agree to the rate of return on their pledge, which the amount
should be collected by the University and the amount
alternatively specified.

The retention of the amount in college to college to specific
funds allocates certain of the pledges to the Mellon School
income. The contributions for scholarships of course, remain
the net of the income for the purpose specified.

The contributions with regard to the pledge of $330,000.00 for the
children's hospital are given in a letter of May 15, 1934.

The amount of the pledge of $330,000.00 to be known as the

Rawson Laboratory, the location of which is to be satisfactory to the Board of Trustees of the Presbyterian Hospital, Mr. Rawson offered to convey to the University the property at the north west corner of Sherman and Van Buren Streets. The University accepted this property in full payment under the conditions specified in a contract entered into with Mr. Rawson in December, 1917. A copy of this contract is found on pages 13 and 14.

A copy of the pledge of Mr. and Mrs. Max Epstein for the purpose of the Epstein Dispensary is shown on page 15.

Dr. Norman Bridge, in addition to contributing $100,000 for endowment, made a further contribution of $30,000. "or such portion thereof as shall be required for repairs, alterations and improvements necessary or desirable in readjustment of the building in the City of Chicago, State of Illinois, known as Senn Hall, in order to adjust said hall to a new laboratory building or to new laboratory buildings which it is expected will be built adjacent thereto."

With respect to the endowments for specified purposes, the attention of the Board is called to the following subscription dated November 29, 1916, of Mr. Martin A. Ryerson which concludes with the following statement: "Furthermore, I desire that my contribution be used to endow a memorial professorship in the Graduate Department of the Medical School, the object of the memorial to be designated by me". The designation mentioned does not yet appear in the official minutes of the University and the amount received under the pledge, $250,000., has not as yet been set up as a separate
Assurance imparted, the location of which is to be established

to the Board of Trustees of the University, the property at

them over to convey to the University the property of

the rented West tower of the present and new building erected

University's occupancy. The property in the manner upon the

condition specified in a contract entered into with Mr.

on December 12, 1917. A copy of the contract is shown

A copy of the pledge of Mr. and Mrs. M. P. Porter for the

purpose of the West tower as a pledge to contribute $1,000,000.

Dr. W. McLean, in an address to contributors $1,000,000.

for the endowment, made a further contribution of $100,000.

to help form a permanent endowment. He paid his pledge to the

administration in the City of Chicago, where he

inaugura, known as Good Hall, in order to obtain the site

best suited to the purposes of the City of Chicago, where a

new permanent building or to new temporary buildings

which it is expected will be part of the scheme.

With respect to the endowment, for example, the

assistance of the Board is called to the following request:

funds received November 20, 1917, at Mr. W. C. Mattly, A. Bassett

Subject to the following statement: "Furthermore, I

concur with the following statement: "Furthermore, I

believe that my contribution of $100,000 for the endowment

pledged to the University, may be placed in the following:

the savings to the moment of the entire project per "The

The pledge, $100,000, has not as yet been set up as a separate

pledge, $100,000, has not as yet been set up as a separate
account on the books of the University.

With reference to the pledges of Mr. Charles R. Crane and Mr. R. T. Crane, Jr., attention is called to the latest letter on the subject from Mr. Roger H. Williams, on behalf of Mr. Charles R. Crane, under date of May 22, 1917, as follows:

Dr. H. P. Judson,
President, University of Chicago,
Care of General Education Board,
61 Broadway, New York City.

Dear Dr. Judson:

On behalf of my client Mr. Charles R. Crane, I wish to confirm to you his acceptance of the proposition made to him by Dr. Frank Billings, that he join with his brother, Mr. Richard T. Crane, Jr., in contributing $250,000, toward endowing a Chair of Medicine in the Graduate School of the University of Chicago, said Chair to be in memory of their father, Mr. Richard T. Crane.

As Mr. Charles R. Crane is now in Russia, and it was impossible to work out the details of this undertaking before he left, I would prefer, if possible, to have it understood that, as to such details as the branch of medicine, the reference to his father in the deed of gift, and so forth, these might be left open until Mr. Charles R. Crane's return will make conference on these points practicable. I may say, however, that before he left he definitely conveyed this conclusion to me as to the main fact of his gift, requesting however that the $125,000 might be given by him in installments spread over several years if convenient. I would suggest, for example, that it would be agreeable if a part payment might be made say on January 1, 1918, and the remainder spread over two or three years thereafter.

Yours very faithfully,

(Signed) ROGER H. WILLIAMS.

The second paragraph of the letter, it will be noted, states, in the opinion of the writer, that it is desirable to leave for a later decision "such details as the branch of medicine, the reference to his father in the deed of gift, and so forth". There does not appear in the minutes of the Board
With reference to the Degree of Mr. Captain R. Crane
and Mr. R. T. Crane, I have in mind to receive an order for the latter
and to offer the subject for Mr. Roper H. Whittaker, an Order
of Mr. Captain R. Crane, upon arrival at May 25, 1971.

Yours very faithfully,

R. O. WHITTAKER.

(Handwritten)

The reasons presented in the letter will be noted
of the opinion of the article, that it is necessary to
examine the results of the experiment to
the reference to the subject in the next of April,
and
any later information on this point. In view of this fact, no separate account of the amount of this contribution is carried on the books of account.

The gift of Mr. F. A. Hardy of $10,000. has been set up on the books of account as a separate endowment, the income to be applied to the Surgical Department of the Graduate School in maintenance of a resident surgeon at the Presbyterian Hospital. The sum of $600. is being paid by the University in monthly installments to the Presbyterian Hospital to apply on the maintenance of a resident surgeon in that institution.

In his letter of gift Mr. N. M. Kaufman made the following specification: "This (gift) I would like to have known as the Juliet Graveraet Kaufman Memorial in memory of my mother". The amount received on this pledge, $50,000., is carried in a separate account but there is no record of any designation of the use of the income from this gift.

In acknowledging the receipt of first mortgage 5 per cent bonds of the Western Electric Company of the par value of $25,000., the Business Manager, under date of March 15, 1917, makes the following statement with reference to the purpose of the gift: "With the consent of the donor, Mr. A. D. Thomson of Duluth, Minnesota, this fund is to form a part of an endowment fund being raised for the establishment and maintenance of a Medical Department in the University of Chicago. It is understood that the income from this fund is to be used for research in skin diseases and cancer under the direction of the head of the Department of Dermatology at the Graduate School". On receipt of these bonds, they were entered in a
separate ledger account on the books of the University and the income has been accounted for separately. Since thus far there has been no demand for the full use of the income, under action of the Board of Trustees, $2,500. of the accumulated income has been added to the principal of the fund.

All other gifts for endowment, as shown on page 9 are carried in one ledger account as the Medical School Endowment Fund, the income of which is being deposited in the general account and used for such expenditures as are proper charges against these funds.

In order that the Board of Trustees may be informed as to the various funds embraced in the Medical school group, there are attached hereto statements as follows:

On page 16 a statement of the investments of the unrestricted endowment funds.

On page 17 a statement of the investments of the restricted endowment funds, and also the Rawson Laboratory Fund.

On page 18 a statement of the Medical School income including accrued interest on investments to November 30, 1921, together with a statement of the amount of income expended and the balance on hand. Pending the use of the income for the purposes of the School, it has been invested and there is also included on this statement a list of such investments. Further, there is shown a statement of the condition of the income account.
On page 19 a statement of the investments of the Albert Merritt Billings Memorial Hospital Fund supplemented with a statement of the sources and distribution of the fund. The income includes the accrued interest on all investments up to and including November 30, 1921.

Respectfully submitted,

December 10, 1921.
On page 10 a statement of the investments of the Airports

Walter Hilling's Memoirs. No request for redemption with a
statement of the source and distribution of the funds. The
income from the income interest on all investments of

To and including November 30, 1951.

Respectfully submitted.

[Signature]

December 10, 1951
## MEDICAL SCHOOL FUNDS

<table>
<thead>
<tr>
<th>Subscriber</th>
<th>Total Subscription</th>
<th>Amounts Paid to Nov. 30, 21</th>
<th>Balance Unpaid</th>
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<td>Pullman, Mrs. H. S.</td>
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<td>Rockefeller Foundation</td>
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<td>Swift, H. H.</td>
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<td>Thomson, A. D.</td>
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<td><strong>Total</strong></td>
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Total: 3,029,720.00
MEDICAL SCHOOL FUNDS (Cont.)

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<tr>
<td><strong>FOR BUILDINGS</strong></td>
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<tr>
<td>Albert Merritt Billings Memorial Hospital</td>
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<td>Billings, C. K. G.</td>
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<tr>
<td>Total</td>
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**SUMMARY**

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<td>For Buildings</td>
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* Of this amount $2,500. was paid December 2, 1921.
### Medical School Funds (Cont.)

<table>
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<th>Proposed Unbudgeted</th>
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<td>Remodeling General Hall</td>
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<td>Ridge, Hospital</td>
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### Summary

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\* On June 30, 1952, $200,000 was paid December 31, 1951.
Mr. Moore:

On page 11 is a copy of a letter stating the conditions of the gift from the Billings family. Archives collection does not have the original letter.

Mr. Dean

Archives, Harper W-32
January 11, 1917.

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

Dear Mr. Judson:

On behalf of the Billings family I desire to present the following conditions of a gift in the form of a hospital to the University of Chicago:

The proposition of the members of the Billings family is that $1000000 will be furnished to the University of Chicago for the erection of a Hospital, of approximately 250 beds, for the purpose of teaching and research in medicine. It is understood by the donors that the Hospital will be erected upon ground furnished by the University of Chicago; and that it is the intention of the Board of Trustees of the University to use the income from an endowment fund of $1,500,000 to provide for the maintenance of said Hospital; and that it is further the intention of the Trustees of the University to use the income from an endowment fund of $1500000 for the purpose of providing salaries for full time teachers in the medical school who will be themselves the Hospital staff. It is also understood by the donors that this gift for a hospital will be in perpetuity.

The donors of this Hospital fund desire that the Hospital should be named for Albert M. Billings and that suitable tablets be maintained in the building as memorials to members of the Billings family. These memorials at the present time to be for Augusta S. Billings, deceased wife of Albert M. Billings, Sarah Billings Ruddock, deceased daughter of A. M. Billings and wife of Charles H. Ruddock, Harriet M. Farnsworth, deceased sister of Mrs. A. M. Billings and Dane Brawley Billings, deceased wife of Dr. Frank Billings. In the event of deaths of other members of the family, memorials to be erected for them.

The gift of $1000000 is made by the following members of the family: Mr. C. K. G. Billings $400000, Mr. Albert Billings Ruddock and Mr. Charles H. Ruddock together $500000 and Dr. Frank Billings $100000.

The several donors agree to make payments of this gift as follows: A partial payment of a sum hereafter to be agreed upon by the several individuals when the total sum
January 11, 1919

The University of Chicago

Chicaco, Ill.

Dear Mr. Johnson:

On behalf of the Pilling family I desire to present the following statement of a gift in the form of a bond

of the University of Chicago.

The proposal of the members of the Pilling family to contribute $100,000 to the University of Chicago for the erection of a hospital and research in medicine is in accordance with the general spirit of the members of the family. It is understood that the income from the bond will go to the University to meet the costs of the hospital and research.

The amount of the bond is $100,000 to be held in trust by the University to meet the costs of the hospital and research. Any part of the income from the bond is to be returned to the University if the proceeds of the bond are not used for the purpose of maintaining the hospital and research.

The bond is secured by the Pilling family and is to be held in trust by the University to meet the costs of the hospital and research.

The gift of $100,000 is made by the following members of the family:

Mr. O. C. B. Pilling and Mr. A. B. Pilling, Bingham, and Mr. C. B. Pilling and Mr. A. B. Pilling.

The Pilling family is grateful for the opportunity to make a gift to the University of Chicago.
for the proposed medical plan shall have been subscribed and thereafter four partial annual payments until the total subscription shall have been paid.

In the absence of Mr. C. K. G. Billings, Mr. Charles H. Ruddock and Mr. Albert Billings Ruddock from Chicago, I have drawn up the above statement subject to their approval as to the manner of payment.

It was my understanding at the conference with Mr. C. K. G. Billings and Mr. Charles H. Ruddock, that each would make a first payment of either one fifth of the total sum subscribed or probably of $100,000 when the total subscriptions mentioned above shall have been completed. They also stated that they would make the remaining payments in four other equal annual installments.

I have in bank at the present time $100,000 as a part of the subscription of Mr. Albert Billings Ruddock and that sum will be paid to the University as soon as the subscriptions shall have been completed or when I shall have heard by letter from Mr. Ruddock who is now in Brussels, Belgium.

Very truly yours,

(Signed) FRANK BILLINGS.
In the absence of Mr. C. H. Willingham, Mr. Fairer, H. Reddick, and Mr. A. R. M. Price, Mr. Champion.

I have drawn up the above agreement subject to their approval as to the manner of payment.

It was my understanding at the conference with Mr. C. H. Willingham, Mr. Fairer, H. Reddick, and Mr. A. R. M. Price, that each member of the firm of the firm of $10,000.00 when the account was submitted for payment of $10,000.00 and after we had been completed, that these men would make the remaining balance.

I have no proof of the balance of $10,000.00 and am about the supervision of Mr. A. R. M. Price, H. Reddick, and Mr. Champion.

Sincerely,

[Signature]
The following is a copy of the agreement authorized by the Board of Trustees on December 21, 1917, with Mr. F. H. Rawson:

This Agreement made this _____ day of December, A.D. Nineteen Hundred and Seventeen, Witnesseth:

That, Whereas Frederick H. Rawson and Edith K. Rawson his wife, as joint tenants, have this day conveyed to the University of Chicago Lot Nine (9) and the south half of Lot Ten (10) in Block Ninety-eight (98) in the School Section Addition of Chicago, Illinois, with the building thereon in full payment of Frederick H. Rawson's subscription to the University of Chicago of Three Hundred Thousand Dollars ($300,000) for the purpose of the construction and equipment of a laboratory building to be known as the "Rawson Laboratory" (of Medicine and Surgery), the location to be satisfactory to the Board of Trustees of the Presbyterian Hospital, to be used for teaching and investigation in medical science;

Now, Therefore, This agreement witnesseth that in consideration thereof, the University agrees that if the University of Chicago shall not, within five years from and after the close of the present war between the United States and Germany,* erect and equip such laboratory building costing, including equipment, approximately that sum, the University will on demand re-convey said property to said Frederick H. Rawson and Edith K. Rawson or the survivor of them or to the heirs of the survivor, unless the person or persons entitled to such re-conveyance shall have consented to extend the time for the erection of the same, in which event the University will on demand at the expiration of such extended period, if such building shall not have been erected, re-convey said land and building. And it is hereby mutually agreed between the parties here-to that the said Frederick H. Rawson shall be entitled to the net income of said property until the University of Chicago shall commence the work of erecting the building for which the subscription above mentioned is made to provide the funds, and that in the event of the sale, long lease or other disposition of said property, prior to the commencement of the erection of said building, the University shall pay to said Frederick H. Rawson, in lieu of said income, the net income of the proceeds of said property and in no event less than a sum of money equal to $4,000 per year from the date of the sale of said property until the commencement of the erection of the said building or the re-conveyance of said property as herein provided for.

* The official date of the termination of the war with Germany is November 14, 1921.
The following is a copy of the agreement dated
by the Board of Trustees of December 26, 1847 with M.

W. R. Hannon:

The Board of Trustees hereby agree to accept
for the sum of $25,000.00 the second deed to
the property located on the south side of the
University of Chicago for the sum of $25,000.00
and to pay the same into the hands of the
Secretary of the Board of Trustees of the
University of Chicago, or his or their
representatives, who shall receive the sum of
$25,000.00 in full satisfaction of the
agreement of the parties hereto.

W. R. Hannon

Secretary of the Board of Trustees.
It is expressly understood and agreed between the parties hereto that this agreement is not to be recorded or become a matter of record and that the same shall in no event become a lien on said land, or cloud the title of the University thereto, and that if, prior to the date at which a re-conveyance should be made under the terms of this agreement, a sale and conveyance of said property shall be made by the University of Chicago, in that event the sum of Three Hundred Thousand Dollars ($300,000) may be paid by the University to the said Frederick H. Rawson in lieu of the re-conveyance provided for in this agreement.

In Witness Whereof, the party of the first part has hereunto affixed its name by its president and attached its seal attested by its secretary, and the parties of the second part have affixed their hands and seals the day and year first above written.
February 5, 1917.

To the Board of Trustees
of the University of Chicago.

Gentlemen:

As an integral part of the great medical school and hospital that you are about to create, there should doubtless be a dispensary for out patients. This will serve a double cause; that of the medical education of the students and the preservation and restoration of the health of many patients who might otherwise be unable to obtain adequate medical attention. A proper building should house these and their kindred social service activities; a building, the exterior of which should conform to the general type you may select for the hospital and the interior of which should provide adequate reception rooms, rooms for diagnosis and treatment and rooms for hospital and dispensary social service work and workers, both professional and volunteer.

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

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

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

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

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

Yours very truly,

(Signed) MAX EPSTEIN.
# MEDICAL SCHOOL ENDOWMENT

## STATEMENT OF INVESTMENT

<table>
<thead>
<tr>
<th>Maturity</th>
<th>Rate %</th>
<th>Face Value</th>
<th>Principal</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance on Tacoma (part)</td>
<td>4.5</td>
<td>30000</td>
<td>30000</td>
<td>1350</td>
</tr>
<tr>
<td>M. Abrahams</td>
<td>1922</td>
<td>5.5</td>
<td>30000</td>
<td>1650</td>
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<tr>
<td>F. Beidler (part)</td>
<td>1926</td>
<td>7.0</td>
<td>90304.07</td>
<td>6321.28</td>
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<tr>
<td>L. R. Bullock</td>
<td>1922</td>
<td>5.5</td>
<td>1500</td>
<td>75</td>
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<tr>
<td>L. D. Cassell</td>
<td>1923</td>
<td>5.5</td>
<td>1500</td>
<td>82.50</td>
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<tr>
<td>Ellen M. Crudup (part)</td>
<td>1926</td>
<td>4.5</td>
<td>170000</td>
<td>7650</td>
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<tr>
<td>Kate M. Keeler</td>
<td>1922</td>
<td>5.5</td>
<td>20000</td>
<td>1100</td>
</tr>
<tr>
<td>G. H. N. Luhrs (part)</td>
<td>1927</td>
<td>6.25</td>
<td>12500</td>
<td>781.25</td>
</tr>
<tr>
<td>M. E. Lufy (part)</td>
<td>1927</td>
<td>6.5</td>
<td>15000</td>
<td>975</td>
</tr>
<tr>
<td>A. M. Wilson</td>
<td>1927</td>
<td>5.0</td>
<td>10000</td>
<td>500</td>
</tr>
<tr>
<td>Second Liberty Loan Bonds</td>
<td>1942</td>
<td>4.25</td>
<td>194500</td>
<td>8266.25</td>
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<tr>
<td>Third Liberty Loan Bonds</td>
<td>1928</td>
<td>4.25</td>
<td>647500</td>
<td>27518.75</td>
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<tr>
<td>Fourth Liberty Loan Bonds</td>
<td>1938</td>
<td>4.25</td>
<td>215350</td>
<td>9152.38</td>
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<tr>
<td>Victory Bonds</td>
<td>1923</td>
<td>4.75</td>
<td>50000</td>
<td>2375</td>
</tr>
<tr>
<td>U.S.Cert. of Indebtedness</td>
<td>1922</td>
<td>5.5</td>
<td>50000</td>
<td>2750</td>
</tr>
<tr>
<td>Province of Saskatchewan</td>
<td>1925</td>
<td>6.0</td>
<td>34000</td>
<td>2040</td>
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<tr>
<td>State of South Dakota Rural</td>
<td>1938</td>
<td>5.0</td>
<td>65000</td>
<td>3250</td>
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<tr>
<td></td>
<td>Series &quot;B&quot;</td>
<td>1928</td>
<td>6.0</td>
<td>28000</td>
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<tr>
<td></td>
<td>Carolina, Clinchfield &amp; Ohio</td>
<td>1926</td>
<td>6.0</td>
<td>24000</td>
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<tr>
<td></td>
<td>Great Nor. Ry. Series &quot;A&quot;</td>
<td>1938</td>
<td>5.0</td>
<td>5000</td>
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<tr>
<td></td>
<td>Interborough Rapid Trans.3yr</td>
<td>1936</td>
<td>7.0</td>
<td>20000</td>
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<tr>
<td></td>
<td>Swift &amp; Co. 1st mortgage</td>
<td>1944</td>
<td>5.0</td>
<td>7000</td>
</tr>
<tr>
<td></td>
<td>So. Cal. Ed. Co.</td>
<td>1944</td>
<td>6.0</td>
<td>21000</td>
</tr>
<tr>
<td></td>
<td>C. &amp; N. W. Ry. Pfd. 450 sh.</td>
<td>1944</td>
<td>7.0</td>
<td>45000</td>
</tr>
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</table>

**Total**

| 1906154. | 1904514.17 | 94007.41 |

November 30, 1921.
FRANCIS A. HARDY FUND

<table>
<thead>
<tr>
<th>Maturity</th>
<th>Rate %</th>
<th>Face Value</th>
<th>Principal</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>M. B. Lufty (part)</td>
<td>1927</td>
<td>6.5</td>
<td>10000.</td>
<td>10000.</td>
</tr>
</tbody>
</table>

STATEMENT OF FUND

Gift - F. A. Hardy
Income designated

10000.

HYDE MEMORIAL FUND

<table>
<thead>
<tr>
<th>Maturity</th>
<th>Rate %</th>
<th>Face Value</th>
<th>Principal</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Electric Company</td>
<td>1922</td>
<td>5.</td>
<td>25000.</td>
<td>25000.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>27500.</strong></td>
<td><strong>27500.</strong></td>
</tr>
</tbody>
</table>

STATEMENT OF FUND

Gift - O. S. Ormsby, Trustee
Unused income to January 1, 1919, added to principal by action of Board of Trustees at request of Dr. Ormsby
Income designated

25000.

2500.

27500.

RAWSON LABORATORY FUND

STATEMENT OF INVESTMENT

Building at northwest corner VanBuren & Sherman

300000.

STATEMENT OF FUND

Gift of above building - Frederick H. Rawson

300000.

By action of Board of Trustees the net income on this fund is paid to the donor

November 30, 1921.
MEDICAL SCHOOL INCOME

RECEIPTS - Including Accrued Income

Income from Investments
Endowment Fund 294603.08
Invested Income 45626.21
Discount Realized
Fuller Loan 890.37
Isham Loan 1720.50
General Education Board - Interest 142575.99
Rockefeller Foundation - Interest 142575.99 627992.14

EXPENDITURES

Purchase of Library of Dr. Mortimer Frank 3000.
Salaries 50666.65
Legal Services
Rawson Gift 150.
Kaufman Estate 25.

Expenses
Dr. R. B. Seem 2956.47
Miscellaneous 198.35 3154.82

Balance - November 30, 1921 56996.47 570995.67

<table>
<thead>
<tr>
<th>Maturity</th>
<th>Rate %</th>
<th>Face Value</th>
<th>Principal</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance to Rockefeller 1926</td>
<td>7.</td>
<td>2900.</td>
<td>2900.</td>
<td>203.</td>
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<tr>
<td>Advance on Tacoma Bldg. 1928</td>
<td>4.25</td>
<td>8550.</td>
<td>8550.</td>
<td>363.37</td>
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<tr>
<td>Advance on Lees Bldg. 1934</td>
<td>5.</td>
<td>31000.</td>
<td>23870.</td>
<td>1550.94</td>
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<tr>
<td>Colo. Industrial Co. 1936</td>
<td>5.</td>
<td>60000.</td>
<td>60284.21</td>
<td>3000.</td>
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<tr>
<td>Jones &amp; Laughlin Steel Co. 1935</td>
<td>6.5</td>
<td>50000.</td>
<td>50795.</td>
<td>5427.50</td>
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<tr>
<td>Total 1935</td>
<td>6.</td>
<td>514684.</td>
<td>502210.74</td>
<td>30517.91</td>
</tr>
</tbody>
</table>

STATEMENT AND CONDITION OF INCOME ACCOUNT

Amount Invested 502210.74
Accrued Interest 31452.49
* Due from General Education Board 11027.40
* Due from Rockefeller Foundation 11027.40
Cash on Hand 15277.64 570995.67

* Received December 2 and 3

November 30, 1921.
MIDDLE SCHOOL INCOME

RECEIPTS - Earnings Account Income

Income from Investments
Endowment Fund
Inherited Income
Discount Receipt
Gifts
Income from General Education Endowment Fund - Interest
Rockefeller Foundation - Interest

EXPENDITURES

Purchase of Property of Dr. Morel Mirano's Trust
Supplies
Local Taxes
Kathon Dye
Kathon Dye
Expenditure - Board of Educ.

Balance - November 30, 1931

Income
Income
Income
Income

Interest
Interest
Interest
Interest

Face Value
Face Value
Face Value
Face Value

Rate
Rate
Rate
Rate

Amount
Amount
Amount
Amount

Income
Income
Income
Income

Interest
Interest
Interest
Interest

Total
Total
Total
Total

STATEMENT OF INVESTMENT

Advance to Rockefeller
Advance on Lease Policy
Advance on Lease Policy
Advance on Lease Policy
Add. UCLA (partial)
Total Interest Receivable
Coca Cola Stock Co.
Johnson & Johnson Trust with Co.

STATEMENT OF CONDITION OF INCOME ACCOUNT

Amount
Amount
Amount
Amount
Amount
Amount

Interest on Rent Receipts
Interest on Rent Receipts
Interest on Rent Receipts
Interest on Rent Receipts
Interest on Rent Receipts
Interest on Rent Receipts

Reserves Decreed; and

## ALBERT MERRITT BILLINGS MEMORIAL HOSPITAL

### STATEMENT OF INVESTMENT

<table>
<thead>
<tr>
<th>Advance to Rockefeller</th>
<th>Maturity</th>
<th>Rate %</th>
<th>Face Value</th>
<th>Principal</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.</td>
<td>56400.</td>
<td>56400.</td>
<td></td>
<td>3384.</td>
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<tr>
<td>Second Liberty Loan Bonds</td>
<td>1942</td>
<td>4.25</td>
<td>127000.</td>
<td>127000.</td>
<td>5397.50</td>
</tr>
<tr>
<td>Third Liberty Loan Bonds</td>
<td>1928</td>
<td>4.25</td>
<td>25000.</td>
<td>25000.</td>
<td>1062.50</td>
</tr>
<tr>
<td>Fourth Liberty Loan Bonds</td>
<td>1938</td>
<td>4.25</td>
<td>37000.</td>
<td>35641.</td>
<td>1572.50</td>
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<tr>
<td>Victory Bonds</td>
<td>1923</td>
<td>4.75</td>
<td>165000.</td>
<td>163374.10</td>
<td>7837.50</td>
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<tr>
<td>Kingdom of Belgium ext.loan</td>
<td>1941</td>
<td>8.</td>
<td>50000.</td>
<td>50000.</td>
<td>4000.</td>
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<tr>
<td>So. Dakota Rural Credit</td>
<td>1938</td>
<td>5.</td>
<td>8700.</td>
<td>8735.45</td>
<td>435.</td>
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<tr>
<td>Union Pacific Convertible</td>
<td>1927</td>
<td>4.</td>
<td>100000.</td>
<td>92946.25</td>
<td>4000.</td>
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<td>S. O. of Calif.</td>
<td>1931</td>
<td>7.</td>
<td>5000.</td>
<td>5000.</td>
<td>350.</td>
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<tr>
<td>Swift &amp; Co. 1st mortgage</td>
<td>1944</td>
<td>5.</td>
<td>50000.</td>
<td>43375.</td>
<td>2500.</td>
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<tr>
<td>Pac. Oil Co. 1,000 shares no par value</td>
<td>$3.</td>
<td>30000.</td>
<td>30000.</td>
<td>3000.</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>852100.</td>
<td>859869.30</td>
<td>45219.</td>
</tr>
</tbody>
</table>

### STATEMENT AND CONDITION OF FUND

<table>
<thead>
<tr>
<th>Gifts from Billings family Income</th>
<th>767500.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>131949.94</td>
</tr>
<tr>
<td>Amount Invested</td>
<td>859869.30</td>
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<tr>
<td>Construction Expense</td>
<td>23187.35</td>
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<tr>
<td>Income Accrued</td>
<td>14493.57</td>
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<tr>
<td>Cash on hand</td>
<td>1899.72</td>
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<td></td>
<td>899449.94</td>
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</table>

November 30, 1921.
<table>
<thead>
<tr>
<th>Income</th>
<th>Principal</th>
<th>Age Rate Value</th>
<th>Maternity Rate of Investment</th>
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<tr>
<td>$800.00</td>
<td>$500.00</td>
<td>$300.00</td>
<td>0.01</td>
</tr>
<tr>
<td>$900.00</td>
<td>$500.00</td>
<td>$400.00</td>
<td>0.01</td>
</tr>
<tr>
<td>$1,000.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>0.01</td>
</tr>
<tr>
<td>$1,100.00</td>
<td>$500.00</td>
<td>$600.00</td>
<td>0.01</td>
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<tr>
<td>$1,200.00</td>
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<td>$700.00</td>
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<tr>
<td>$1,300.00</td>
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<td>$800.00</td>
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<tr>
<td>$1,400.00</td>
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<tr>
<td>$1,500.00</td>
<td>$500.00</td>
<td>$1,000.00</td>
<td>0.01</td>
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</tbody>
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**RESULTS OF INVESTMENT**

- Revenue to Rockwell
  - $10,000.00
- Value of Principal
  - $10,500.00
- Total Interest Earned
  - $500.00
- Principal Plus Interest
  - $11,000.00
- Total Value
  - $11,500.00

**RECOMMENDATION AND CONDITION OF KNOKO**

- Office from Rallahan Family
  - $1,200.00

**INCOME**

- Amount: $1,200.00
- Conversion Experience
  - $1,200.00
- Income Account
  - $1,200.00

**November 10, 1951**
January 6, 1924.

My dear Dr. Burton:

In answer to yours of the 3rd instant I am herewith enclosing a statement as to the medical plans as I understand them. I think the points in your letter are covered, but if there is anything further I shall be very glad to supply the missing links.

Very truly yours,

T. P. Judson

President E. D. Burton,
The University of Chicago.

HPJ: CB
January 5, 1924.

THE MEDICAL PLANS FOR THE UNIVERSITY OF CHICAGO

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

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

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

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

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

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

II. The School on the West Side was planned on a totally different basis. The condition precedent to entrance was to be the degree of Doctor of Medicine. In other words it was intended to
THE MEDICAL PLANS FOR THE UNIVERSITY OF CHICAGO

The medical plan of the University of Chicago adopted in 1918 includes three principal organizations to prepare students to work in medicine.

1. The Medical School on the Midway
2. A Medical School on the West Side in co-operation with the University of Chicago.
3. A research work or school for the medical sciences and the teaching of the medical sciences.

These enterprises were to proceed simultaneously.

While no formal official name is yet as I know, has been adopted for these three alternative plans, these are the same of consequence in this statement I apply only those

I. The Medical School
II. The New Dental School
III. The Laboratories

I. The Medical School on the Midway was planned to comprise the postgraduate medical sciences as a later continuation of the Midway course with the primary work and the years of official work. The official work was planned to continue in the year following the completion of the freshmen and sophomore years. The preclinical stage was to be devoted to the freshman and sophomore courses in the medical sciences.

In the same field the preclinical courses were one of the conditions prerequisite to the degree of Doctor of Medicine.

II. The School of the West Side was planned on a similar plan to

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

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

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

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

At the same time there was no binding contract to use these endowments in these particular ways. The necessity of the case would guide the Board. Furthermore, it is clear that these endowments are
of the work is not sufficient to make money. To some extent, the new

Knight Medical School because of the work which Knight now does. Instead of
the degree of Doctor of Medicine is to be transferred to the Medical

The new Knight School was also planning to do a graduate school,

but it is clear that the combination necessary to make work was the degree of Doctor of Medicine in America.,

"The work this school is doing is common knowledge to us." (The Medical School).

II. Research work was being done to an essential part of the

medical schools and might be considered either in the medical or in the

legal sense. There is a movement which might be called the

publication of a number were to be seen only as a part of the clinical

innovation. That work, in concert with certain special and economic with the

contract.

In another article plan it was supposed that four million

governmental monies would be sufficient to begin the medical work.

These few millions of course, are needed to the medical schools at the

Board of Trustees of the University. At the same time these were

made more or less activities unimportant that the income of one million

might be needed for the new Knight Medical School; the income of one and

one-half million might be needed to carry on the hospital and the medical

work. and the income of the remaining one and one-half million might be

needed for the advancement of the allied departments.

At the same time there was no definite contract to use these on

governments in these particular ways. The necessity of the case many
entirely inadequate to support the various services under the present financial conditions.

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

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

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

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

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

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

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

So far as these funds above noted are concerned which are designated as endowments in the new Rush School I think they may be considered a part
To the point of a knowledge the fact of Mr. Smith's engagement of Mr. Pilgrim has not been so

sentinently communicated.

It was my information that for the greatest accommodation of all

members work was being done on an administrative committee of which you

were the President of the University and the President of the Regents Board, and by

name of the Committee, the Directors of the University, and may

state where the Board of Trustees might reside, being at present

there is reference to this plan of the Board of the Regents at the

Minutes of the Board of Trustees of the University. I may again state

that no part of the President's concern is concurred in, and was in recent weeks. It is not

in New York, and no official action has been taken by the Board of the

University.

Mr. Heath's letter referring to the medical department of the

school related to the new Knapp Medical School on the West Side.

Mr. Wilson's letter on behalf of the Knapp's statement to the

Board of Trustees of the new Knapp Medical School on the West Side.

I should add that the same kind of offer, to the Knapp's cited

was placed and the same Knapp's statement. The offer from the new

Knapp Medical School on the West Side.

Habitually of Knapp's offer, it is the offer of Mr. Knapp's article,

must be supplemented accordingly as to the name of the firm.

I have in regard to Mr. Hoppin's offer which has been of Mr. Hoppin's

statement that must be referred to the medical department of the new

school on the West Side.

To that as these things move, more the concern with the medical

as an example in the new Knapp School I think that may be considered a part
of the one million dollars understood to be used for endowment on the West Side.

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

Harry Pratt jacobs
The new year...