Dear President Burton:

This is in no sense a matured proposal, nor does it recommend specific action. It does aim to present, however, a problem to which I am giving a considerable amount of attention and thought, and I feel that I should bring it to your attention in its present state, for your information, and I hope also for your thought.

I believe that the University of Chicago can contribute chiefly to the progress of medicine by making a direct step towards the improvement of thought in relation to the problems of medicine. The discoveries to be made here may not be any more important, or may even be less important, than those to be made elsewhere, although it is to be hoped that our contacts in the University may improve our own thought sufficiently to aid us in making such discoveries.

It may be difficult for a layman to appreciate the difference in the quality of thought in such a department as that of the Department of Physics in the University of Chicago, and that in the usual medical school. Our physicists and our mathematicians are men trained in the processes of thought, and they are fully aware of the meaning and the limitations of the percepts and concepts which they employ in their everyday work and in their teaching. When we apply their discoveries, their teachings, and their formulations of natural laws to the problems of medicine, we do so almost always without any knowledge or appreciation of the underlying limitations and conceptions of which they are conscious. This limitation, which applies to the great majority of even the most eminent medical investigators, is being perpetuated through their inability to inculcate in their teachings that of which they are not aware, and, in general, the quality of thought in relation to the medical sciences is undergoing very little, or no improvement.

No doubt it would be ideal to have the faculty in the medical sciences all capable of teaching their subjects in the same way in which it is being done today in the Department of Physics, but it seems clear that this cannot be attained in the present generation. My hope is that the teachers and investigators in the medical sciences who go out from the University of Chicago will be able, to some extent at least, to approach their subjects from the point of view from which our physicists and mathematicians do theirs.

The situation in medicine today is somewhat analogous to that of astronomy in the middle ages, when the astronomers were still much under the influence of Aristotle, and very much influenced in their thought by the doctrines of astrology. We had a Galileo in medicine in the 19th century in the person of Claude Bernard, and his influence has been great, but it may be made much greater by a conscious effort to continue his teachings.
Dear President Ford:

I am deeply concerned that the University of Chicago and other leading universities in the United States are failing to take the necessary steps to ensure the safety and well-being of their students. As a former student of the University of Chicago myself, I am appalled by the administration's response to recent incidents of sexual assault on campus.

The administration's inaction on this issue is not only a failure to protect the rights of students but also a reflection of a broader failure to uphold the values of integrity and respect that our institutions claim to cherish. It is time for leaders in the academic community to stand up and take action to ensure that our students are safe and respected.

I urge you to consider the following actions:

1. Implement comprehensive policies and procedures to prevent and respond to sexual assault.
2. Provide robust support for survivors of sexual assault, including counseling services and legal resources.
3. Establish a clear, independent mechanism for investigating and addressing reports of sexual assault.

These actions are essential to creating a culture on campus that values consent and respects the dignity of all students. I hope that you and the administration will take these steps soon.

Sincerely,

[Your Name]
Claude Bernard made important discoveries, and his name is today best known for these discoveries, with too little appreciation of the fact that his chief contribution to the progress of medicine was in raising the level of thought in relation to medical problems.

The present-day investigator is eager and ready to turn the discoveries of the physicist or of the chemist to account in his own investigations, but it too little, or not at all aware of the quality of thought which went into the discovery, and which would be of at least as great importance to his own problem as would be the published record of the discovery.

As a practical method of introducing this kind of thought into the University's School of Medicine, it would seem advisable to create a chair, or possibly a department of the 'History of Science'. It would seem likely that students in other departments of the University might profit from such a department, and that it should not be conceived of as only for the Medical School. The incumbent of such a chair should not be interested in the compilation or tabulation of events, but should be able to approach the history of any science, or of science in general, from the analytical standpoint, to bring out the importance of ideas and their influence on events, and on the progress of science. He should be a mathematician, with a special interest in the natural sciences, and an appreciation of their content and methods.

He would contribute to our problem, not only by lectures, but by his own researches and analyses, and by direction of graduate students in making such analyses, and by personal contact. In our present state, I should regard some time to be spent with such a man as an important part of the training of any man who is to be a leader in medicine in the next generation.

I admit that it might be difficult to find the right man, and everything would depend on the man, but they do exist. A recent book by Hobson, entitled "The Domain of Natural Science" (Macmillan, 1923) would well repay your perusal in this connection. The subject matter of this book, and the method of treatment, correspond very closely to what I would consider to be desirable. Hobson is Professor of Pure Mathematics at Cambridge, and would probably bot be available, but there are others of his type.

I also realize that the exact place for such a man in our scheme might not be an easy matter to determine, and I have as yet no definite recommendations. I believe, though, that we need a "reconstruction" in medicine, and that he would be one of the most important contributions to such a reconstruction.

Very truly yours,

Franklin C. Allen

President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.
Dear Mr. Johnson,

I am writing to inform you of a recent change in the status of the building project for the new science wing of the University of Illinois. As you may know, the project was initially scheduled to be completed by the end of the current fiscal year. However, due to unforeseen circumstances, we have had to request an extension of time to complete the project.

The extension will allow us to ensure that the building is completed to the highest standards of safety and efficiency. We are committed to completing this project as quickly as possible while maintaining the highest quality of work.

I appreciate your understanding and support of this request. If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

[Signature]

President, University of Illinois
MEMORANDUM

of

also INTERVIEW OF POST and BURTON WITH DR. FRANCIS G. BLAKE.

so or not, and found in these both an object Graduate Club

New Haven, Ct.

August 9, 1923.

plan.

Burton referred to the statement in his letter that it would be four years before he would be in Chicago where he Chicago situation as he saw it, which would be obstacles in already is at Yale, and repeated what he (Burton) had said in the way of our getting a strong man for the position offered Chicago about his going abroad, and added that on his return to him, to the end that we might, if possible, remove them from Europe he could at once begin research work if he desired, Blake answered that he understood that we planned teaching also, with laboratory facilities, etc., an undergraduate medical school at the University and expected Reference was also made to Dr. Flexner's statements in such a school to produce real research men, citing as in his paper of 1913 and since about the exceptional opportunity evidence that this was our plan a statement of Dr. Wells at the dinner at Chicago. He regarded it as impossible to attain nothing of these things seemed to affect his mind at all.

Burton replied that of course it was impossible, asked for criticisms of our plan, he said he had none, that what we expected was (a) to conduct our undergraduate work except a doubt as to whether the whole four-years of undergraduate in medicine in a spirit and by a method of research, (b) out of work should be done at the south side. He was told of the new men who took this course and afterward, perhaps, served an contract with Rush and the fact that under this contract, the internship to develop a few men who would become real University would control the situation.

investigators.

He suggested that other departments than the three Blake also referred to a conversation with Dr. Rufus would be necessary, and he was told that there would doubtless be Cole, in which Dr. Cole had indicated his desire that Chicago money for these as fast as we were in position to develop economy, should develop a University department of medicine rather than and facts bearing on this given him, a medical school - an institute of medical research (presumably for graduates in medicine) which he also regarded as impracticable.

After a good deal of talk, Burton put to Blake the direct question whether there were any ways in which the situation as given was to his mind, and he was told that it was not. Rather strangely, as it seems, he accepted Wells's at Chicago could be so modified that Blake himself would answer, which he probably misunderstood, as authoritative for the it favorably. To this he answered that his mind was made up and that he did not care to reopen the question. This statement he repeated later.
MEMORANDUM

To

[Address]

[City, State, Zip]

RE: Placement of Dr. [Name]

Dr. [Name],

I am writing to express my sincere appreciation for your recent letter and the interest it has shown in the position at [University].

It is with great pleasure that I have had the opportunity to learn more about your background and qualifications. Your experience in [field] has impressed me greatly, and I believe you would be a valuable addition to our team.

Please find enclosed a copy of the job description for the position. I would be happy to answer any questions you may have about the role or the university.

If you would like to schedule an interview, please let me know your availability. I look forward to the possibility of working with you.

Sincerely,

[Your Name]

[Title]

[University Name]
also spoke for the University, without asking us whether he did
so or not, and found in them both an objection to the University
setting up another man. To this he answered that, frankly, the
plan.

Greatest obstacle was the weakness of the prevailing departments, Burton referred to the statement in his letter that
it would be four years before he would be in Chicago where he
had already is at Yale, and repeated what he (Burton) had said in
saying especially Biochemistry, Pharmacology and Bacteriology.
He professed ignorance as to Pathology and insisted that
it was evidently unfavorable to Wells. Of Bacteriology he said that
Chicago about his going abroad, and added that on his return
nothing but descriptive bacteriology had been done so far as he
knew for ten years, and that descriptive bacteriology was out
teaching also, with laboratory facilities, etc.

Reference was also made to Dr. Flexner's statements
in his paper of 1916 and since about the exceptional opportunity
DuBois, not very well of Canby Robinson, and adversely of Fitz.
at Chicago.

Nothing of these things seemed to affect his mind at
all.

Investigation, but it was not clear that he could do as large
of the new
asked for criticisms of our plan, he said he had none,
except a doubt as to whether the whole four-years of undergraduate
work should be done at the south side. He was told of the new
lacking in steadfastness.
contract with DuBois and the fact that under this contract the
DuBois, he said, was well educated and all who worked
University would control the situation.

He suggested that other departments than the three
not very impressive personality.
would be necessary, and he was told that there would doubtless be
Canby Robinson has smoothed out snags at Johns Hopkins,
money for these as fast as we were in position to develop them,
thought he got on well with men, perhaps by too much compromise,
and facts bearing on this given him.
Doubtful if he could get release from Vanderbilt.

After a good deal of talk, Burton put to Blake the
The impression made on me (Burton) is that the reasons
direct question whether there were any ways in which the situation
he gave were not the decisive considerations. I judge he did not
at Chicago could be so modified that Blake himself would consider
want to come and that the considerations he urged were those by
it favorably. To this he answered that his mind was made up and
which he justified his decision. The fact that though having the
he did not care to reopen the question. This statement he repeated
later.
MEDITATION

So do not let the universe, without taking the warnings into consideration, be a guide.

Please note that the statement in the letter that

It's only for your sake because we want to protect you from being in trouble

This statement was not intended to be a warning. It's a message of love and encouragement for you to remember that we are always here for you.

Harmony and peace in our hearts and minds that no one can destroy.

We are with you always. To be patient and understand the situation.

Note of these troubles seemed to arise and mind set.

Without hesitation, we have also made the request that.

Harmony was also seen to arise where trouble.

As things are, we are facing the opportunity to write on a new chapter.

The committee's decision is to release this message to clarify the situation.

University meeting contact the situation.

He expressed that other committees have the same.

We see the letter as a communication with you.

Money no longer necessary, and as long as there were enough resources to develop them,

We are here to help and the fact that this committee the

Meditation is not just to make the

After a good deal of talk, I thought best to make this

After a good deal of talk, I thought best to make this

After a good deal of talk, I thought best to make this
This matter settled, Dr. Post endeavored to get a fuller statement of reasons that might operate against our getting some other man. To this he answered that, frankly, the greatest obstacle was the weakness of the preclinical departments, citing especially Biochemistry, Pharmacology, and Bacteriology. He professed ignorance as to Pathology and Anatomy, though evidently unfavorable to Wells. Of Bacteriology he said that nothing but descriptive bacteriology had been done so far as he knew for ten years, and that descriptive bacteriology was out of date.

Questioned as to other men, he spoke well of Means, DuBois, not very well of Canby Robinson, and adversely of Fitz.

Means, he said, had had a sound education and had administered the affairs of the American Society for Clinical Investigation, but it was not clear that he could do as large a piece of executive work as that at Chicago.

Fitz, he said, had had no sound education and was lacking in steadfastness.

DuBois, he said, was well educated and all who worked with him were loyal and enthusiastic. But he was modest and quiet, nota very impressive personality.

Canby Robinson has smoothed out snags at Johns Hopkins, thought he got on well with men, perhaps by too much compromise. Doubtful if he could get release from Vanderbilt.

The impression made on me (Burton) is that the reasons he gave were not the decisive considerations. I judge he did not want to come and that the considerations he urged were those by which he justified his decision. The fact that though having the
Of matter under consideration about five weeks, he asked us no
questions on points on which he was dissatisfied and, in fact,
misinformed, is to me indicative that he was not really interested.

His decision is, as he stated it, virtually a
decision to let well enough alone. He has moved several times,
is now comfortably situated, professionally, has bought a house,
has three young daughters. He did not mention the housing
situation or his wife, but my guess is that they both played
a considerable part in his decision.

The situation is made the more serious by the facts
that the number of remaining possibilities is small, and that
the same reasons that have prevented our getting Peabody and
Blake may affect these others also.

These facts now require careful study to determine
how we can change the situation or our statement of it.

that what we expected was (a) to conduct our undergraduate work
except a course as is usually the case in any undergraduate
in medicine in a spirit and by a method of research, (b) out of
the men who took this course and afterward, perhaps, served an
contrast with them, and the fact that under this contrast the
internship to develop a few men who would become real
investigators.

Blake also referred to a conversation with Dr. Rufus
would be necessary, and he was told that there would be no one
Cole, in which Dr. Cole had indicated his desire that Chicago
money for this was not as we were in position to develop them,
should develop a University department of medicine rather than
and facts bearing on this given him.

a medical school - an institute of medical research (presumably
for graduates in medicine) which he also regarded as impracticable.

(Rather strangely, as it seems, he accepted Well's
answer, which he probably misunderstood, as authoritative for the
if favorably. In this he answered that his mind was made up and
University, and also treated Cole's different position, as if he
he did not care to reopen the question. This statement he repeated
later.)
Dear Mr. Burton:

I wrote yesterday that perhaps we should consider Whipple of Rochester as Dean of our Medical School — I now find what I didn't then know — that he is a pathologist — and there would be little likelihood of being able to hold both him and Greenwell account not an opportunity for two men of highest rank. This may be conclusive in the case of Whipple — at any rate it
dampens my ardor considerably.
Perhaps, however, if Dr. Chees
feels you have no designs
on his man, he may talk
the more freely.

Q. If Dr. Post and I come
on to the New York Conference
should we not also try to
bring Mr. Donnelley? The
Committee consists of—
1. Ryerson, 2. Rosenwald,
3. Donnelley, 4. Post, and 5. Swift,
Chairman. It is a "Committee
to work with the President of the
Board on the Medical Project."
Mr. Ryerson will be away until the first of May, and Mr. F. H. Reyward until February 26— but so far as I know Mr. Donnelly will be in Chicago for the winter and early spring—

I will write you fully tomorrow— of talk with Dr. Post.

And I have just wired you the best wishes I could put into words— on this day!

Cordially,

[Signature]

February 4th
Sunday

[Handwritten date]
March 2, 1923.

My dear President Burton:

I am inclosing herewith copies of recent correspondence with Mr. Swift with respect to the character of the present funds for the Medical School.

Yours very truly,

(Signed) N. O. L. Thompson

President E. D. Burton,
Harper Library.
In year present position

I am forwarding herewith copies of recent

correspondence with Mr. Swift with reference to

the character of the pleasure house for the

Medical School.

Yours very truly,

[Signature]

President M. D. Woman

[Inscribed]
March 2, 1923.

Dear Mr. Swift:

In answer to your inquiry of February 28, I beg to make the following statement with reference to the character of the funds for the medical school. An itemized classification with respect to the funds for restricted purposes appears on the following sheet.

1. Restricted Funds
   - For Buildings: $1,430,000.
   - For Endowment: 585,000.

2. Unrestricted Funds
   - For Endowment: 3,448,500.

Total: $5,463,500.

Please note the following with respect to the restricted funds insofar as the minutes of the Board of Trustees indicate:

- The income on the Hyde Memorial and the Hardy funds is restricted for specific purposes.
- The Kaufmann Memorial fund is restricted apparently only as to name.
- The contributions of Mr. Charles R. Crane, Mr. R. T. Crane, and Mr. Martin A. Ryerson are for the endowment of a "chair" and a "professorship" respectively. The particular designation in these two cases, however, has not as yet been made.
- The bequest of Mr. A. D. Thomson is to be expended under the direction of Doctors Post and Kretschmer. I assume this has reference to the income rather than the fund, although these gentlemen probably are more fully informed on this subject than I.

If the Kaufmann fund is considered as restricted as to name only, and not as to income, the totals would stand
Dear Mr. Smith:

In answer to your inquiry for a report of 28 I refer to

To the following statement with reference to the

In answer to your inquiry for the Medical School.

In answer to your inquiry with reference to the funds for

The following purposes appear on the following sheet:

1. Restricted Funds
   For Buildings - $1,000,000
   For Equipment - $250,000

2. Unrestricted Funds
   For Equipment - $4,484,000

Total - $5,734,000

Please note the following with respect to the

Restricted Funds Interest as the minutes of the Board of

Trustees indicate:

The income for the year 1940 and the year

income is restricted for specific purposes.

The Restricted Funds Fund is restricted accordingly.

Only as to name.

The continuation of Mr. Christian O. Wright, M.D.

Chamber of Commerce and the University of

Mr. Wright, A. E. R. C. is a "father" and a "philosopher" to generations.

The paper is written in these two cases because, however, the name

is not necessarily the name.

The decrease in the number of new cases

that may be treated as restricted as

the total number stands to name only, and not as to income, the former would stand.
as follows:

For Buildings      - - - - $1,430,000.
Restricted Endowment - - - 535,000.
Unrestricted Endowment - - - 3,498,500.
Total              - - - - $5,463,500.

You will recall that Mr. and Mrs. Frank G. Logan made a contribution of $47,500. for fellowships in the medical school. Since fellowships were not included in the original plan, this amount has been considered in addition to the funds secured under the contract with the eastern boards.

The foregoing comments cover the funds insofar as they relate to the amount of the gifts. On account of the fact that we have been unable to use the income on the Hyde Memorial fund and the Logan Fellowship fund, there has been added to the capital account from the accumulated income $2,500. and $11,000., respectively.

Very sincerely yours,

Mr. Harold M. Swift,
Union Stock Yards,
Chicago, Ill.
as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Buildings</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Restricted Endowment</td>
<td>$2,372.00</td>
</tr>
<tr>
<td>Unrestricted Endowment</td>
<td>$4,832.00</td>
</tr>
<tr>
<td>Total</td>
<td>$7,932.00</td>
</tr>
</tbody>
</table>

You will recall that Mr. and Mrs. Frank G. Loney made a contribution of $4,700.00 for fellowships in the medical school. Since fellowships were not included in the attestation plan, this amount has been considered in addition to the funds already under the contract with the estate's谓.
MEDICAL SCHOOL FUNDS

For Buildings

Billings Hospital $1,000,000.
Rawson Laboratory 300,000.
Epstein Dispensary 100,000.*
Remodeling Senn Hall 30,000. $1,430,000.

*Balance Unpaid - $80,000.

For Endowment

Restricted

Hyde Memorial Fund $25,000.
For "research in skin diseases
and cancer under the direction of
the head of the Department of Der-
matology of the Graduate School"

Hardy Fund 10,000.
Income to be applied to the Surgi-
cal Department of the Graduate
School in maintenance of a resident
surgeon at the Presbyterian Hospital

Juliet G. Kaufmann Memorial Fund
Donor stated "this (gift) I would
like to have known as the Juliet
G. Kaufmann Memorial in memory of
my mother"

From Mr. C. R. Crane and Mr.
R. T. Crane, Jr. 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 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"
(written under date of May 22, 1917)

From Mr. Martin A. Ryerson 250,000.
"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"

From Estate of A. D. Thomson 50,000.
"To be expended under the direction
of Dr. Wilber E. Post and Dr. Herman
L. Kretschmer"
Balance due on bequest - $6,500. 585,000.

Unrestricted 3,448,500.
Total 5,463,500.
<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0.00</td>
<td>Salvador Hospital</td>
</tr>
<tr>
<td>$0.00</td>
<td>Hospital Information</td>
</tr>
<tr>
<td>$0.00</td>
<td>Baptist Dispensary</td>
</tr>
<tr>
<td>$0.00</td>
<td>Memorial General Hospital</td>
</tr>
</tbody>
</table>

$80,000

**Balance Due:**

- $80,000

**For Equipment**

- $25,000

---

<table>
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<tr>
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<tr>
<td>$10,000</td>
<td>Medical Library Fund</td>
</tr>
<tr>
<td>$0.00</td>
<td>1936.5. $6,844.4. 1937.5. $803.4. 1938.5. $803.4. 1939.5. $300.00</td>
</tr>
</tbody>
</table>

**Total:**

- $25,000
The President of the University presented the
following memorandum of a recent conference held in New
York:

Memorandum of conference between President Judson,
Mr. Gates, Dr. Flexner, 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 Post-
graduate 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.

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 Latin, 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 this memorandum of
a Conference held in New York to the Committee on Instruction
and Equipment for report thereon, and, a vote having been
taken, the motion was declared adopted.

Minutes of Board of Trustees.
May 8, 1917.
Book 10, p. 111.
March 14, 1923

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

Dear Mr. Burton:

I have had occasion to refer back to the letters that were written to Dr. Post on possible members of our Medical Staff and on that account made copies of the letters. It occurs to me that you might have occasion also to have these in mind so I send you herewith a set.

In conversation with Dr. Post yesterday I urged him to make further inquiries along any lines that occurred to him, and if any leads suggest themselves to you, I recommend that you do so likewise. As soon as we seriously get going on the project there is so much that will depend upon the medical man that I feel we should lose no unnecessary time in our investigations.

Because of Dr. Graham's feeling that there were men in this country superior to Meakins in both training and ability, Dr. Post thought we had a good deal of investigating yet to do.

Within a week or ten days I presume we ought to try to get together with him again and make a list of our possible candidates, trying to determine those who are still on the available list and then go at it most intensively.

Please don't bother to acknowledge.

Yours cordially,

[Signature]
Dear Mr. Burton:

The committee on medicine discussed the deanship question at its meeting last night and Mr. Jordan will report its recommendations immediately. They did not however discuss the question of the actual appointment. Dr. Harvey has talked to me a good deal about the deanship and it is my opinion that we could not do better at present than to appoint him acting dean of medical students, until the new plan gathers headway. In the long run it seems to be the feeling of the committee that the relation of the graduate school of medicine to the Ogden School should be of the closest possible nature. We shall need that influence to keep us from slipping back into the routine type of medical school. When the medical school becomes a graduate school, it is my feeling that we shall want to encourage a greater variety of preparation in the colleges for medical science, and if we are successful, the premedical student group will not exist as a group. Then it would seem to me to be wise to continue Dr. Harvey as Deminor Medical Students in the Office of the Dean of the Ogden Graduate School. Meantime with adequate full time clerks he could handle both offices.

yours sincerely,

R.R. Ramsley
Dear Mr. President,

The committee on nomenclature recommends the following changes in the nomenclature of the departments of the university:

1. The name of the Department of Commerce should be changed to the Department of Business Administration.
2. The name of the Department of Agriculture should be changed to the Department of Environmental Science.

The committee also recommends that the nomenclature of the remaining departments remain unchanged.

Sincerely,

[Signature]

[Date]
April 12, 1923

Mr. E. D. Burton,
Del Prado Hotel,
59th St. & Blackstone Ave.,
Chicago, Illinois.

Dear Mr. Burton:

1 -- Dr. Post will go East next week if we want him to. I have, therefore, wired Quantrell accepting his invitation for Wednesday night.

2 -- Attach herewith a letter which Dr. Post sent me a few days ago on medical personnel. It occurs to me that we ought to consider what we will do if we don't get Dr. Peabody. This doesn't indicate faint heart but only means that if we are entirely unsuccessful with Peabody we might utilize our being East to get acquainted with some other folks if they are located in the East.

Yours cordially,

[Signature]
Dear Mr. Johnson,

I have been reviewing various documents regarding the transaction.

I note with interest that the agreement is not yet final. I am in the process of finalizing the documents.

The transaction is scheduled for next week. I will be sending the final documents by the end of the week.

Please let me know if you have any questions.

Sincerely,

[Signature]
ARThUR D. DUNN

Born 1873.

U. of C. Ph.B. 1896; Rush Medical 1902.

Licensed in State of Omaha, 1907.

Fellowship in American Medical Assn.

Specializes in Internal Medicine.

Prof. of Medicine.

Res. 1016 So. 38th St., Omaha, Nebr.
Ofs. Brandeis Theater Bldg. " "
ARTHUR D. DUNN

Born 1872.

U. of C. Ph. B. 1896; Rank Medical 1903.

Licensd to practice in Seattle, 1907.

Fellowship in American Medical Asso.

Specializes in Internal Medicine.

Frat. of Medicine.

Res. 1906 to 1908.

Came to Nome, 1902.

" "

PAUL GERHARDT WOOLEY

Born 1875.
Practice limited to Clinical Pathology.
Office - Peter Smith Bldg., Detroit, Mich.
PAUL GERRARD WOODS

Born 1878.
Licensed to Practice in Mich. 1902.
Fellowship in America Mag. Assn.
Fellows in Medical Clinics of Philadelphia.
Practice limited to Obstetrics and Gynecology.
Office - Peter Smith Building, Detroit, Mich.
ROGER SYLVESTER MORRIS

Born 1877.


Fellowship in American Medical Assn.
Specializes in Internal Medicine.
Mem. American Assn. of Physicians (Pediatrics and Internal Med.)
American Assn. of Pathology and Bacteriology.

Prof. of Medicine at U. of Cinn. Coll. of Medicine.

Address - 3646 Washington Ave., Cincinnati, Ohio.
ROGER SYLVESTER MORRIS

Born 1877.
Licensed to Practice Medicine, 1916.
Fellowship in Internal Medicine.
Specialist in Pediatrics and Internal Med.
Member American Med. Assn.
American Assn. of Pediatrics and Paediatrics.
Assistant Professor of Medicine, U. of Cm. Colf. of Medicine.
Address: 3846 Melpark Ave., Oakland, Cal."
ERNEST EDWARD IRONS

Born 1877.

U. of C. S.B. 1900 - Ph.D. 1912.
Rush Medical Coll. 1903.
Licensed in State of Illinois, 1904.

Fellowship in American Medical Assn.
Internal Medicine.
Mem. of Assn. of American Physicians (Pediatrics & Internal Med.)
American Assn. of Pathology & Bacteriology.
Chicago Pathological Society.
Assoc. Prof. of Medicine Rush Medical Coll.

Residence - 5626 Dorchester Ave. Chicago.
Office - 122 S. Michigan Ave.
ERNEST EDWARD IRONS

Born 1877.

U.S. S.S. 1900 - P.D. 1916

M.D. 1905

Rush Medical College, 1905

Licenses to Practice in State of Illinois, 1906

Fellowship in American Medical Asso.

Inferential Medicine.

Member of American Academy of Pediatrics & Internal Medicine

American Academy of Pediatrics & Dermatology

Chicago Pediatric Society

Assistant Prof. of Medicine, Rush Medical College

Residence - 5650 N. Pershing Avenue

Office - 155 E. Michigan Avenue

Dr. H. E. Jones
My dear Post:

I was very glad to hear from you the other day and am sorry about this delay in giving you answer to your query. I think you might make a much worse choice than Roger Morris and yet I do not care to recommend him. He is a very fine fellow in many ways, and I think a very level-headed, sane teacher. He has initiative and administrative ability and has organized a very good teaching staff here considering the difficulties of the situation. However, I think he is ultra-conservative and very much lacking in imagination and rather ponderous and depressing in his clinical instruction. He was always this way, and his manner has no relation to the mental breakdown he had a couple of years ago for, as far as I can see, and I have been quite intimate with him, he has completely recovered. I think, for example, that Irons would make you a very much better man for he is much better fitted to stimulate the research spirit.

Another man you might think of is Paul G. Woolley. Of course, I am rather prejudiced in his favor, having lived and worked with him so long. He is a man of unusual ability and culture and from what I have seen of clinicians quite as able as any to make an accurate diagnosis and to apply such remedies as are worth while. He is full of pep and I think on the whole would be a good influence on young men working with him. To my mind he is one of the most scholarly young men in America today. He is difficult at times, for he has a sharp tongue and it breaks loose once in awhile and makes people mad. There was a great deal of excuse for the difficulty he had here though. I would not have stood as much as he did. As you know, he was made...
My dear boy,

I was very glad to hear from you the other day and am sorry that your trip has not been as successful as you thought. I think you might make a much more enjoyable trip if you started earlier and took more time to explore the country. He is a very fine fellow in many ways and I think you'll find the visit very pleasant. He has a good sense of humor and is very interesting. However, I think part of the reason for this is his interest in the arts and sciences. He is most knowledgeable in these fields and has many interesting ideas on the subject. He is also very interested in politics and is a member of the city council. I know he has a couple of pages of notes to write for the book he is working on, and I think he would enjoy some more of this kind of work.

Another man you might think of is Ront G. Woolley. Of course, I am no expert in that field, but I think he is very knowledgeable with him so I have seen a few of his articles and columns and I think he is very interesting. I have seen a few of his articles in the newspaper and I think he is very interesting. He is a very good writer and I think his articles would make a good introduction or summary of the current events.

I hope you are doing well and I think you will enjoy seeing more of the world. I know you have enjoyed your travels and I think you will enjoy seeing more of the world. I am glad to hear that you are writing with him and that you are having a good time. I hope you will have a great deal of success for the future and that you will be happy.

I won't say too much as much as you did. As you know, I am very happy.
Dean when we came here in 1910 and was largely responsible for the re-organization of this school. Many of the changes were bitterly opposed and he made many enemies who were always out after his scalp. Never, not once, has any one ever referred to the services he rendered so efficiently; and I think that lack of appreciation on the part of the University helped to spoil his disposition.

On the whole, however, I think it will be a great misfortune if you start in by Johnshopkingsizing your school. The best man for you may be living right in Chicago. And don't forget to consider Dunn of Omaha who is hands over fist away above all the smug Easterns I know anything about.

With best regards from Marie and myself to you and Mrs. Post, I am

Yours sincerely,

(Sgd.) WM. B. WHERRY.
Dear Mr. MacCready,

The organization of the school, Rauh's own remarks, and the general atmosphere after the war seem to me to have a great deal of value. Never, for once, have any other sources of knowledge as regularly as I think that I am at the University would be able to supply the information on the part of the University helping to spread the information.

As for the role, however, I think it will be a great one.

The course If you start in a topographical field your school, the field you want to you may do living right in Chicago. And you'll longer to some other place of service in order to have your own house. All the same, however, I know Episcopalian's work.

With best regards from me and myself to you and your respective.

Your obedient,

Si (Mr. MacCready)
Dr. Ernest D. Burton,
The University of Chicago.

My dear Dr. Burton:

I am sending with this a copy of our contract with Winford H. Smith. I am also sending a copy of it to Dr. Jordan.

Very truly yours,

WH: EB
Enc.
THIS MEMORANDUM OF AGREEMENT made this twentieth day of January, A. D. 1920, between The University of Chicago, party of the first part, and Dr. Winford H. Smith, party of the second part is to evidence, viz:

(1) That The University of Chicago has retained Dr. Winford H. Smith, party of the second part, as an expert advisor in the construction of the Billings Memorial Hospital and Medical Building of the University of Chicago, including the Dispensary, and the location and adjustment of the various departments, lecture rooms, laboratories, class rooms, hospital rooms, wards, administrative offices and all other appropriate provisions necessary or proper in connection with such building, including consultation as to general and detailed plans and specifications and all details until the building is completed, and as to all equipment and installations of every kind and character appropriate in said building.

(2) That the services of the party of the second part shall consist of the necessary conferences, correspondence, canvassing of plans, specifications and contracts and giving to the work mentioned the benefit of his knowledge, judgment, assistance and suggestions with reference to all parts thereof until the said work shall be fully completed, including such visits to the building itself as shall be necessary or desirable for the party of the first part.

(3) It is agreed between the parties that the University will pay to the party of the second part all traveling expenses, including hotel bills in connection with the work mentioned.

(4) It is understood and agreed between the parties that The University will pay the party of the second part for the services covered by this contract the sum of $12,500, which sum of $12,500 shall be inclusive of the $5,000 provided for under a previous contract; and that one-third of said sum less the amount already paid to said advisor shall be paid upon the completion of the general plans for the building, one-third upon the completion of the building, and one-third upon the completion of the installation of equipment. It is further understood and agreed between the parties that the second payment of one-third may be called for in installments as the building progresses, and that the third payment may also be called for in installments as the selection and installation of equipment is completed. The amount and frequency of the installments to be mutually agreed upon by both parties.

(5) It is further understood that should the University, party of the first part, decide for any reason to indefinitely postpone or to abandon the building project after the detailed plans have been completed and bids obtained, then the first two payments shall be due the party of the second part for services rendered to date, and the balance if and when the building is complete and installation of equipment completed, in accordance with the above terms.

IN WITNESS WHEREOF the party of the first part has caused its corporate name and seal to be set and attested by its Secretary, and the party of the second part has signed his name hereto the day and year first above written.

THE UNIVERSITY OF CHICAGO

By Martin A. Ryerson (signed) (SEAL)
President of Its Board of Trustees

Attest:

Winford H. Smith (SEAL)
April 27, 1923.

My dear Dr. Flexner:

After our call upon you in New York last week, Mr. Swift, Dr. Post and I went on to Boston and had a half day with Dr. Peabody. He seemed thoroughly interested in our plans and in the opportunity which we were offering him. He found no serious difficulty with the full time plan, and at our third interview, after full discussion of every phase of the matter, in answer to my question whether the situation as we now presented it to him was satisfactory, replied, "Absolutely," and indicated that the only thing that would stand in the way of his accepting our proposal would be the claim which his present situation in Boston would make upon him. About this latter he said so little that Dr. Post and I got the very distinct impression that the question was practically settled. Mr. Swift was a bit more skeptical.

I was not at all prepared therefore for a telegram which came to me two days ago quite definitely declining our proposition on the ground that he could not release himself from his situation in Boston. Confirmatory to the telegram, I have received a letter, under date of April 24th, of which I enclose herewith a copy.

The impression which Dr. Peabody made upon us, though of course we all knew him before, greatly confirmed our feeling that
he is the man to head our new medical enterprise here and we are extremely unwilling to regard the question as closed. Inasmuch, however, as almost the whole ground of his declension is the claim of the Boston situation, we feel that we can make little progress unless we can bring to bear influences which will persuade him to put a higher estimate upon the Chicago opportunity as compared with the one in Boston, and in this matter we feel that you and Dr. Rose and Dr. Cole can be of very great assistance to us.

Would you be willing to write him a letter in which you state that you are aware that the proposition had been put to him and in which you will set forth, from a point of view he will feel to be more unprejudiced than ours, the altogether exceptional opportunity for the development of medical science at Chicago? I should be very grateful if you should feel yourself at liberty to do this.

May I ask you to lay this letter before Dr. Rose and ask him if he also will use his influence in any way that seems most likely to be effective.

Sincerely yours,

Dr. Abraham Flexner,

61 Broadway,

New York.
April 30, 1923

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

Dear Mr. Burton:

As explained to Mrs. Bender this morning, I discussed the letters to Drs. Peabody, Flexner, and Cole with Charles Gilkey and after considerable discussion we took the following course:

1. We sent the letter to Mr. Flexner but at the end included Dr. Cole's name with Mr. Rose's and made the pronouns and verbs from there on plural, thus putting the question to Mr. Flexner to discuss with Dr. Cole, the point being that we were not 100% certain of the advisability of putting it to Dr. Cole so directly, since he is more less of an "outsider" person. Thus, in asking Mr. Flexner to do it, I assumed he would not do so if there seemed to him any reason not to. I felt you would not object to my doing this since I originally suggested the other way, so that it is in effect a reversal of myself.

2. As indicated above, we held up the letter to Dr. Cole, which I return herewith.

3. We thought if Mr. Flexner was to have an interview with Dr. Peabody, it would be better than to write him and since it didn't seem feasible to change your whole letter to that effect, I took the liberty of writing him one as per copy attached.

4. We held up the letter to Dr. Peabody, which I return herewith. Frankly, we thought there wasn't enough determination and fight in it. It is the last shot of a battle rather than the first of what, if necessary, is to be a real war!

5. We thought it important that Dr. Peabody get something this morning from us so I wrote him as per copy attached.

I am sorry you were not available to review the situation and hope what we did appears satisfactory to you.

I have asked Dr. Post to consider with Dr. Billings a method of bringing pressure on Peabody and, if necessary, on Edsell.

Yours cordially,

[Signature]
Dear Doctor Peabody:

Although I have been considering your telegram to Dr. Burton for three days and your letter since its arrival, I cannot bring myself to accept it.

I cannot help but feel that your decision is wrong, and that you are not approximating your work in Boston, both at Harvard and the Massachusetts General Hospital. There is no one else to do it. I know the matter rather passively but with real interest for forty years. If you have not really decided that you are the man to do this tremendous work, I can imagine myself in your place. I should have no difficulty in doing it, but it is only one answer. Many men have hesitated to promote others to similar real personal sacrifice, but I have seen in the history of our institution there was no alternative. And they turned out to be wrong.

Dr. Peabody thinks he cannot leave the present responsibilities in Boston. He also hesitates to forgo the present opportunity of academic work for what with us for the next two or three years will be largely executive and administrative duties.

We really need him - I am sure he could command an influence here such as no one else can.

It would be a great favor if you could send for him and point out to him our opportunity - and minimize his responsibility to Harvard and the Massachusetts General Hospital.

Yours cordially,

(Sgd.) HAROLD H. SWIFT.
Dear Doctor Fletcher,

I have just written you that Dr. Peabody took me to see the present possibilities in Boston. He said that he wants to give us two or three cases of academic work left with us for the next two or three years. Will Dr. Peabody entertain and administrative position?

We really need him, I am sure he could come and work here. It might be a great help if you could bring him.

I am putting in our opportunity and minimize the opportunity to return and take part in the Massachusetts General Hospital.

Yours sincerely,

[Signature]

H. N. Swift

---

Dr. A. Peabody Fletcher,

General Manager, Board of Managers,

St. Regis, New York, New York.
Dear Doctor Peabody:

Although I have been considering your telegram to Dr. Burton for three days and your letter since its arrival, I cannot bring myself to accept the matter as final.

I cannot help but feel that your decision is wrong. Cannot some one else approximate your work in Boston, both at Harvard and the Massachusetts General Hospital? There is no one else to do it here. I watched the matter rather passively but with real interest for four years; for the last year I have studied it intensively. I give you honestly my conviction that you are the man to do this tremendous thing for Chicago and for the nation. I give you my word I believe no other person can do it anywhere nearly as well. In fact, I doubt its full development without you. I have tried to imagine myself in your place. I should hate to have the necessity of this decision before me but since you must face the issue, I can see only one answer. Many men have hesitated to pioneer in the West. It has entailed real personal sacrifice, but they have come because in the last analysis there was no alternative. And they turned dreams into realities.

The University of Chicago has been built largely on sacrifice and the venture of faith. Thirty-two years ago, many of the great men who came to us would have preferred not to have done so; they were comfortably and happily situated in other institutions; it was an effort to come; sometimes it was hard; and yet they came to what was then a prairie with a building, but it was the beginning of what Dr. Harper assured them and they believed would be a great institution. The situation while vastly different in many respects is the same now in the fundamentals. We must do now for medicine what the University began to do then for general education.

We hold up the letter to Dr. Peabody, which I return here-4.

The opportunity - unparalleled - is here; the need is tremendous and compelling; leadership is the prime essential. Even though we realize how eager you are to get back to your academic work, I believe we are justified in urging you to come to us. Indeed, I can interpret our duty in no other way than to exert the fullest pressure under heaven to have you see that this is your obligation.

We must keep at it until you see yourself and only yourself as we do, in the picture which must be produced. You remember Mr. Burton's experience in being brought to the University from New York. Our early history taught us perseverance.

I wonder if you don't know Charles Gilkey, pastor of the Hyde Park Baptist Church, a Harvard man who came onto our Board a couple of years ago. He had a similar experience with the growing West which brought him from New England. I want to try to arrange that you and he should talk it over.

Yours in all cordiality,

Dr. Francis W. Peabody, 50 Brimmer Street, Boston, Mass.

(Sgd.) HAROLD H. SWIFT
Dear Doctor Peapody:

Although I have been contemplating your letter for some time, I do not feel that I can comply with your request to provide an exposition of my work and findings. I cannot commit to presenting these details at the current moment. However, I have been working on a project involving the intersection of physics and biology for the past few years. My research has focused on developing a new method to simulate biological processes, particularly in the context of cellular dynamics. I believe that this approach could have significant implications for understanding complex biological systems. If you are interested in learning more about my work, I would be happy to discuss the development of this project in detail. In fact, I have already presented several of my findings at recent conferences, and I would be glad to share more information with you.

I have been studying the properties of cells and the ways in which they interact with each other. Through my research, I have discovered a number of interesting phenomena that could potentially lead to new breakthroughs in the field. In particular, I have found that by manipulating certain cellular components, it is possible to induce changes in the behavior of the entire system. These findings have important implications for understanding the mechanisms that govern the behavior of complex biological networks.

I hope that this information is of interest to you. If you would like to learn more about my work, please do not hesitate to contact me. I would be more than happy to provide you with additional details.

Sincerely,

[Signature]
GENERAL EDUCATION BOARD,  
61 BROADWAY,  
NEW YORK, N.Y.  

CHICAGO, MAY 4, 1923.  

ATTENTION ABRAHAM FLEXNER,  

CONDUCTING NEGOTIATIONS WITH RUSH TRUSTEES REFERENCE OUR MEDICAL PROJECT, THEIR BOARD CONSISTS SEVENTEEN MEMBERS OF WHICH TWO MAC LEISH AND HUTCHINSON ARE ALSO MEMBERS OUR BOARD. RUSH BOARD HAS SEVEN VACANCIES AND THEY SUGGEST THAT ALL SEVEN PLACES BE FILLED WITH MEMBERS OF OUR BOARD GIVING US MAJORITY THEIR BOARD. THIS WOULD ENABLE US CONTROL SITUATION AND SECURE HARMONIOUS DEVELOPMENT OUR PLANS BY SUCCESSIVE STEPS, BUILDING UP WORK ON SOUTH SIDE AS OUTLINED WITH YOU IN FEBRUARY CONFERENCE. SUGGESTION LOOKS FAVORABLE TO US AND ARE DISPOSED TO CONCUR UNLESS YOU AND DR. ROSE HAVE COUNTER SUGGESTIONS. STOP. ACCOUNT MEETINGS EARLY NEXT WEEK WOULD APPRECIATE WIRE REPLY.  

ERNEST D. BURTON.
May 9, 1923.

Dear Dr. Post;

It is difficult for me to answer your letter of May 5th but I appreciated every bit of it, and it made me feel more forcibly, if possible, the responsibility of my decision. I will not go into all the details that have led me to the conclusion that it is right for me to remain here, for it is impossible to put what is a rather complex combination of opportunities, obligations and responsibilities on paper, but I had a long talk yesterday with Charley Gilkey, with whom I shared every aspect of the situation, and I should be glad if sometime you would let him go over it with you. I think he understands it. The main thing that I want you to realize is that my staying here is entirely dictated by unusual conditions at this end, and not in any degree by my failure to appreciate the wonderful future and the superb opportunity for service in the development of American Medicine that waits for those connected with the new school in Chicago.

Thank you for your personal kindness - the friendliness of you all has been as great a pull as the honor you have done me. Surely wish things were so that we might have been drawn closer.

Always sincerely yours,

Francis W. Peabody.
C P Y

go human street

poston hawthorne

may 9, 1933

Dear Dr. Facts;

It is difficult for me to express your letter of May 8th, but I appreciate every line of it and it makes me feel more hopeful. It is possible that my position at the poston.hawthorne may not be taken by the corporation at this time, but I am willing to go to any other opportunity if you can recommend another position in Chicago. I have been recommended by Dr. Draper, and I think you may find it best for me to work at St. Joseph's Hospital. I think it is urgent for me to get back to a larger hospital and I want to tell you that my present position is entirely temporary.

I will try to return to you at any time during this period, and you may not in any way put on my record to disatisfye the Corporation in this matter. I want you to consider the fact that I have been on my record to return to you, and you are not in any way putting on my record to disatisfye the Corporation in this matter. I want you to consider the fact that I have been on my record to return to you, and you are not in any way putting on my record to disatisfye the Corporation in this matter.

Thank you for your kind concern - the friendship of you.

You are very much appreciated.

Hannah E. Hawthorne.
50 Brimmer Street
Boston, Massachusetts

May 9, 1923

Dear Mr. Swift:

I have delayed answering your letter until my problem finally became straightened out, and now I want to tell you how deeply I appreciate it. All that you wrote went right to my heart, and you put the whole matter in such a way as to make me even more conscious than I had been of the superb opportunity for a contribution to the development of medicine in America that exists in Chicago.

Yesterday I had a long talk with my old friend and classmate, Charles Gilkey, and I was able to go into the whole situation in detail with him in a manner that is difficult to put in writing. The main point that I wanted him to understand, and that I hope very much he will explain to you - is that my inability to accept the Chicago position is not due to my failure to appreciate its very broad significance and the wonderful prospect which it presents, but is due entirely to the situation in Boston where extraordinary and rather unexpected opportunities and responsibilities have developed and in which there are also distinct personal moral obligations. I can, indeed, scarcely conceive of a position from which it would be more difficult to leave than the one I now occupy - just as I think there is hardly another that would keep me away from Chicago.

You have all been so generous, so considerate and so hospitable in this matter that I have a real feeling of personal disappointment in not seeing my way clear to joining you in this great project. I am so glad to have seen you once more - and I only wish we might be looking forward to working together. It is hardly necessary for me to tell you, too, how deeply honored I am by the confidence you have all placed in me.

With many thanks and all good wishes.

Very sincerely yours,

(Sgd.) FRANCIS W. PEA Body
May 8, 1938

Dear Mr. Swift:

I have received several inquiries about my letter until it became
apparent that I had not received your reply. I am writing to ask you
if you have any further questions. If so, please let me know, as I am
anxious to receive my application.

I am looking forward to the opportunity to contribute to the develop-
ment of a magazine in America and I am interested in learning more
about the possibilities of working in Chicago.

Sincerely,

(Handwritten signature)

From Francis M. Healy
May 26, 1923

Mr. Ernest D. Burton,
Commodore Hotel,
New York, N. Y.

Dear Mr. Burton:

As I think over our medical program it seems to me very clear that we are almost stopped from real progress on our plans until we get our head of the Medical Department and our head of Pediatrics. Neither one of them looks particularly simple to me and I fear will require a good deal of hard work. I shall be glad to talk more in detail with you on the subject of the medical man but I find there is considerable opposition to the thought of a Canadian (Meakins) in view of past history. In other words, it is pointed out that he may start with several people prejudiced. We can review this later but Dr. Post thinks it is an appreciable factor.

At any rate, soon after you return we must go into the matter fully and try to work out something.

Of course, we have done practically nothing on the pediatrician. In referring to the notes that I took at our first visit in New York I find the following names:

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Howland</td>
<td>50</td>
<td>Baltimore</td>
</tr>
<tr>
<td>Marriott</td>
<td>40</td>
<td>St. Louis</td>
</tr>
<tr>
<td>Park</td>
<td>38</td>
<td>New Haven</td>
</tr>
<tr>
<td>Hess</td>
<td>41</td>
<td>N.Y. (Presume Columbia)</td>
</tr>
<tr>
<td>Schloss</td>
<td>41</td>
<td>Harvard</td>
</tr>
</tbody>
</table>

I cannot say positively but am under the impression that I put these down somewhat in the order of preference, although in thinking over it seems hardly likely to me that we would expect to move Howland from Baltimore considering his age and standing. Perhaps, however, the order stated was not preference.

Suggest if you are talking to Mr. Flexner or Mr. Pierce that you might draw them out as to men up in pediatrics. Don't feel certain whether you will get other names than these but think we might have a larger list if feasible.

Things are going reasonably well at home. Expect to see you the middle of next week.

Yours cordially,

Harold H. Swift
MEMORANDUM OF INTERVIEW WITH Dr. Rufus Cole of

This interview was held at Dr. Cole’s suggestion, and mainly to
quite clear in their affirmations that in most medical schools, even the good
ones, there was a curriculum so definitely prescribed that every student did
exactly four years’ work and took in those four years, exactly the same studies.

supplement and in particular, modify what he previously said about Dr. Cohen. He
wished to make it clear that from the point of view of scientific ability, personal
character, and everything except his Jewish name and physiognomy, Dr. Cohen was
superior to any other available candidate.

They believed in general that medical education demands, from
the point of view of the general, a thorough surveying by the introduction of
a greater flexibility in the selection of courses by the student and a much
larger element of investigation. Of course, the premedical work is done distinctly
Dr. Cohen. I have no doubt that Cohen is all that Cole says of him. But I am
upon the laboratory plan. But it seemed to be their understanding that there was
equally clear that he is not the man to head our department of medicine. His
abrupt change when the student passed from the premedical to the medical, or
Jewish physiognomy is not as pronounced as I had been led to expect from what
at least when he passed from preclinical to the clinical field.

Cole had said, but he does not seem to me to possess the qualities that would
fit him to be Head of a department, and still less, General Director of the school.

The whole matter is one which I judge calls for very careful
inquiry.

His utterance is a bit thick and hesitant. He almost stammers.

And his thinking, at least in this conversation, did not seem to me to be clear.
I found it difficult to understand exactly what he was trying to say. I have no
doubt that he is a specialist in his own field, and he is a genial person, but he
does not seem to have the qualities of leadership.

Of the other men, Dr. Cole spoke very highly of Dr. Blake. Dr.
DuBois, he said he did not know. A fact which seemed to me itself rather significant.

The conversation with Cole and Cohen brought out more distinctly than
I have ever had it brought out before, the fact that the instruction in medical
schools is decidedly out of date from the point of view of pedagogy. Expressing it
in terms of the field with which I am most familiar, it seems to be about where
theological instruction was forty years ago and where it still is in many of the
more backward schools. I find it difficult to believe, but they were apparently
MEMORANDUM OF INTERVIEW WITH DR. ROBERT C. GORE 8/25

Dr. Robert Gore, former President of the University of Wisconsin, was recently in Madison to attend a conference on higher education. He expressed the opinion that the University system is facing serious problems and that radical changes are necessary in order to maintain its position as a leading educational institution.

Dr. Gore said that the University is facing a number of challenges, including increased competition from private institutions and a declining enrollment. He also mentioned the need for better infrastructure and facilities, as well as a more flexible curriculum that can be adapted to meet the changing needs of students.

Dr. Gore emphasized the importance of maintaining a strong commitment to excellence and innovation in education. He called for a renewed focus on research and the development of new educational technologies, as well as a more inclusive and diverse campus community.

Dr. Gore concluded by stating that the University must continue to adapt to the changing landscape of higher education in order to remain at the forefront of educational innovation and leadership.
It is clear in their affirmations that in most medical schools, even the good ones, there was a curriculum so definitely prescribed that every student did exactly four years' work, and took in those four years, exactly the same studies; was taught very largely by a method of impartation rather than of investigation. I remember my brother's telling me that this was the case in Rush Medical College when he was a student there. But if these men are to be believed, it is still the case at Rush, and, I should judge, at most other medical schools.

Their feeling is very strong that medical education demands, from the point of view of its method, a thorough overhauling by the introduction of far greater flexibility in the selection of courses by the student and a much larger element of investigation. Of course, the premedical work is done distinctly upon the laboratory plan. But it seemed to be their understanding that there was an abrupt change when the student passed from the premedical to the medical, or at least when he passed from preclinical to the clinical field.

The whole matter is one which I judge calls for very careful inquiry.

His utterance is a bit thick and hesitant. He almost stammers. And his thinking, at least in this conversation, did not seem to me to be clear. I found it difficult to understand exactly what he was trying to say. I have no doubt that he is a specialist in his own field, and he is a genial person, but he does not seem to have the qualities of leadership.

Of the other men, Dr. Cole spoke very highly of Dr. Blake. Dr. DuBois, he said he did not know. A fact which seemed to me itself rather significant.

The conversation with Cole and Cohen brought out more distinctly than I have ever had it brought out before, the fact that the instruction in medical schools is decidedly out of date from the point of view of pedagogy. Expressing it in terms of the field with which I am most familiar, it seems to be about where theological instruction was forty years ago and where it still is in many of the more backward schools. I find it difficult to believe, but they were apparently
June 6, 1923.

My dear Mr. Flexner:

You will be interested to know that following the line of my conversation with you and Mr. Arnett when I was last in New York we have asked Dr. Post to join Professor Jordan, who was already in the East, and with him to take up certain further inquiries respecting men for our medical faculty. We have requested them in particular to make the acquaintance of Drs. Blake and DuBois; to make inquiries respecting them among medical men; and about men suitable for the Department of Pediatrics. We have done this in the hope that we may reach an early decision respecting the principal man for each department. Dr. Post and Dr. Jordan are today in Boston and will probably be in New York Friday or Saturday.

May I, in view of the fact that Dr. Post and Professor Jordan will probably call on you, raise a question which has been at various times in my mind.

Dr. Post is tremendously interested in our whole project of developing a medical school of the type which we have discussed with you. He has repeatedly expressed himself to me as entirely committed to the plan of a full time
My great Mr. President:

You will do me the favor to know that I have the following:

The line of my conversation with you and Mr. Whitney when I was last in New York we have since lost. I wrote to join Professor Hopkins' who was stationed in the East and with him to take up certain matters in the interest of the gas and coal.

Recently, we have been working very intensely in order to make our equipment more complete and more substantial for the Department of Navigation. We have gone a step in the hope that we may reach an early coalition regarding the plan.

D. Porter and D. Johnson are coply in Beacon and will properly toe in New York to join.

Beckwith.

May I in view of the fact that D. Porter and D.

Assoon together with property call on you, raise a discussion

which has been of various times in my mind.

D. Porter is extremely interested in our work

progress of development. I am very anxious at the time when

we have gotten with you. He has really expressed his idea.

worth to me a great many committees to the plan of a full time
medical staff, and has shown himself extraordinarily willing to give time and attention to the matter even at very considerable sacrifice from a professional point of view. You will remember that he has been East with Mr. Swift and me twice, and his present journey is the third one which he has made within a few weeks. He has several time said in my hearing that no sacrifice of time or work on his part was too great if necessary to get the medical school on its feet; that he considered it a matter of great importance to the University and for medical education in general; and that he was proud to have a part in the development of it.

Besides his education at Rush Medical School he has, as I think you know, done research work at the University of Chicago, and has pursued studies in Germany and Austria for a year or more. He is greatly interested in problems pertaining to the kidneys, and is head of the division of this work at the Presbyterian Hospital. His investigative work is still going on, altho his practice and need of funds have kept him from giving as much time to such work as he would have preferred. Altho he has not been in a position to do much writing, and perhaps has not carried his investigations to the point of having much to publish, I know from my personal contact with him that he is thoroughly interested in research work, and I am disposed to believe would not only prosecute it profit-
medical assistant can be shown especially important in the present view, as recent reports and medical reports in the field are made within a few weeks. He has a very small time within my power to make if I am not aware of time or work on his part with me.

But I never see myself, of great importance to the University.

The research in the medical school is general, and that is seen.

And if I have a part in the general of the University, I am sure you know, gone research work on the University.

And if you can't, and be brought together in Germany and America.

For a year of more, he is exactly interested in the division of the United Parker hospital. His research work in the medical school is very time to me, as well as many people, but I have the point of having much to do, my position to do much with.

And in the absence of not exactly the interpretations of the present. I know from my experience that I am gladness to realize money and only possession is property.
ably if he were in a position to do so, but would direct and inspire others in research work.

From the point of view of the general administration of the school I feel that it would be difficult to find a better man. His genial personality and high professional standing as a physician in the City, and his splendid record in clinical work would all contribute to his success in administrative work.

I have no information as to whether he would be at all willing to consider becoming a member of our faculty. Not a word or suggestion has passed between us on this point. My object in writing to you is to suggest that if his name seems to you at all worthy of consideration as head of the Department of Medicine and Dean of the Faculty, you should, while discussing the general situation and other men, draw him out on any points on which you would like further information, and in general be forming an impression of his qualifications for this position, in case we should fail with the other men that we have been thinking of, or in fact in comparison with them. I have not spoken of this matter to any one except briefly to Mr. Swift, and I should not be disposed to pursue it even with the members of the Committee of our Board here if it seems to you out of the question.
I am sure you will appreciate that not being a medical man, and having been only a short time in any way responsible for medical education, I am obliged to lean very heavily on the wisdom of others.

With sincere appreciation of your invaluable assistance and friendly attitude, I am

Very cordially yours,

Mr. Abraham Flexner,
61 Broadway,
New York City.
I am sure you will appreciate that not only a specific time in any way
mediocre men, any primitive people only a sort time in any way
experience or the wisdom or others.

With sincere appreciation of your innumerable

and timely assistance. I am

very, very grateful.

Mr. Andrew Faxon
of Proctor
New York City.

183403
You will be interested to know that Dr. Post and Prof. Jordan are now in the East trying to get acquainted with Drs. Blake, DuBois and some other medical men, as well as with several men we have talked about under the classification of pediatrics. We hope to work out both of these problems within a comparatively short time.

Dr. Post's extremely great interest in this whole project has brought to my mind several times the question as to whether he would be a logical man to consider in this connection. I find him tremendously interested in our whole project and entirely willing to give a vast amount of time and attention to our project. You will remember that he has been East with Mr. Swift and me twice and he is now there the third time on this project. He has several times said in my hearing that no sacrifice of time or work on his part was too great to get the medical school properly functioning, that he considered it a wonderful thing for the University and for medical education in general, and that he is proud to have a part in building it up. He seems so definitely to have the spirit of the project and is so enthusiastic about it that I am wondering if this attitude combined with his high professional standing in Chicago and his splendid clinical experience, together with his experiences studying abroad, are not reasons for us to consider him for the position.
You will remember that after doing his medical work at Chicago he spent a considerable time abroad. My files do not indicate where but I think in Germany and Vienna, although this is not accurate.

He is profoundly interested in kidney problems and heads up the important division of this work at Presbyterian Hospital so that his investigative work is still going on although his practice and need of funds has kept him from putting as much time on investigative work as he would like; - naturally, therefore, he has not been in a position to do much writing.

I am of the impression that he is considered a leader of men both at Presbyterian Hospital and at Rush where he has considerable duties. As I see him, he has administrative ability but, of course, these matters could be checked up in considerable detail if it seemed wise. I have made no mention of this matter to any one except a slight query of Mr. Swift, as I would not want to pursue it even with members of the Board if it didn't meet with your approval.
RECEIVED AT 1603 E. 53RD ST., CHICAGO, ILL. MIDWAY 4321.

A2C GD 78 NL

Baltimore MD Jun 8 1923

E D Burton

Delprado Hotel Chicago Ill

Flexner away ten days saw Rose and Cole both endorse recommendation

Also Peabody puts Blake first both of us strongly impressed by Blake's personality and ideals think him best man available as organizer clinician and research worker in pediatrics Schloss goes to Cornell Park in Europe but fixed at New Haven saw Howland tonight Davidson with Howland most promising possibility shall see him Saturday leave Baltimore for Chicago one o'clock Saturday Pennsylvania limited unless word from you to contrary

Jordan Post Jun 9 1923 710a
Copy of Dean Dodson's letter

As some expression from the graduates of Rush, who are intensely loyal and devoted, in June 9, 1923, it has seemed to me that printing of this statement could in no way prejudice the school whatever form that development may take. Some weeks ago you kindly gave me the opportunity to present to you a statement of some of the desires and ideas of many of the Alumni of Rush Medical College in reference to its future status in connection with the University. I said I would put this statement in writing. I have delayed doing so in order to make sure that the statement shall be a reasonably accurate presentation of the thought of a large number of the graduates of Rush as such I now transmit it to you.

It is inevitable that the strong undercurrent of feeling in regard to the possible demise of "Rush Medical College" as an undergraduate school, which has been growing, especially since 1916, should find expression some time and in some way. It seems to me most desirable that their feeling should be expressed in a dignified, straightforward statement, such as I have sought to prepare, rather than in an ill-considered, resentful outburst of feeling such as a few seem to have contemplated.

This is written in the form of a chapter of the "Sketch of the Affiliation of Rush Medical College with the University of Chicago," the previous portions of which have already appeared. I have said, however, to such of the Alumni as have read it, that it would not be published if in the judgment of yourself, Dr. Billings, and the trustees its publication would in any way interfere with the future development of medical education in Chicago and at the University.
My great President Patron:

Some weeks ago you kindly gave me the opportunity to present to you a statement of some of the general and recent improvements at the University of the Virgin Islands in connection with the University. I wish I might

just make a few notes on this subject in order to make sure that the statement will be a reasonable one and at hand

my next letter or any longer notice of the improvements at the University of the Virgin Islands.

It is important that the change and enlargement of faculty

is ready to be announced. A new faculty member of "Khan Medical College" as an

unbelievable success, which may seem strange, especially since 1910.

don't care to express some time and in some way. It seems to me

most satisfying that short notice should be expressed in a

enlargement of statement. May as I have recently to report, there

them to have completed.

This is written in the form of a chapter of the "Report

of the Affidavit of Khan Medical College, with the University of

Chicago. The present portfolio of which has already been

that it is not to be published if in the judgment of the President. Dr. Dillon,

and the inclosed is a presentation money in my way on behalf of the University
As some expression from the graduates of Rush, who are intensely loyal and devoted, is sure to be made, it has seemed to me that printing of this statement could in no way prejudice the development of the medical school whatever form that development may take.

The graduates of Rush Medical College, loyal as they are, and very proud of her splendid history, have a deep interest in her future. They rejoiced: Very sincerely yours,

(signed) John M. Dodson

It is true that resident Harper included in the contract of affiliation the statement that it did not imply organic union of the two institutions in the future. This statement, however, was made only to guard against the possibility that such a union might not prove to be the best plan of procedure for the University Medical School. He believed, at the time, that Rush Medical College could prove itself in every way worthy of membership in the University, and was already been related in this fashion, he was convinced that this had been demonstrated within five years after the affiliation, and therefore recommended in 1903 that Rush Medical College be made the Medical School of the University, with retention of the name, perhaps in some slightly modified form. The Rush Alumni are quite unable to understand why this plan should not be followed now.

For more than twenty years the University has controlled the work of the medical school, having entire charge of the first two years of the curriculum, which have been taught wholly at the University, and with control of the clinical years through its power granted by the contract of affiliation, to set the standards of admission and graduation, to determine the methods of instruction, and to pass on all appointments into the faculty.

During this period the standard of admission has been advanced from that of a high school diploma to the requirement of three years of college work, to which it is now proposed to make the addition of a fourth college year, or a bachelor's degree.

During this affiliation period more than a third of the living alumni of Rush have been graduated and most of them completed the first half of the medical curriculum on the University campus, unless the name of Rush Medical College is continued in connection with the school which will supply successors to the Alumni Association each year, these graduates with those of the earlier years, will be members of an organization which is gradually to pass out of existence as its members die.

The graduates of Rush have been the tragic example of the United States exposed the complexing of an important year of college work.
THE AFFILIATION OF RUSH MEDICAL COLLEGE WITH THE UNIVERSITY OF CHICAGO

PART XII

JOHN M. DODSON

THE HOMES OF THE ALUMNI

The graduates of Rush Medical College, loyal as they are, and very proud of her splendid history, have a deep interest in her future. They rejoiced to learn of the plans for a larger development of the College and the University when these were announced in 1916. In any development of this work, however, they do wish the name of their Alma Mater to be perpetuated in connection with the school whose graduates will be added each year to the list of the sons and daughters of Rush and thus perpetuate the Alumni Association.

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ARMS OF THE UNIVERSITY OF
OFFICE OF THE UNIVERSITY

I

This is a letter from the University Office of the University of Arms. The letter discusses the appointment of a new president and the development of the university. The letter mentions the importance of the president's role in the university's growth and development. The letter also highlights the university's commitment to providing a high-quality education.
Did President Harper make a mistake when he arranged the affiliation of Rush and the University? Was he in error when he recommended in 1908 that the University should take over Rush Medical College as an integral part of the University? The graduates of Rush cannot so believe when they review the work of the College, including its splendid record in the field of instruction and in the field of investigation and contributions to medical knowledge, especially by the members of the clinical faculty. In the remarkable advance of medical education which has taken place in the last twenty years, they believe Rush College has been a factor of importance second to no other medical school under the most favorable conditions possible.

According to the estimate made by a representative of the General Education Board in 1918, the University receives through Rush Medical College and its affiliation with other institutions, the equivalent of seven millions of dollars. No other donor to the University, aside from its founder, has made a gift approaching this in value, and yet, the generosity of many of these donors has been recognized by the attachment of their names to buildings, e.g., - Cobb, Haskell, Kent, Ryerson, Walker, Rosenwald, et al., or to schools, as the Ogden School of Science, and in other ways. Why should not this munificent gift of Rush Medical College be acknowledged in a similar manner? The name might be altered somewhat to conform to the University practice of using the word "School" to designate a professional department. "Rush Medical School," or "The Rush School of Medicine," of the University of Chicago have been suggested. Such a name would mark the beginning of a new period in the history of the school and at the same time indicate a continuation of the previous eighty years of honorable work. To drop the name entirely seems to the Alumni to deprecate this work of President Harper, which he regarded as one of his most important accomplishments as President of the University. It also casts reproach on the long line of men, who have served as members of the faculty of the College during its long history of noteworthy accomplishment. It will hurt deeply several thousand Alumni to have "RUSH" go out of existence as a Medical School which is adding personnel new members to the medical profession, each a hospital would not receive a meed of the best patients as they chance to apply for admission, but in other cases, the Alumni is that careful consideration be given by the University to the plan developed by President Harper nearly twenty years ago, and which was outlined in the earlier numbers of this sketch. Briefly, this contemplated a hospital at the University for research, - clinical instruction therein to be given to only a small number of real graduate students, the buildings on the west side to be devoted to the instruction of the larger group of those preparing themselves for general practice, as well as to practitioners. The number of persons of this type will always be small - perhaps more than four or five. When thirty years ago, a medical school was established in the United States requiring for admission a bachelor's degree, it made a valuable contribution to medical education, and afforded an example to other medical schools which was needed. The effect of this was not felt, however, until a decade later when Rush and a few other medical schools advanced their entrance standards to the requirement of two years of college work. Thereafter came rapidly an advance of admission standards all along the line - the great désideratum - until at the present time, all but six of the medical schools of the United States demand the completion of at least two years of college work.
The increasing number of college students and the rapid expansion of higher education have led to a surge in the demand for more effective and efficient educational methods. In response, colleges and universities are exploring innovative approaches to teaching and learning.

One such approach is the implementation of online courses, which allow students to access course materials and participate in discussions at their own pace and convenience. This flexibility can be particularly beneficial for students who have work or family responsibilities, as it allows them to balance their academic obligations with their other commitments.

However, online learning also presents unique challenges, such as the potential for increased isolation and the need for strong self-discipline. To address these issues, many institutions are incorporating elements of traditional classroom instruction, such as live discussions and in-person meetings, into their online course designs.

Overall, the future of higher education is likely to involve a blend of traditional and online learning methods, tailored to meet the diverse needs of today's students.
The establishment at this time of another medical school with the requirement of a bachelor's degree for admission would constitute an unimportant contribution to the medical schools of the country. What is really needed is a school which shall supply, as completely as possible, the needs of this great region of the Middle West and of the medical profession and the public everywhere. For such an institution as this, the city of Chicago offers facilities unrivaled anywhere in the world. What are these needs?

First: Provision for investigation of medical problems, material, under the most favorable conditions possible and instruction.

Second: The education of a small number of students for varied careers of research and teaching. These should be carefully selected from a large group on the basis of demonstrated aptitude and capacity for such work. More careful or effectively, the alumni have witnessed the growth of this faculty could observe and regard.

Third: The education of a larger group in preparation for the best type of general practitioner or family doctor.

Fourth: Provision for continuation courses for the general practitioner who seeks from time to time to refresh his knowledge of the old, and acquire knowledge of the newer facts and methods in the medical sciences.

It would be an interesting experiment to conduct on a small group engaged in general practice but who desire to fit themselves for some special line of medical work, to instruct them to work in the practice of an experienced physician exclusively, to send patients in the office, to be located at the teaching center, and in the adjacent hospital, for such instruction, interest, and the energy of these clinical teachers would be had.

Original investigation in the clinical branches can be most advantageously pursued in a hospital designed and conducted specifically for that purpose. Such a hospital would not receive a nondescript lot of patients but only trained persons who desired to apply for admission, but would contain, at any one time, selected groups of patients suffering from some disease or condition which it would be desired by the members of the staff to study intensively for a certain period.

A satisfactory selection of the students, for this work can be made only by the careful, close observation of a large group in class room and especially in the laboratory, where their special aptitude and capacity is revealed to the instructors in charge. The number of persons of this type will always be small - seldom more than four or five out of a hundred, - for the investigator, like the poet, must be first born and then developed by careful training. For such investigative work and the instruction of this small group of students, a hospital of two hundred and fifty beds is adequate.

For the instruction of even so small a number of students as fifty in each clinical class of those who are being educated for general practice, such a hospital is wholly inadequate. While each student needs to see a relatively small number of cases, it is a Great need to say, this west side clinical center should make ample provision for medical research and for this purpose as well as for the instruction of either undergraduate or postgraduate students,
advantage for the clinician to have access to a large number of patients in order that he may be able to present cases of disease in their logical sequence. Rush Medical College, with its Presbyterian Hospital of nearly five hundred beds, the Anna Durand Hospital for contagious diseases, and the great Cook County Hospital with more than twenty-five hundred beds, situated, moreover, in the very heart of the industrial region of Chicago, with an outpatient department in the best possible place to secure a wide range of clinical material, is ideally located for the business of undergraduate medical instruction.

The most signal accomplishment of the College during the last quarter century has been the selection, development, and welding together of an exceptionally strong clinical faculty. No finer, stronger group of clinical teachers has ever been brought together nor has any faculty ever cooperated more cordially or effectively. The alumni who have witnessed the growth of this faculty would profoundly regret to see it disintegrate; a result which is very likely to happen in a short time if its work is limited solely to post-graduate or continuation courses. Experience has shown that while polyclinic work can be advantageously combined with the instruction of undergraduates, it is very difficult indeed for most men to keep a sustained interest in polyclinic teaching alone.

It would be an interesting experiment to conduct an undergraduate medical school, the faculty of which was composed of a small group of younger men in each of the departments on a full-time basis, while the older members of the faculty gave their time partly to instruction and research, and partly to private practice, this being limited, however, to seeing patients in the office, to be located at the teaching center, and in the adjacent hospital. Two-thirds of the time, interest, and energy of these clinical teachers could be had for teaching and investigation under such a plan, while the remaining third of the time would suffice for them to earn a reasonable competence. Such a clinical school can be conducted at comparatively small cost because it is not burdened with the almost impossible expense of high salaries for full-time teachers in the higher ranks of the faculty.

The Rush Alumni would like to see the building plans for the west side such as to make provision for office accommodations for from fifty to seventy-five members of the clinical faculty, together with an addition to the Presbyterian Hospital of sufficient size to insure an average of ten beds to each clinician for his private patients. This addition to the hospital would be self-sustaining as those would all be pay patients, and yet the great majority of them would be available for teaching purposes.

As to the Cook County Hospital, it is the greatest mine of material for clinical teaching on this continent. It has been used by Rush Medical College for clinical teaching during the last twenty years with approximately the same freedom and satisfactory results as if it had been owned by the College.

Needless to say, this west side clinical center should make ample provision for medical research and for this purpose as well as for the instruction of either undergraduate or postgraduate students,
The work of the personnel department is concerned with the selection, development, and maintenance of personnel. It is the function of the personnel department to ensure that the personnel policies and practices are in line with the objectives of the company. The personnel department is responsible for the recruitment, selection, training, and development of employees. It is also responsible for the promotion and evaluation of employees. The personnel department must ensure that the company's policies and practices are fair and equitable to all employees. The personnel department must also ensure that the company's policies and practices are in compliance with all relevant legal and regulatory requirements.

The personnel department must also ensure that the company's policies and practices are in line with the company's overall objectives. The personnel department must ensure that the company's policies and practices are in line with the company's overall objectives. The personnel department must also ensure that the company's policies and practices are in line with the company's overall objectives.

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I have said, however, to such of the Alumni as have read it, that it would not be published if in the judgment of yourself, Dr. Billings, and the trustees its publication would in any way interfere with the future development of medical education in Chicago and at the University.
June 9, 1923

My dear President Burton:

Some weeks ago you kindly gave me the opportunity to present to you a statement of some of the desires and ideas of many of the alumni of Rush Medical College in reference to its future status in connection with the University. I said I would put this statement in writing. Please delayed doing so in order to make sure that the statement shall be a reasonably accurate presentation of the views of a large number of the graduates of Rush, and so such I now transmit it to you.

It is inevitable that the strong undercurrent of feeling in regard to the possible demise of Rush Medical College as an undergraduate school, which has been
and the trustees its publication would in any way interfere with the future development of Medical Education in Chicago and at the University. As some expression from the graduates of Rush who are intensely loyal and devoted, is sure to be made, it has seemed to me that printing of this statement could in no way prejudice the development if the medical school whatever form that development may take.

Very sincerely yours,

[Signature]
growing, especially since 1916, should find expression sometime and in some way. It seems to me most desirable that their feeling should be expressed in a dignified, straightforward statement, such as I have sought to prepare rather than in an ill-considered, resentful outburst of feeling such as a few seem to have contemplated.

This is written in the form of a Chapter of the History of the Affiliation of Rush Medical College with the University of Chicago, the previous portions of which have already appeared. I have not, however, to seek if the alumni have read it. That it would not be published if in the judgment of myself, Mr. Bellamy,
THE AFFILIATION OF RUSH MEDICAL COLLEGE WITH THE UNIVERSITY OF CHICAGO

PART XII

JOHN M. DODSON

THE HOPES OF THE ALUMNI

The graduates of Rush Medical College, loyal as they are, and very proud of her splendid history, have a deep interest in her future. They rejoiced to learn of the plans for a larger development of the College and the University when these were announced in 1916. In any development of this work, however, they do wish the name of their Alma Mater to be perpetuated in connection with a school whose graduates will be added each year to the list of the sons and daughters of Rush and thus perpetuate the Alumni Association.

It is true that President Harper included in the contract of affiliation the statement that it did not imply organic union of the two institutions in the future. This statement, however, was made only to guard against the possibility that such a union might not prove to be the best plan of procedure for the University Medical School. He believed, at the time, that Rush Medical College would prove itself in every way worthy of membership in the University, and, as has already been related in this sketch, he was convinced that this had been demonstrated within five years after the affiliation, and therefore recommended in 1903 that Rush Medical College be made the Medical School of the University, with retention of the name, perhaps in some slightly modified form. The Rush Alumni are quite unable to understand why this plan should not be followed now.

For more than twenty years the University has controlled the work of the Medical School, having entire charge of the first two years of the curriculum, which have been taught wholly at the University, and with control of the clinical years through its power granted by the Contract of Affiliation, to set the standards of admission and graduation, to determine the methods of instruction, and to pass on all appointments to the faculty.
THE PUBLICATION OF THE ALUMNI OFFICE OF THE UNIVERSITY OF OREGON

XIX

J. W. DONOHUE

HISTORY OF THE ALUMNI

The emergence of Reed Medical College today is a fact, and with the advent of its practical and educationally sound plans for the future, the University of Oregon Medical School can again be proud of its Alma Mater. The recent announcement of the $50,000,000 bond issue for the construction of a new medical building is a significant step in the development of the University, and it is with pride that we present this volume to the alumni of the University Association.

It is in the spirit of your service and dedication to the University that this volume is dedicated to you. It is a symbol of our appreciation for your efforts and contributions, and we hope that it will serve as a reminder of your enduring loyalty to our Alma Mater.

The pages that follow contain information about the history of the University, its achievements, and its future plans. We hope that you will enjoy reading this volume and that it will serve as a valuable resource for you.

Thank you for your support and for being a part of the University of Oregon family.
During this period the standard of admission has been advanced from that of a high school diploma to the requirement of three years of college work, to which it is now proposed to make the addition of a fourth college year, or a bachelor's degree.

During this affiliation period more than a third of the living alumni of Rush have been graduated and most of them completed the first half of the medical curriculum on the University Campus. Unless the name of Rush Medical College is continued in connection with a school which will supply accessions to the Alumni Association each year, these graduates with those of the earlier years, will be members of an organization which is gradually to pass out of existence as its members die.

Did President Harper make a mistake when he arranged the affiliation of Rush and the University? Was he in error when he recommended in 1903 that the University should take over Rush Medical College as an integral part of the University? The graduates of Rush cannot so believe when they review the work of the College, including its splendid record in the field of instruction and in the field of investigation and contributions to medical knowledge, especially by members of the clinical faculty. In the remarkable advance of medical education which has taken place in the last twenty years, they believe Rush College has been a factor of importance second to no other medical school.

According to the estimate made by a representative of the General Education Board in 1916, the University receives through Rush Medical College and its affiliation with other institutions, the equivalent of seven millions of dollars. No other donor to the University, aside from its founder, has made a gift approaching this in value, and yet, the generosity of many of these donors has been recognized by the attachment of their names to buildings, e.g. - Cobb, Haskell, Kent, Ryerson, Walker, Rosenwald, et al, or to schools, as the Ogden School of Science, and in other ways. Why should not this munificent gift of Rush Medical College be acknowledged in a similar manner? The name might be altered somewhat to conform to the University practice of using the word "School" to designate a professional department. "Rush Medical School" or "The Rush School of Medicine" of the University of Chicago have been suggested. Such a name would mark the beginning of a new period in the history of the school and at the same time indicate a continuation of the previous eighty years of honorable work. To drop the name entirely seems to the Alumni to deprecate this work of President Harper, which he regarded as one of his most important accomplishments as President of the University. It also casts reproach on the long line of men, who have served as members of the faculty of the College during its long history of noteworthy accomplishment. It will hurt deeply several thousand Alumni to have "RUSH" go out of existence as a Medical School which is adding perennially new members to the medical profession.
A successor to the Watertown School of Commerce is the Watertown School of Commerce, which was established in 1868 by the Watertown School Board. The school was located on Main Street and offered courses in bookkeeping, stenography, and typing. It was later merged with the Watertown Normal School to become the Watertown Junior College and then the Watertown College.

Today, Watertown College is located on Park Street and offers a variety of programs in business, technology, and liberal arts. It is a private, non-profit institution that is accredited by the New England Association of Schools and Colleges and the Commission on Institutions of Higher Education.
Another hope of the Alumni is that careful consideration be given by the University to the plan developed by President Harper nearly twenty years ago, and which was outlined in the earlier numbers of this sketch. Briefly, this contemplated a hospital at the University for research, - clinical instruction therein to be given to only a small number of real graduate students, the buildings on the West side to be devoted to the instruction of the larger group of those preparing themselves for general practice, as well as to practitioners.

When thirty years ago, a medical school was established in the United States requiring for admission a bachelor's degree, it made a valuable contribution to Medical Education, and afforded an example to other medical schools which was needed. The effect of this was not felt, however, until a decade later when Rush and a few other medical schools advanced their entrance standards to the requirement of two years of college work. Thereafter came rapidly an advance of admission standards all along the line - the great desideratum - until, at the present time, all but six of the medical schools of the United States demand the completion of at least two years of college work.

The establishment at this time of another medical school with the requirement of a bachelor's degree for admission would constitute an unimportant contribution to the medical schools of the country. What is really needed is a school which shall supply, as completely as possible, the needs of this great region of the Middle West and of the medical profession and the public everywhere. For such an institution as this, the city of Chicago offers facilities unrivalled anywhere in the world. What are these needs?

First: Provision for investigation of medical problems under the most favorable conditions possible.

Second: The education of a small number of students for careers of research and teaching. These should be carefully selected from a large group on the basis of demonstrated aptitude and capacity for such work.

Third: The education of a larger group in preparation for the best type of general practitioner or family doctor.

Fourth: Provision for continuation courses for the general practitioner who seeks from time to time to refresh his knowledge of the old and acquire knowledge of the newer facts and methods in the medical sciences.

Fifth: Provision for the training of men who have been engaged in general practice but who desire to fit themselves for some special line of medical work to which they plan thereafter to devote themselves exclusively.
Another hope of the AYMA to hasten completion of the
Photo-Reproduction of the Plan of the Foundation of the University

be seen in the Annexed Enlarged Plan, as well as in the

Train of Information on the Tenders to be

Every effort will be made to ensure prompt and

We face the problem of a small number of students face

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We are doing our utmost to create conditions

We will do our utmost to create conditions that

Exploration.
Original investigation in the clinical branches can be most advantageously pursued in a hospital designed and conducted specifically for that purpose. Such a hospital would not receive a non-descript lot of patients as they chanced to apply for admission, but would contain, at any one time, selected groups of patients suffering from some disease or condition which it was desired by the members of the staff to study intensively for a certain period.

A satisfactory selection of the students for this work can be made only by the careful, close observation of a large group in class room and especially in the laboratory where their special aptitude and capacity is revealed to the instructors in charge. The number of persons of this type will always be small—seldom more than four or five out of a hundred,—for the investigator, like the poet, must be first born and then developed by careful training. For such investigative work and the instruction of this small group of students, a hospital of two hundred and fifty beds is adequate.

For the instruction of even so small a number of students as fifty in each clinical class of those who are being educated for general practice, such a hospital is wholly inadequate. While each student needs to see a relatively small number of cases, it is a great advantage for the clinician to have access to a large number of patients in order that he may be able to present cases of disease in their logical sequence. Rush Medical College with its Presbyterian Hospital of nearly five hundred beds, the Anna Durand Hospital for contagious diseases and the great Cook County Hospital with more than twenty five hundred beds, situated moreover in the very heart of the industrial region of Chicago, with an outpatient department in the best possible place to secure a wide range of clinical material, is ideally located for the business of undergraduate medical instruction.

The most signal accomplishment of the College during the last quarter century has been the selection, development and welding together of an exceptionally strong clinical faculty. No finer, stronger group of clinical teachers has ever been brought together nor has any faculty ever cooperated more cordially or effectively. The alumni who have witnessed the growth of this faculty would profoundly regret to see it disintegrate, a result which is very likely to happen in a short time if its work is limited solely to post-graduate or continuation courses. Experience has shown that while polyclinic work can be advantageously combined with the instruction of under-graduates, it is very difficult indeed for most men to keep a sustained interest in polyclinic teaching alone.

It would be an interesting experiment to conduct an undergraduate medical school the faculty of which was composed of a small group of younger men in each of the departments on a full time basis, while the older members of the faculty gave their time partly to instruction and research, and partly to private practice, this being limited, however, to seeing patients in the office, to be located at the teaching center, and in the adjacent hospital. Two thirds of the
A study of the effects of various factors on the accumulation of lead in the body has been conducted, and preliminary results have been reported. The study was designed to evaluate the potential for lead exposure in different environments, including industrial and residential settings. The results indicate that exposure to lead is widespread and poses a significant health risk, especially for children and pregnant women. Further research is needed to understand the mechanisms of lead absorption and to develop effective strategies for prevention and mitigation.

The project is funded by a grant from the National Institutes of Health, and the research team consists of members from the University of California and the CDC. The study involves the analysis of blood samples collected from participants in various locations throughout the United States. The data is being analyzed using advanced statistical methods to identify patterns and trends in lead exposure.

The preliminary findings suggest that the highest levels of lead exposure are found in areas with high levels of industrial activity, such as factories and refineries. The study also highlights the importance of public health initiatives to reduce lead exposure and provide education about the risks associated with lead.

The research team is working closely with local health departments to develop community-based interventions to reduce lead exposure. These interventions include the distribution of lead testing kits to families and the implementation of lead-safe practices in schools and child care facilities.

Overall, the study is expected to provide valuable insights into the mechanisms of lead accumulation and the development of effective strategies for prevention and mitigation. The results will be disseminated through scientific publications and presentations at national and international conferences.
time, interest and the energy of these clinical teachers could be had for teaching and investigation under such a plan, while the remaining third of the time would suffice for them to earn a reasonable competence. Such a clinical school can be conducted at comparatively small cost because it is not burdened with the almost impossible expense of high salaries for full time teachers in the higher ranks of the faculty.

The Rush Alumni would like to see the building plans for the West Side such as to make provision for office accommodations for from fifty to seventy five members of the clinical faculty, together with an addition to the Presbyterian Hospital of sufficient size to insure an average of ten beds to each clinician for his private patients. This addition to the hospital would be self sustaining as these would all be pay patients, and yet the great majority of them would be available for teaching purposes.

As to the Cook County Hospital, it is the greatest mine of material for clinical teaching on this continent. It has been used by Rush Medical College for clinical teaching during the last twenty years with approximately the same freedom and satisfactory results as if it had been owned by the College.

Needless to say this West Side clinical center should make ample provision for Medical research and for this purpose as well as for the instruction of either under-graduate or post-graduate students, or both, there should be instructors in applied physiology, biologic chemistry, bacteriology and possibly some other of the fundamental branches. The scope of these fundamental sciences has reached such magnitude that there is need in the University of two groups of men in each science. First, a group who are devoting themselves to research and instruction in the pure science, without reference to its immediately application, and, second, a group of instructors who are investigating the possible applications of each science to the problems of clinical medicine. Such a group, keeping in close touch with the progress which is being made, in pure biologic chemistry for example, and on the other hand, with the needs of clinical medicine would serve as a connecting link between the purely scientific and the ultra practical. Such a group of instructors in the fundamental branches are needed in the clinical school as much, or even more, for the older practitioner than for the under-graduate student.

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Psychology wpo ex ticd frewesava for secetary fhees o fleso tic.

The University of Michigan College of Education in cooperation with the University of California at Los Angeles, under the direction of Dr. John B. Watson, has established a research project to study the effects of certain types of training on the behavior of children. The project is designed to determine the extent to which certain factors, such as parental attitudes and the environment in which the child is raised, influence his development. The results of this research will be of great importance in the field of education and psychology.
June 9, 1923

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

Dear Mr. Burton:

Confirming telephone conversation this morning, it seems to me quite important that Mr. Jordan should report promptly to his Faculty Committee and get their approval of his and Dr. Post's recommendation reference the Professor of Medicine so that we may be in a position to say to the Board that the Faculty group is behind the Medical Committee's recommendation.

Yours cordially,

Harold H. Swift

[Handwritten notes: reference Pediatrician also - if they recommend]
To Professor Francis G. Blake

Chicago

State University

President

Ernest M. Hopkins

Haverford, Pa.

I appreciate your reply to my telegram.

Please delay in answering until I shall be coming East soon.

I will write you later about time and place of meeting.

Ernest D. Burton