President A. P. Judson,

University of Chicago.

My dear President Judson:

I trust the enclosed statement may be of some service. I should be glad to make it more elaborate if desired. It should have been pointed out in the statement that in the case of the University Hospitals it is not essential that all the hospitals be built at the same time because each hospital is a unit by itself in which research and graduate teaching can be conducted independently of the other units. I did not work out the departmental scheme fully for Penn as that would mean the arbitrary selection of one of many possibilities—

I simply inserted the line along which real advance is possible in my opinion. I apologize for the typewriter.

I shall return to Chicago next week.

Yours very truly,

[Signature]
THE MEDICAL SCHOOL
of the
THE UNIVERSITY OF CHICAGO.

THE NEED.

There is now one doctor for every 568 persons in the United States—a number far in excess of the actual needs. In Germany the medical profession is held to be so over-crowded that students are advised against going into medicine, but the ratio of doctors to population is only about one-third (1:1900) as great as ours. There is therefore no call for increase in output of physicians. Enough schools of high grade exist in the United States now to meet the needs of the country. About us are strong and growing State Universities with Medical Schools either fairly well developed or projected. The close relationship of the practical side of medicine to the state naturally leads the state university to assume the education of physicians—the general trend in that direction is clearly evident at this time. While there is no necessity for increasing the facilities for ordinary medical study there is great need for the establishment of a medical school for the primary purpose of advancing medicine and the constituent sciences by investigation and teaching.
There is now one doctor for every 3,000 persons in the

United States—a number far in excess of the school needs. In

Germany the medical profession is held to be over-supplied,

students are entering each year into medicine, but the ratio of

admissions to diplomas is only about one-third (1:300) as great as ours.

There is therefore no call for increase in output of practitioners.

Once in a while schools of high repute exist in the United States now to meet

the needs of the community. About as are existing any high-grade

institutes with Medical School after thirty years well developed or did

Teasor. The above statements is the proximate sign of the existence of the

state universities. I magine the state universities to become the benefactors

of the time. While there is no necessity for increasing the faculties

for training medical men, there is great need for the establishment of

a medical school for the primary purpose of educating medicine and the

confirmed benefits of investigating and teaching.
ITS FUNCTIONS.

The functions of the University Medical School may be stated broadly as follows: (1) Investigation; (2) Training of investigation and future leaders; (3) Treatment of patients; (4) Instruction of students; (5) Practical courses of high grade for practitioners of medicine.

ITS CONSTITUENT DEPARTMENTS.

The University Medical School would be constituted by the medical departments already organized in the University, first bringing them to full efficiency, and then such new departments of clinical medicine as are required. These departments should be organized on the same basis as the other scientific departments of the University, their members to possess the same grade of qualifications for investigation and teaching and, speaking generally, the same willingness to give their time and energies to their work as University appointees in other fields of science.

THE DEGREE IN MEDICINE.

The degree of Doctor of Medicine should be given for work of graduate character with substantially the same requirements as those for Ph. D.
THE FUNCTIONS

The function of the University Medical School may be stated as follows: (1) Investigation; (2) Training of Investigators; (3) Treatment of Patients; (4) Investigation of Any Future Teachers; (5) Treatment of Patients; (6) Practice of Medicine; (7) Practice of Medicine or High Grade for Practice of Medicine.

THE CONSISTENT PHILOSOPHY

The University Medical School would be consistent with the medical departments already organized in the University. First Principle: Free to Full Affiliation, and to whom such department may attach medicine as he desires. These departments shall be organized as far as possible as the other scientific departments of the University. To these new departments to possess the same freedom of differentiation for investigation and teaching and to have the same willingness to give their time and energy to their work as University professors other fields of science.

THE DEGREE IN MEDICINE

The degree of Doctor of Medicine shall be given for work of academic character with equivalent to the same residence as those for M.D.'s.
ILLUSTRATION OF A CLINICAL DEPARTMENT.

The Department of Clinical Medicine may be used for this purpose. The number of undergraduate students is assumed to not exceed 50 in each year or class. Organization—Professor, Associate Professor, Assistant Professor, 2 Instructors, and special workers and assistants in dispensary; internes.

1. Professor—In chief of the hospital, he supervises all the work of the department; makes the rounds in the wards and dispensary; holds a general clinic three or more times a week; directs and participates in research. He may be allowed a reasonable number of hours per week for private consultations and a small number of private cases in the hospital. The place of consultation may be limited to the hospital. He may not leave the city without special permission. The President should have the right to interpret broadly regulations limiting private work, especially in case of unusual ability and gifts.

2. Associate Professor—Is resident physician in hospital; has full charge of one ward with its internes and students; supervises administration of research laboratory; gives general clinic in alternation with professor; gives course in laboratory diagnosis; research.
The Department of Criminal Medicine may be used

for this purpose. The number of undergraduate students admitted to

organization—Professor, Associate

Professor, Assistant Professor, and special workers may

not exceed 30 in each year of course.

seminar in forensic science.

Professor, Associate Professor, and special workers may

be employed only if work of the department makes the course in the

work and administration of a general police force more time a week.

Attends any part-time work for private consultation and a small number of

private cases in the posse. The place of consultation may be limited

to the posse. He may not leave the city without special permission.

The President may have the right to interpret, property regulations:

S. Associate—Professor. In assistant physicians.

In posse, he shall have the power of one way with the interview and

examination of the organization of a sufficient number, i.e.,

in addition with Professor. Gives course in Professor's absence.


3. Assistant Professor. - Is resident physician to hospital; has full charge of one ward; supervises dispensary work; gives course in physical diagnosis; research.

4. Instructor. - In charge of one ward; assists in course in laboratory diagnosis; supervises administration of clinical laboratory; research.

5. Instructor. - In charge of one ward; assists in dispensary work and in course in physical diagnosis; research.

Essentially the same scheme would apply to the other clinical departments. Of course different arrangements can be made as to private practice by the professors and the number of members in the different departments would be subject to considerable variation.
Development in Japan - L. K. K. Skarvan

Professor of Physical Anthropology, Department of Anthropology, University of Copenhagen.

In the preparation of a comprehensive survey of Japan's anthropology, it is important to

acknowledge the relevance of anthropological research in Japan.

This work and its connection to physical anthropology research

emphasizes the unique nature and applicability to the field of

anthropology. The same unique methodology can be applied to all

departments. Of course, different departments may have different

goals and the number of members in the


...
TENTATIVE ESTIMATE (MINIMUM) OF SALARIES OF REGULAR MEMBERS OF CLINICAL DEPARTMENTS.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Prof.</td>
<td>5000</td>
<td>5000</td>
<td>5000</td>
<td>5000</td>
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<tr>
<td>Assoc.</td>
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<td>3000</td>
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<tr>
<td>Instructor</td>
<td>1500</td>
<td>1500</td>
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<td>1500</td>
<td>1500</td>
<td>1500</td>
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</tr>
<tr>
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<td>1200</td>
<td>1200</td>
<td>1200</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Fellow</td>
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<tr>
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<td>800</td>
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<tr>
<td>Technician</td>
<td>800</td>
<td>800</td>
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<td>600</td>
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</tr>
</tbody>
</table>

Total Salaries: $109,300

Annual budget of clinical deficit for supplies & equip. $10,000 - Grand total $119,300
<table>
<thead>
<tr>
<th>Department</th>
<th>No. of Beds</th>
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<tbody>
<tr>
<td>Medicine</td>
<td>80</td>
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<tr>
<td>Surgery</td>
<td>80</td>
</tr>
<tr>
<td>Obstetrics</td>
<td>40</td>
</tr>
<tr>
<td>Gynecology</td>
<td>40</td>
</tr>
<tr>
<td>Pediatrics, Infections, Diseases</td>
<td>80</td>
</tr>
<tr>
<td>Eye</td>
<td>40</td>
</tr>
<tr>
<td>Ear and Throat</td>
<td>40</td>
</tr>
<tr>
<td>Skin</td>
<td>40</td>
</tr>
<tr>
<td>Mental and Nervous</td>
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</table>

**Total**  490
<table>
<thead>
<tr>
<th>Department</th>
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</thead>
<tbody>
<tr>
<td>Medicine</td>
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<tr>
<td>Surgery</td>
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<tr>
<td>Ophthalmology</td>
<td>50</td>
</tr>
<tr>
<td>Gynaecology</td>
<td>50</td>
</tr>
<tr>
<td>Obstetrics and Neonatology</td>
<td>50</td>
</tr>
<tr>
<td>The Eye</td>
<td>50</td>
</tr>
<tr>
<td>ENT and Thoracic Surgery</td>
<td>50</td>
</tr>
<tr>
<td>Skin</td>
<td>50</td>
</tr>
<tr>
<td>Mental and Neurological</td>
<td>50</td>
</tr>
</tbody>
</table>

Total: 450
The estimated cost of erection of this complete hospital complex, including dispensary building, nurses' home, and laboratories, exclusive of ground but including equipment, is $2,500,000.

The yearly maintenance, estimated at $2.00 per bed per day (very liberal) would be approximately, $365,000.

Under proper management a considerable amount could be taken in from patients without interference with their use as teaching material.

<table>
<thead>
<tr>
<th>Summary of Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Expense</td>
</tr>
<tr>
<td>Yearly maintenance of Hospital</td>
</tr>
<tr>
<td>Yearly Budget (salaries)</td>
</tr>
<tr>
<td>Suppl. of Med. for</td>
</tr>
<tr>
<td>Clinical Depts</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
The estimated cost of erection of the complete hospital complex including bedrooms, patients' rooms, nurses' home, and laboratories.

The estimated cost of erection of the nurses' home and its equipment is $80,000.

The estimated yearly maintenance expense of the nurses' home is $100,000.

The estimated yearly maintenance expense of the hospital building is $150,000.

Under proper management, a considerable amount could be saved in the first year with proper care and attention.

Signature of Board.

Date: 11th Dec. 1932.

\[ \text{Amount} \]
SUGGESTIONS OF IMPROVEMENT AT RUSH MEDICAL COLLEGE.

In order to place the standard of work at Rush College at a uniformly high level and to introduce active and systematic research into all the departments at least three important changes must be made.

1. The erection of a large modern fire-proof structure on the North-east corner of Wood and Harrison Street to take the place of the old building. This building should contain offices, library, museum, clinical rooms and theatres, research laboratories and class rooms. In this building provision should be made for laboratories for all clinical departments not now adequately provided for in the Senn Building. It would be of distinct advantage to all interests if the chemical and pathological laboratories could be put in this building also. If that were done a centralized and economical administration could be established, and it is possible that the old laboratory on the South side of Harrison Street might be abandoned. At the same time certain rearrangements in the Senn Building should be made in order to secure better facilities for the work of the dispensary.
SUGGESTIONS OF IMPORTANCE AT KISSINGEN MEDICAL COLLEGE

In order to locate the site of the work of the present College, it is
necessary to make an examination of the positions of the various
departments at the present time. Important and interesting
features must be noted.

The location of a large modern building would

on the northeast corner of Wood and Harrison Streets, to take the

place of the old building. The new building should be

spacious, modern, and efficiently equipped. It should

be

adapted for all medical departments, not

merely for

the

medical, but also for the

surgical and pathological departments.

The new building should have a central

and economical administrative office, and it

should be possible to accommodate also a

rest station.

Suggestion for the work of the dispensary.
It is not likely that an adequate building of this sort could be constructed for much less than $200,000-- $250,000.

2. All available space in the Presbyterian Hospital (oldest and newest wings) should be utilized regularly for the treatment of free patients and clinical instructions of students. In order to secure as many beds as possible separate rooms could be merged into wards. At least 250 beds are necessary in order to satisfy the demands to a fair degree. All the beds of this kind should be apportioned fairly among the different departments.

3. The free beds in the hospital, the dispensary service, and the laboratories (research and routine) of each department should be placed in the full charge of one professor in each case, the staffs should be coordinated with nicety and definiteness of purpose, and such salaries provided as necessary to secure daily work from say 9 to 3 of every regular member in teaching and research. In addition there might be attached to the departments, if necessary or desirable, clinical teachers in special fields who would not receive any salaries.
It is not fixated that the scheme outlining of this sort conti-
be continued for whom fees from $500,000.

2. If any patients should in the Perkinson Hospital (or)
and nearest where they are utilizing regularly for the treatment
of the patients and obtaining information of symptoms. In other
cases as many as possible the possible agents have come in order to
enjoy as much as possible as possible and state
into wards. At least 600 beds are necessary in order to esti-

the benefits of a last resort, If the beds are of this kind
of the dispensary to the different departments.

The free beds in the hospital, the dispensary, service,

and the departments (assistance and control) to some department
shall be placed in the order of one before in each case.

the sects should be continued with which and attainment of
purpose and many patients known as necessary to become at
at least any six to each later member in receiving and

reception. In addition there might be attached to the department

If necessary or expedite, especially toward in special fields

and money not receive and safety
4. As illustration is given a tentative annual budget that would do very well for medicine, surgery, diseases of children, and with restrictions to the other departments.

Salaries: Professor $4,000.00 to $5,000.00

Associate P. $2,000.00 to $3,000.00

Assistant P. $1,000.00 to $2,000.00

Instructor $1,000.00

Two fellows $1,800.00

Technician $800.00

Dispensary Physicians 6 @ $300.00 -- $1,800.00

Supplies & expense Total from $12,400.00 to $15,400.00

Supplies and expense: $1500.00
It is impossible to determine accurately what money will be required for the other departments.

Salaried: President $8,000 to $10,000

Assistant to President $3,000 to $5,000

Assistant to President $1,000

Instructor $1,000

Two Fellows $1,500

Teaching $1,000

Honoraria and Miscellaneous $3,500 to $4,000

Supplies and expenses $1,500
Chicago, Sept. 9, 1913.

My dear President Judson:—

I am enclosing a letter from Dr. Ingals concerning his resignation as a member of the active faculty. He sent Dr. Billings and myself such resignation and also a copy to the Board of Trustees some time ago.

Dr. Billings and I both feel very strongly that it is an unfortunate time to make any changes in the headships of any of the departments and I am very glad to know that Dr. Ingals is willing that his resignation should not be acted upon at the present time.

In this connection I should like to express the hope that when the clinical departments of Rush are reorganized by the University the arrangement of departmental committees, now in vogue at the University, will be adopted instead of the present appointed head. It is especially desirable that this should be done in the clinical departments as in no other way, I think, can the consolidation of the numerous specific departments into three great clinical groups be brought about. For several years we have realized that this concentration of the clinical work into three large departments Medicine, Surgery and Obstetrics, would be of great advantage. I wish we might have been the first medical school to put the plan into actual operation. We have already, however, been anticipated by the University of Minnesota.

The existing departments which would be abolished by this merger, Materia Medica, Laryngology, Otology, Ophthalmology and Der-
My dear President Truman,

I am enclosing a letter from Mr. James
concerning the restoration as a member of the Science faculty. He
sent it with his own request and restoration and also a copy of
the Board of Trustees' recent decision.

Dr. Phillips and I hope keep very busy, but it is to an
important time to make any changes in the personnel of any one of
the departments, and I am very glad to know that Dr. Phillips is willing
that the restoration might not be made upon the President.
In the meantime, I am sure if it is necessary, I hope that
when the annual reappointment of money and reappointment of the
University will be made I will be interested in the business
conducting of the administration. It is especially gratifying that this means that you have
seen that it is especially gratifying so in no other way, I think, can the connection
attain to the University's special connections. Those three years of
really go without a protest, but separately. I
several years have been very much enjoying
this connection of the University work into those inside connections.
I

The University's Board and Operations, wanting to keep at the
University's Board and Operations, wanting to keep at the

Where Research, Research, Research, Organization, and Per-

The exciting departure which may be explained by this
matology, would not, I think, object at all to the plan if the control of the large group were to be in the hands of a committee elected by members of the instructional force in the group. They would object very seriously if the now independent departments were to be made entirely subordinate to an appointed head.

I presume that the University will adopt with regard to these clinical departments the same policy which is now operative as the original appointive heads are removed by death or resignation and so this suggestion may be superfluous. I have so long been convinced, however, that the consolidation of the present clinical departments into three into three great groups would be of great advantage and so sure that the committee government is the essential step to this end that I want to place the matter before the Trustees in time.

Yours very truly,

J. M. Dodson
Dean.
have a great many ideas in my mind as to the plan for the con-

ference, which I think deserve to be put to the people of the

Conference. If you agree to the Conference to be in the home of

representatives of the Conference, I can arrange a time for

you to see me and discuss these ideas in more detail.

I trust that you will find the time to come and see me, as I

believe that the Conference will be an important part of our

efforts to improve the Conference and its work.

Respectfully,

Yours sincerely,

[Signature]

Dean
John M. Dodson, Sr.
My dear Doctor

Regarding my resignation as head of the department in Rush
Year, Dr. Billings and President Johnson may do with it whatever you
think best for the
College.

It was sent to the
Secretary of the Board of Trustees. I think
Yours sincerely,
E.H. Eulenberger.
THE JOHNS HOPKINS UNIVERSITY
Baltimore - Maryland

October 21st, 1913

To the General Education Board
17 Battery Place
New York, N Y

As Chairman of the Administrative Committee of the Johns Hopkins University, I am authorized by the Trustees of the Johns Hopkins University and the Johns Hopkins Hospital to ask the aid of the General Education Board in the reorganization of clinical teaching in the Johns Hopkins Medical School on the following basis:

The Faculty of the Medical School are fully convinced of the wisdom and necessity of commanding the entire time and devotion of a staff of teachers in the main clinical branches, precisely as the school has since its beginning commanded the entire time and devotion of the teachers of the underlying sciences; we are persuaded that the time is ripe for the step in question and we are desirous of undertaking the innovation provided the necessary funds can be obtained.

At this moment the Johns Hopkins University and Hospital devote the following sums to teaching and research in the three clinical departments now in position to be placed on the full-time basis.

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>$21,480</td>
</tr>
<tr>
<td>Surgery</td>
<td>14,025</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>7,550</td>
</tr>
<tr>
<td>Total</td>
<td>$43,055</td>
</tr>
</tbody>
</table>
October 1948

To the General Hospital Board
60 East 16th Street
New York, N.Y.

As Chairman of the Administrative Committee of the
Johns Hopkins University, I am authorized by the Trustees of
the Johns Hopkins University and the Johns Hopkins Hospital to
permit the use of the General Hospital Building in the following.

1. In order to strengthen the Johns Hopkins Medical School,

2. To permit the following persons to be employed part

3. The full-time faculty

- Medicine
- Surgery
- Pediatrics

$81,850
$52,000
$35,000
In order to command the entire time of an adequate staff of teachers and to furnish them the necessary laboratory assistance, the several departments would require additional income as follows:

- Medicine $24,070
- Surgery 25,040
- Pediatrics 16,300 $65,410

An outlay of $50,000 would be necessary for increased laboratory facilities and equipment. The estimates on which the foregoing figures are based are contained in the accompanying exhibit.

Should the General Education Board provide funds that will produce the income above mentioned, the three departments in question could and would be organized on the full-time basis; that is, the Professor and his staff on this basis consisting of Associate Professors, Associates, Assistants, etc., would hold their posts on the condition that while engaged in the service of the University and Hospital they accept no fees for professional services. They would be free to render any service required by humanity or science, but from it they would be expected to derive no pecuniary benefit. Fees charged by the Hospital for professional services to private patients, whether within or without the hospital, by members of the full-time staff, such as at present are paid directly to the physician, would be used to promote the objects for the attainment of which this request is made.

The changes here discussed can be introduced immediately into the department of pediatrics, because this department has been established recently; medicine and surgery can be reorganized by the beginning of the next academic year. Certain men now holding
In order to command the entire time of a medical
staff, it may be necessary to increase the necessary
expenditures. The estimates of the necessary
expenditures would be as follows:

<table>
<thead>
<tr>
<th>Department</th>
<th>Estimate</th>
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<tbody>
<tr>
<td>Medicine</td>
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<td>Surgery</td>
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<td>Pediatrics</td>
<td>$8,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$24,000</td>
</tr>
</tbody>
</table>

An estimate of $60,000 would be necessary for increased
expenditures. The estimates on which the following
studies are based are contained in the accompanying
schedules.

In order to obtain the necessary hospital space for medical
students, the above expenditures will be necessary. The
income from medical fees will partially offset the
above expenditures. In addition, county and state
support on this basis constitutes a source of
income. The University and Hospital staff expects to
receive this support on a regular basis in the future.

The money is to be used to maintain and expand the
medical facility.

The above expenditures can be integrated into the
department of pediatrics by means of the
department's own resources.

The beginning of the next academic year...
important posts but partly engaged in practice can be utilized to advantage in the service of the school, but from the start the public hospital service would be entirely in charge of men on the full-time basis. In the dispensary, in clinical teaching and in the teaching of special topics men engaged partly in practice can be advantageously used to some extent.

In conclusion I may say that this application reflects the deliberate conviction of the Medical Faculty that the progress of scientific medicine demands the conditions that we are seeking to provide. Should we receive the aid we request, the undertaking will be carried on with confidence and enthusiasm by those into whose hands it is committed.

Yours respectfully,

(Signed) William H Welch,
Chairman of the Administrative Committee.
important points put briefly together to present can be utilized to

advantage in the service of the school, put from the main the

topic that service might be critically important to achieve at any one in the

time scale. In the development, in addition teaching may in the

session of specific topics men succeed badly in practice can be

meaningfully seen to some extent.

In conclusion I may say that the application revealed

the considerable contribution of the Medical Research that the progress

of scientific medicine would have the contribution, and we see

for practice. Should we receive the idea we deduct the

measuring will be carried on with confidence and enthusiasm in those into

where hands it is committed.

Yours respectfully

WILLIAM W. WELPS
Chairman of the
Administrative Committee
The Johns Hopkins University
Baltimore - Maryland

October 23, 1913

Memoranda

Control of professional fees in the Johns Hopkins Hospital.

The Board of Trustees of the Hospital authorize the statement that they have under consideration a recommendation from the Medical Board of the Hospital that all bills for professional services rendered to private patients in the Hospital by members of the staff, who are not upon the full-time basis, will be rendered by the Hospital and will be subject to its supervision.

I have every confidence that action in line with this recommendation will be taken.  (Signed) William H. Welch.

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Statement by Mr. B H Griswold, Jr., concerning the income from invested funds in Maryland.

State and City taxes upon all bonds and upon the stocks of corporations incorporated in other states are 63 cents per $100 market value. A 4½ per cent bond yields therefore 4.12 per cent.

While the Trustees of the University feel that they will be able at the present time to invest the funds entrusted to them to yield 4½ per cent net, they also feel that consistent with the present conservative financial policy of the University, it would be wise to invest the funds on a 4½ per cent basis free of all taxes.
Memorandum

October 25, 1919

Re: Conversion of the Joffre Hospital

To the President of the Board of Trustees of the Joffre Hospital,

I have been requested by the Medical Section of the Hospital to state that I am offering to accept the position of Medical Staff of the Hospital and will be ready to take effect immediately.

I am certain that the conversion of the Hospital to a medical institution will be welcomed by the community.

Yours sincerely,

[Signature]

William H. McLean

Statement of Mr. H. O. Wright, Jr., concerning the income from

invested funds in Wyoming.

State any facts known and funds not shown in the records of the institution. Each fact, such as 750,000 of capital stock in the United States, shall be stated and the reasons therefor explained. In each case:

With the Trustees of the University, I understand the time to have been spent in the study and research to arrive at the best course and feel that considerable work is yet to be done.

I am sure that the Board of the University is to understand, to state the facts of the case, and to give me the funds as a proof of their confidence in me.
The professor and those members of his staff who hold appointments on the full-time or university basis would, while engaged in the service of the university and hospital, accept no fees for professional services. They would be free of course to render any service required by humanity or science, but from it they would be expected to derive no pecuniary benefit. Fees charged for professional services to private patients, whether within or without the hospital, by members of the full-time staff, would be used to assist in maintaining the university organization.

In addition to the full-time or university staff above described, the several departments so organized would of course in their discretion make use of part-time assistants to render such service to students, patients, or in the conduct of research, as, in the judgment of those in authority, they are competent to render.
The purpose of any source of the final time of the animate state would be
appropriate to the source of the animate state. This would be true of course
for those having sources of animate state. It may be true of others to
reach any similar result by means of some other method.

It may be necessary to consider the state of animate state within or without the hospital, or the final time state.

In addition to the final time of the animate state's death,
the source of animate state's organization may or may not result
in their interpretation being an or part-time associate to another
source of animate state, or the conduct of animate state,
and in the conduct of animate state, then the complement of

never.
Urbana-Champaign, Illinois  
November 22, 1913

President Harry Pratt Judson  
University of Chicago  
Chicago

My dear President Judson:

You will remember that we had a conference some two years or more ago concerning the organization of medical education in the city of Chicago.

Since that time the Trustees of the University of Illinois, beginning with the present academic year, have assigned, under authority given them by the legislature of the state of Illinois, the sum of $100,000 per annum for the support of the College of Medicine of the University of Illinois; in addition to the funds derived from tuition and other sources.

We are now reorganizing the laboratory years of the course, and I hope that by the end of this year our laboratory courses will be put upon a thoroughly substantial basis, and on a par with the best courses for similar purposes in the country.

We must, during the present year, undertake the reorganization of our clinical staff.

I may say that all work of our laboratory years is located primarily in the College building at the corner of West Harrison and Honore streets, Chicago.

You will remember that we discussed the possibility of securing some kind of reorganization of the clinical years in the various schools in Chicago. I have had
some suggestions made to me in an informal way by men interested in the Northwestern University - though not in any sense authorized to speak for its trustees or the medical school of that institution - that a union might be brought about between the Northwestern University Medical School and the College of Medicine of the University of Illinois.

These have been rather vague suggestions and showing nothing more than an interest in better organization of medical education in Chicago.

A man connected with your medical school, now I believe no longer connected with it however, came to me last summer and suggested that it was probable the University of Chicago would organize an entirely different kind of medical school from anything now in existence in Chicago, and that when that was done it would no longer have any use for Rush Medical College; and suggesting that in that case Rush might be consolidated with the University of Illinois Medical School.

Since that time two or three suggestions have come to me from different quarters that it would be a good thing if Rush Medical College could be consolidated with the College of Medicine of the University of Illinois.

I have been asked to meet one or two gentlemen in conference on this subject.

I have no desire to discuss the subject except with your knowledge and approval.
If the University of Chicago is willing to dissolve its relation with Rush Medical College and Rush Medical College is willing to be consolidated with the College of Medicine of the University of Illinois, I should be willing to recommend to our Board of Trustees that negotiations looking toward such a consummation should be undertaken.

But we should certainly not want to undertake it or do anything in the premises without your consent.

If the University of Chicago is able to go ahead along the lines laid down by Johns Hopkins University, I believe it would be one of the greatest contributions to American education which could possibly be made.

I think, moreover, that a consolidation of Rush Medical College with the College of Medicine of the University of Illinois, and with a possible absorption of Northwestern University medical school would give us a second medical school of high rank in the city; and that these two schools, the one supplementing the work of the other would be able to make Chicago one of the great historic centers of medical education and research.

It is a consummation devoutly to be wished and if we can do anything to bring it about I should be only too glad.

I ought to say that whatever is done in this matter will have to be done quickly. The Trustees of the University of Illinois have now a free hand in the reorganization of the medical, but they cannot keep it very long. Goethe says somewhere that
H.P.J.—4.

out of each successive free action a chain is forged which binds with ever increasing intensity our freedom of action; and we shall be compelled during the course of the next month or two to make such appointments in our clinical staff as would certainly interfere very seriously with the freedom which the Trustees now have.

Faithfully yours,

[Signature]
President Harry Pratt Judson,
The University of Chicago,
Chicago, Ill.

My dear President Judson:

I have read with a great deal of interest the letter from President James.

I have not the least idea who the prominent former member of Rush College may be who has been in consultation with President James.

Nor do I know to whom he refers when he says he has had two or three suggestions from different quarters that it would be a good thing if Rush Medical College were consolidated with the College of Medicine of the University of Illinois.

As I told you last week at our Faculty meeting, I knew that President James would be anxious to take over Rush Medical College as the clinical department of the State University and he has spoken to me once upon that subject.

I told him at the time I could not talk to him about it. That we were endeavoring to secure funds to endow clinical medicine at the University and if that unfortunately should prove a failure the time might come when the matter he mentioned could be considered by those governing the present affiliation between the University of Chicago and Rush Medical College.

His letter shows that he is mighty anxious to secure a clinical department in Chicago that will give his medical school standing and, of course, the school has not that standing now.
#2. President Judson.

I have been unable yet to get the final interview with Mr. Armour. He was east during the latter part of last week and I hope possibly to get in touch with him before next Sunday.

I will let you know the result as soon as I can.

Very sincerely yours,

[Signature]

Frank Billings
Urbana-Champaign, Illinois
December 1, 1913

President Harry Pratt Judson
University of Chicago
Chicago

My dear President Judson:

I am much obliged to you for your letter of November 28th concerning the movement to obtain funds for the establishment of clinical teaching on the right basis in the city of Chicago.

I was not aware that the University of Chicago had taken this matter up in earnest. If you have, of course it goes without the saying that it is going to be a success and I wish you the very greatest prosperity in it.

I should be greatly pleased if you and President Harris and myself could, in our day and generation, get the credit of organizing the medical education in the city of Chicago upon a basis which would challenge comparison with the best which the world has thus far achieved in the history of medicine.

I may say, of course, incidentally that you have some first rate men on your medical staff whom I should be glad to see on our staff; but I presume we should have no chance of getting any man whom you wish to hold. Perhaps you can spare some of them to help us out.

I wish to take this occasion to congratulate you and the University of Chicago upon what you have already achieved in the matter of medical education under the difficult conditions existing in this state. You have certainly brought together a fine staff of men, from which the rest of us engaged in the same business will undoubtedly have to draw some members if we can.

Faithfully yours,

[Signature]
29 January 1914

My dear President Judson:

I am sending this statement on the matter of the medical schools, as the result of our conversation at the Union League Club.

I was much impressed by the suggestion of Mr. Flexner, made at the time of his investigation, that certain of the medical schools in Chicago ought to agree upon a plan for consolidation or cooperation; but on consulting the Trustees I found they regarded it as impracticable.

I have known in a way of the plans under consideration by Rush and the University of Chicago, and it so happened that the rumor that these plans had fallen through reached me just when a committee of Northwestern Trustees were considering certain matters relating to our Medical School. It was suggested that it would be to the interest of medical education if Rush and the Northwestern School could be united, and the committee were of the opinion that our Trustees would approve a plan for a school holding to Chicago the present relation of Rush and to Northwestern University the present relation of the Northwestern School. The committee had no authority to take a vote, but their opinion would probably be accepted by the Trustees. It
20 January 1938

To the President of the Senate of the University of Cambridge

I am to inform you that I am unable to give any longer a part of my time at this university, owing to the urgent requirements of my professional duties. I have therefore decided to resign my fellowship, and I hope that you will see fit to accept my resignation.

I have endeavoured to discharge the duties of my office as faithfully as possible, and I am sure that my colleagues will bear testimony to the usefulness of the work which I have been able to accomplish during my tenure of office.

I am surprised to learn that I am now relieved of my duties, and I am sure that you will give my position due consideration.

I have the honour to be, sir,
Your obedient servant,

[Signature]

[Address]
was suggested that I talk with you, making it clear that Northwestern
would not take action without first obtaining the approval of the
University of Chicago. It is difficult to make any detailed sugges-
tions, but if it seems to you wise I will be glad to try what can be
done toward working out a plan.

Yours very truly,

[Signature]

To

Dr. Harry Pratt Judson, President
University of Chicago
Yours very truly,

[Signature]
January 19, 1914.

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

My dear President Judson:

I have been in Cincinnati at the opening of the new hospitals there which are to be the teaching departments of the medical department of the University of Cincinnati, or should have written you before about the contract between the college and the Presbyterian Hospital. This morning your secretary called up my office and reminded me of the fact that I had not sent you a statement as I had agreed to do.

You have a copy of the original agreement dated January 2, 1884, and in talking the matter over with Dr. Billings I understand that this has not been modified in any way and amounts practically to a permanent contract, although I have been told that such contracts were limited to 99 years in this state. There is only one additional fact in connection with the instrument and it has been interpreted as follows:

After a man has been appointed to the staff of the hospital, if he retires from the faculty, by virtue of that fact he loses his hospital appointment, and this interpretation has been accepted by the board of managers of the hospital.

I was very much impressed by my trip to Cincinnati with the possibilities which they have there, and with the evident progress they are making toward putting their medical school on a thoroughly sound basis. We have here much greater possibilities and have the men, and I believe that with a united and enthusiastic effort by the best men in the profession here we could develop a medical school second to none in the United States.

With best wishes, I am,

Very truly yours,

[Signature]
University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board of Trustees, Chicago: February 5, 1914.

Of the Rush Medical College in Mr. John J. Glessner's
test.

Very truly yours, 5, 1914.

My dear President James:

K.P.J., University of Chicago

Your favor of the 3d inst. is at hand. I will simply state the facts of the situation, and leave you to draw your own inferences. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain fund for endowment for the University is raised the College will become an integral part of the University. A considerable part of this fund has been secured, and it is confidently expected that the remainder will be secured at a rather early date within the current year. If the Trustees of Rush Medical College should desire to make another arrangement it is my personal opinion that they should discuss this matter with the Rush Medical College soon.

Faithfully yours,

(Signed) Edmund J. James.
University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The President of the Board of Trustees of the Rush Medical College is Mr. John J. Glessner. Very truly yours, 5, 1914

President Harry Pratt Judson

H. P. J. University of Chicago, dear Sir of the Ed note: is at best Chicago, I simply state the facts My dear President, excuse me to close your own inference. There is no, have a request to meet with a number of men of Rush Medical College to discuss the possibility of desirability of consolidating Rush Medical College with the University of Illinois become an integral part of the University do not wish to do anything in this matter without full understanding with you, and I wish to do nothing which would in any way prejudice the University of Chicago in the Urbana-Champaign, Illinois, situation the Trustees of Rush Medical am asking you therefore a confidential question on this, would it be proper for me to discuss this matter with the Rush Medical College men? Faithfully yours,

(Signed) Edmund J. James.
Information about admission to the University of Illinois

Admission to the University of Illinois is competitive and based on academic merit. Students are encouraged to submit their applications early to ensure consideration. The deadline for fall admission is typically in January. To be considered for admission, students must complete the Common Application and submit official transcripts, test scores, and other required documents.

Admission decisions are made on a rolling basis, so it is important for students to monitor their application status and respond to any requests for additional information.

For more information, students should visit the University of Illinois admissions website or contact the admissions office directly.

If you have any questions, please feel free to contact me.

[Signature]
University would oppose no difficulties. Of

as I have no right to express an authoriative

COPY.

tion. Moreover, without consulting the University

University of Illinois

President's Office, Urbana-Champaign, Illinois

February 3, 1914

President Harry Pratt Judson

S.L. University of Chicago, In favor of the 3d

last, is at hand. Chicago? I simply state the facts.

My dear President Judson, I move you to draw your own

inferences. There is an ad have a request to

meet with a number of men of Rush Medical Col-

lege to discuss the possibility or desirabil-

ity of consolidating Rush Medical College with

the University of Illinois become an integral part

of the University. I do not wish to do anything in this

matter without sufficient understanding with you.

do I wish to do nothing which would in any way

rembarrass you or the University of Chicago in the

slightest degree. In this situation the Trustees of

Rush Medical am asking you, therefore, a confidential

question—namely, would it be proper for me to

discuss this matter with the Rush Medical Col-

lege men?

Faithfully yours,

(Signed) Edmund J. James.
Dear Professor Grove,

I have a request to meet with a number of your faculty members to discuss the possibility of a joint project with the University of Illinois and the University of Chicago. I believe this could be mutually beneficial to both institutions and to our students.

I am not able to come myself at this time, but I can call or send a colleague to meet with you. I hope to send a memo to you shortly to discuss the details.

Sincerely,

[Signature]

[Name]
University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The President of the Board of Trustees of the Rush Medical College is Mr. John J. Glessner.

Chicago, February 5, 1914.

Very truly yours,

My dear President James:

K.F.J. - L.

Your favor of the 3d inst. is at hand. I will simply state the facts of the situation, and leave you to draw your own inferences. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain fund for endowment for the University is raised the College will become an integral part of the University. A considerable part of this fund has been secured, and it is confidently expected that the remainder will be secured at a rather early date within the current year. If notwithstanding this situation the Trustees of Rush Medical College should desire to make another arrangement it is my personal opinion that the
University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The President of the Board of Trustees of the Rush Medical College is Mr. John J. Glessner.

Very truly yours,

My dear President James:

H.P.J. - L.

Your favor of the 3d inst. is at hand. I will simply state the facts of the situation, and leave you to draw your own inferences. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain fund for endowment for the University is raised the College will become an integral part of the University. A considerable part of this fund has been secured, and it is confidently expected that the remainder will be secured at a rate sufficient to meet the current year. If President Edmund J. James,

University of Illinois,

Urbana-Champaign, Illinois.

notwithstanding this situation the Trustees of Rush Medical College should desire to make another arrangement it is my personal opinion that the
Chicago, Mar. 2, 1914.

Pres. Harry Pratt Judson,
Board of Trustees E. M. C.
University of Chicago.

My Dear Sir:-

A cabal of the Faculty is endeavoring to break up the affiliation of Rush Medical College with the University of Chicago and have the College taken over as the Medical Department of the University of Illinois, hoping thereby to obtain the financial assistance which we sadly need, but also, as I am informed, to make a big College with large classes which would be a misfortune.

If the University of Chicago had definitely decided that it did not want Rush Medical College as its Medical Department, it would be a
good move to get into the University of Illinois, but under present conditions, the activities of the cabal appear to me untimely and unwise; and I assure you that they do not represent the judgement or desires of those who did most of the work in effecting the affiliation with the University of Chicago; or of most of those who have borne the brunt of raising the College to its present high state of efficiency in scientific work.

The movement appears to me mischievous in a high degree, but I do not think it can do any harm if it is not encouraged by the Trustees of the College. Personally, I have no fear that this movement would be encouraged by the Trustees, but I am going out of the city tomorrow to be gone for six weeks and do not know what may come to your ears before my return. I regret that I have not the time to see you personally, but hope this letter may be sufficient. I am sending a similar letter to each of the Trustees.

Yours sincerely,

[Signature]
Chicago, April 29, 1914

Memorandum of a meeting of the Rush Medical College Faculty held at the Hotel Sherman at seven P.M. April 28th.

This is a memorandum of the essential features of a meeting of the Rush Medical Faculty held at the above-mentioned time and place, over which I presided.

The meeting was the second of two general conferences of the Faculty called to consider the immediate future of the School, and more particularly to hear the report of a committee previously appointed to confer with President James, of the University of Illinois, with regard to the possible transfer of the interests of Rush Medical College to the University of Illinois.

The meeting opened with the reading of the minutes of the previous session. The Secretary,
Dr. Ormsby, thereupon presented the report of the committee above mentioned, in which were detailed the conditions under which the state university would take over the property and obligations of Rush Medical College. I have no transcript of this document, but in substance it specified the necessity of an absolute and unqualified transfer of all property of every kind, the resignation of the Rush Faculty, the transfer of all interests in the Presbyterian Hospital and in other allied medical foundations, in return for which the Regents of the state university would undertake to establish and administer a medical school, but absolutely without guarantee as to the future of the school, or any of its affiliations.

There followed an extended discussion of the report of the committee, participated in by Dr. Billings, Dr. Ingals, Dr. Bevan, Dr. Carlson, Dr. Gapps, Dr. Dodson, Dr. Belfield, and Dr. Parker. With the exception of the remarks of Dr. Carlson the entire discussion was carried on on the highest level of perfectly objective consideration of all
the circumstances, and with the most obvious desire to aid in the attempt to secure the best interests of medical education in this community, as contradi-

tinguished from any disposition to exploit private or personal advantage. I have rarely listened to a finer discussion, both as regards its content and its tone. In connection with the general considera-
tions, extended attention was given not only to the possible connection with the state university but also to a possible consolidation with Northwestern University and to the possibility of some cooperative enterprise in which the University of Chicago, North-
western University, Rush Medical College, and the medical department of the University of Illinois should all be represented.

At the end of the discussion, and in response to repeated requests, I spoke briefly, touching the following points:

I commented upon the embarrassment of the situation in so far as I found myself serving as the deputy for the President of the University at a time
when questions of the most urgent importance were
under consideration, some phases of which in my
judgment had not before been given serious con-
sideration. I made it clear that I not only spoke
without any authorization by the President himself
to express his personal views, but more particularly
I emphasized that in the last analysis the settlement
of the questions at issue rested, on the one hand,
upon the Board of Trustees of the University of Chicago,
which Board I had no authority to speak for, and on
the other hand, upon the Board of Trustees of Rush
Medical College, who were in my understanding of the
case equally unrepresented by any of the speakers who
had preceded me. My own remarks, therefore, were
necessarily to be interpreted as primarily an ex-
pression of my personal opinions, and to some slight
extent, secondarily, as involving statements of fact
in so far as questions had been raised in the previous
discussion to which some factual reply could be made.
1. The question had been asked, what would occur supposing that the negotiations with the University of Illinois should fall through, and also if the attempt to raise $1,300,000 should fail in connection with the attempt to unite with the University of Chicago. I replied that so far as concerned the second part of the question I was not in a position to offer predictions, and that I did not believe that anybody could at the moment state what would occur. I added, however, that it seemed to me fair to say that I understood it to be the policy of the University of Chicago to develop a medical school, whether this were done in connection with Rush or otherwise.

2. In response to the statement that President Judson had indicated that the University would interpose no objection to the severance of relations with Rush, and the intimation as interpreted by some of those present that the University would welcome such a severance, I said that I could not speak for the
President's personal sentiment in the matter, but that in general I felt sure that he and the University authorities would be very unwilling to hold the Rush College authorities to any agreement which the latter felt to be irksome; that the carefully considered arrangement by which the attempt was now being made to secure funds for a union of the two institutions seemed to me to afford substantial denial in fact of the assertion that the University would welcome a severance of its relations with Rush.

3. I said that only in one particular, so far as I had followed the discussion, did it seem to me at all likely that the essential ideals and aims of the authorities of the University of Chicago and certain members of the faculty of Rush Medical College would be felt in serious disagreement. The University, I said, had set its face toward the development of a relatively small medical school embodying the highest ideals of instruction, and laying great emphasis upon research, both in its clinical and its laboratory aspects. I said that
if a large medical school affording training to unlimited numbers of men were involved at all in the ideals for the development of Rush I thought that at this point there might be fundamental division of opinion.

4. Commenting upon the general ideals of the state control of medical education, I expressed my personal belief that ultimately this would, in one form or another, come to pass, and that in many ways it was an end to be desired and fostered. I expressed myself as, however, fundamentally skeptical as to whether the time had come in the state of Illinois when such a step could be successfully undertaken, and much more skeptical of the justification for turning over to the state at this time trust funds held for the support of hospitals, the conduct of research, or the administration of medical education in its ordinary forms. In any case I pointed out that for generations to come institutions on private foundations would find abundant opportunity for usefulness in lines which state institutions could cultivate only at serious disadvantage.
Institutions like the University of Chicago, in case there were any large development of medical work under the auspices of the state, would find their activities in such forms of endeavor.

5. I commented upon the fact that members of the University of Chicago faculty appreciated in some measure the disadvantages under which medical work had been carried on both on the South and the West Sides, and that we had only admiration for the forbearance and fidelity which many of the men had shown in carrying on work under these conditions. Many of us felt that these conditions were in certain essentials highly unsatisfactory, and that the obligation to remedy some of the difficulties rested upon us in the most unequivocal way; that we all looked for the securing of resources to remedy at an early day the trying limitations under which much of the work was now conducted.

6. In conclusion I ventured to say that I felt confident that the authorities of the University of Chicago would take the same generous and high-minded attitude toward the entire problem as that
which had characterized the leading speeches of the evening; that whenever it became clearly apparent what measures would best contribute toward development on the most permanent foundation of the medical interests represented in our community, the University of Chicago would be found cooperating in every way which its legal and moral obligations permitted to the furtherance of such measures; that there need be no question of the domination of any purely selfish considerations in the policy which the University would adopt, that in the last analysis its own medical interests were necessarily in large measure coincident with the medical interests of the commonwealth; that the University would certainly welcome the most careful and intelligent consideration of the entire problem, and would do whatever it could to assist in the attainment of a wise and sound solution.
Dr. Harry Pratt Judson,
c/o American Legation,
Via Siberian Express,
Peking, China.

Dear Dr. Judson:

Mr. Arnett has written you so fully recently that there is little I can send you in the way of news. I think, however, that you will be interested to learn about the meeting of the Board of Trustees of Rush Medical College. Such a meeting was held on Friday of last week with a good attendance, including six trustees and Doctors Billings, Dodson, Haines, and Ormsby, members of the Council of Administration of the Faculty.

After some routine business, Dr. Billings presented a statement concerning the informal overtures made by President James. He outlined President James' proposals as follows:

1. Any proposition relative to union or affiliation must come from the Board of Trustees of Rush Medical College.

2. President James personally is much in favor of such a union, but cannot speak for his Board of Trustees.

3. To secure state aid for the medical school, a practical transfer of the property of Rush Medical College to the state must be made.

4. For the transfer of the affiliated hospitals and other institutions consent of their board of trustees must be had.

5. The present faculty of the College must resign without promise of reappointment.

6. At present, $50,000 a year is appropriated for the maintenance of the clinical departments, and President James will try to have this amount increased.

7. As at present organized, the first two years, courses are
DEAR [Name],

I am writing to express my sincere gratitude for your service to the [Institution Name]. Your dedication and commitment to the [Institution Name] have been truly remarkable.

[Insert specific examples of their contributions here.]

It is my hope that the [Institution Name] will continue to support and recognize the important role you have played in shaping our community.

I wish you all the best in your future endeavors.

Sincerely,

[Your Name]
taught in Chicago. A possible modification of this arrange-
ment may be made in the future as an educational policy.

8. President James will endeavor to secure facilities for
clinical teaching by appropriation for beds in the affiliated
hospitals.

9. The University of Illinois contemplates the establishment
of a school of sanitary science.

There followed a rather full discussion of the situation
by Judges Baldwin, and Smith, and by Messrs. Simpson, Sprague,
Angell and Ingals. Judge Smith was quite outspoken in his
opposition to any movement toward Champaign, pointing out the
dangers, which you yourself have suggested on more than one
occasion, of inadequate support, of the unsympathetic treat-
ment on the part of political trustees and the general prevai-
ing graft which characterizes so much the legislation of our
State.

Mr. Sprague, it seemed to me a little petulantly, said in
substance that such a proposition would not have been made if
the University had really wanted Rush Medical College; that
the $1,000,000 could have been raised easily if the University
would have made the attempt. He implied that some of Mr. Rocke-
feller’s ten millions — although, possibly, he did not say
this — might have been devoted to the endowment of the College.
Judge Baldwin answered this most effectively and tactfully by
pointing out that no board of trustees could venture to dis-
regard the conditions which accompanied trust funds; and Dr.
Billings showed that the trustees of the University had on
three occasions voted in favor of the union of the College and
#3- President Judson.

the University.

As a result of the discussion, Judge Smith offered the resolution, a copy of which I enclose, which was unanimously adopted.

I ought to have said possibly, too, that Dr. Billings remarked that it was not to be expected that he could continue a successful canvass for the million dollar fund while the questions of union with Illinois were in the air. He also said that Dr. Bevan, who had been in favor of the million dollar endowment, had changed his views somewhat, now believing that medical education is a function of the state.

After weeks of waiting, spring, if not summer, is at hand and yesterday the thermometer went up nearly to ninety and hot winds blew most annoyingly from the southwest.

Everything on the campus seems to be going in good shape. Mr. Angell has the matter of the routine appointments well in hand and these have mostly been enacted by the Board, notifications have been sent and from the majority of the appointees acceptances have been received.

The number of certificates, titles and degrees to be conferred, as presented at the late Board meeting, was upwards of six hundred as against over five hundred a year ago.

We are all delighted to know that by your cablegram to Mr. Heckman from Tientsien, Mrs. Judson is so much better. I need not say that for a while we were somewhat worried about her.
#4- President Judson.

With sincerest regards and best wishes, I am

Very truly yours,

[Signature]
It was moved and seconded that the Council of Administration of the faculty of the College having brought to the attention of this Board the fact that communications or suggestions have been made by the President of the University of Illinois to certain members of the faculty of the College with reference to the University of Illinois taking over Rush Medical College, that this board, in view of its moral obligations to the University of Chicago, which obligations will remain in force until December 31, 1914, does not feel at liberty to make any proposal, at this time, to the University of Illinois, and, a vote being taken, the motion was declared adopted.
November 24, 1914.

Dear Dr. Judson:

In his letter of August 5, 1914, Dean John M. Dodson wrote as follows:

I should like to call the attention of the Board to the fact that in adopting the recommendation of the faculty of the College of setting an age limit for membership in the faculty, no provision was made as to the title which should be given to men who have reached the retiring age. At the time this action was discussed in Faculty meeting, some members of the faculty urged that the term "Emeritus" commonly used, be not attached to their names, it being the idea that this conveyed to the public the notion that the individual so designated had retired from active life. There was some discussion of the matter but no action of any sort was taken, and, therefore, in preparing the copy for the Circular, I left the names of Drs. Ingalls, Graham and Cotton, who have reached the retiring age, in exactly the same place and with the same titles as they have been heretofore. In the absence of any definite action of the Trustees to the contrary, it seemed the only thing to do.

Dr. Ingalls had sent in from Europe last autumn a letter of resignation as Professor of Otorhinolaryngology and Oto-laryngology and Head of the Department, and in conferring with Dr. Billings and President Judson it was agreed that he be asked to withhold his resignation for the present, as in view of the hoped for amalgamation of the University and Rush, it seemed unwise to make any change in the headship of that department at present.

I have supposed it probable that if the University did amalgamate Rush Medical College the appointive headship in the clinical departments would be done away with as has been the case in the other University departments. Dr. Ingall's name was therefore left in the Circular for the current year exactly as it had appeared heretofore.

This matter should be brought to the attention of the Faculty at its next meeting and some decision arrived at as to how men who have reached the age limit are to be dealt with, and what, if any, title is to be given. I am inclined to think that it would be a good idea for the Trustees to request the Faculty to make a recommendation in this matter.

I am presenting these facts at this time in order to make a matter of record the reason why in the Circular for the current year the names of the men to whom I have referred appeared as heretofore though they have reached
I am writing to offer the position of the head of the college of the arts in the firm. I am writing to express my interest in the position and my belief that I am the right candidate for it. I have a strong background in arts education and administration, and I am confident that I can bring new vision and leadership to the college.

I believe that the college of the arts is a critical component of the university's overall mission. It is the cornerstone of the arts and humanities, and it plays a vital role in preparing students for success in a variety of fields. As the head of the college, I would prioritize fostering innovation and excellence in education, while also advocating for the arts as a fundamental part of our culture.

I would be honored to lead the college of the arts and to work with you and your team to achieve our shared goals. Thank you for considering my application. I look forward to the opportunity to discuss my qualifications further.

Sincerely,
[Your Name]
Dr. Judson.

the age limit of retirement!

I thought you would be glad to have on file his explanation.

Very truly yours,

[Signature]

Secretary.

President Harry Pratt Judson,
Faculty Exchange.
President Harry Pratt Judson,
University of Chicago.

My Dear Sir:

Yours of yesterday received. I agree with you that the resolution regarding the retiring age, should apply alike to all three of the gentlemen in the Rush Medical College Faculty who have reached the age limit. I shall be pleased to act in conformity with the desires of the administrative officers of the college and I thank you all for the confidence which you have expressed.

My health at present is excellent so long as I do not do too much and I have reason to believe that it will continue thus, indefinitely. I can easily get the necessary aid from the most efficient of my colleagues and I feel that the present would
be an inopportune time to make any considerable change.

Very truly yours,

[Signature]