Jan. 11, 1917.

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

Dear Mr. Judson:

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

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

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

The gift of $1,000,000 is made by the following members of the family: Mr. C. K. G. Billings $400,000, Mr. Albert Billings Ruddock and Mr. Charles H. Ruddock together $500,000 and Dr. Frank Billings $100,000.

The several donors agree to make payments of this gift as follows: A partial payment of a sum hereafter to be agreed upon by the several individuals when the total sum for the proposed medical plan shall have been subscribed and thereafter four partial annual payments until the total subscription shall have been paid.

In the absence of Mr. C. K. G. Billings, Mr. Charles H. Ruddock and Mr. Albert Billings Ruddock from Chicago, I have drawn up the above statement subject to their approval as to the manner of payment.
President Harry Pratt Judson. #2.

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

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

Very truly yours,

(Signed) Frank Billings
The University of Chicago
Office of the President

Dr. A. S. Bevan

[Handwritten notes in margin:] Surgery - approximate one meal
January 12, 1917

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

My dear President Judson:

I want to congratulate you and Dr. Billings upon the splendid progress made toward securing the endowment for the medical school and especially on the new million dollar hospital donated by the Billings family. I would like at your convenience to go over with you about a subject which Mrs. Bevan and I have discussed in relation to the new medical department and ask your advice as to just the form of procedure which we should adopt. Sometime ago Mrs. Bevan and I made the Presbyterian Hospital the residuary legatee in our wills providing a sum approximately of a million dollars to be devoted to the teaching of surgery and surgical research. With the development of the new medical school I have felt that it would be wise to change this and leave this amount as an endowment for the surgical department of the University of Chicago. The particular point that I would like to ask your advice about is as to how the will should be worded in order to have this particular endowment used for the teaching of surgery and surgical research in the new graduate school. Although this endowment would be in no way contingent upon the name of the new graduate school I should be very much pleased if the trustees of the University of Chicago could see their way clear to name the graduate school Rush Medical College The Graduate School of Medicine of the University of Chicago and would like to leave this endowment for surgical teaching and surgical research in Rush Medical College, the graduate school of the University of Chicago.

In this connection I would like to say that I know that Dr. Norman Bridge who has arranged to make Rush Medical College his residuary legatee would
Judson 2.

I am sure be much pleased if the name "Rush" was retained in some way in naming the graduate school of medicine. Rush, as you well know, was one of the signers of the Declaration of Independence, was the most prominent physician in the colonies at the time of the Revolution and is regarded by the American medical profession as the father of American medicine. Because of that fact and in his honor the American Medical Assn. recently erected a monument to Rush in the city of Washington. And again, Rush Medical College and the group of men who have been associated with it especially in the last 20 years have done more to elevate the standards of medical education in this country than any other institution with the possible exception of Johns Hopkins.

The name might be retained in one of several ways: the school could be called

Rush Medical College

or

The Graduate School of Medicine of the University of Chicago

The Graduate School of Medicine of the University of Chicago. I should be very much obliged for your advice in regard to the exact wording which should be employed in making provision for this endowment.

With best wishes, I am,

Very truly yours,

[Signature]
Chicago, January 16, 1917

Dear Dr. Bevan:

Your favor of the 12th inst. is received. Of course I am greatly interested in your suggestion as to the ultimate provision for surgical teaching and research in the graduate school. The proper form of the bequest would be to indicate that the sum in question is left to the University of Chicago, as an addition to its endowment fund, to be kept invested, the income only to be used for the purposes in question, namely for the teaching of surgery and for surgical research in the graduate medical school. So far as the name of the school is concerned, that is a matter which the Board has not considered, and can hardly consider until the entire organization is completed. Further, the medical school or schools, when completed, will not be a separate corporation. The only legal corporation which can hold and receive property for
Dear Mr. Bean:

Your favor of the 15th inst. is received.

Of course I am extremely interested in your suggestion as to the ultimate location for an art college and museum. The proper location of the pediment would be to indicate that the art in decoration is best to be found in the University of Oregon. I am proud of the fact that the University of Oregon is an original member of the conference of art schools and an active member in the graduate schools. The purpose of the conference is to promote the free exchange of ideas and to improve the quality of art in those schools. I believe, however, that the only complete and adequate knowledge of the subject is not confined to these conferences; rather, it is essential that we continue to explore and develop new ways of teaching and learning art. Thank you for your interest and support of our institution.
The purposes of medical instruction and research will be the University of Chicago. The medical schools will be on the same basis as the Law School, the Divinity School, and the like. Whatever name, therefore, may be given will be given simply under the action of the Board of Trustees, and would not be a charter obligation. Of course if this is a matter which you wish to consider before deciding on the form of your will, the whole thing could be held until the Board of Trustees is able to take it into consideration. This will be done later, when other and more fundamental matters are out of the way.

With sincere regards, and deep appreciation of what you have in mind, I am,

Very truly yours,

H. P. J. - L.

Dr. Arthur Dean Bevan
Peoples Gas Bldg., Chicago
The purpose of the Federal Information and Research will be the University of Chicago. The relevant sections will be on the same page as the Law School, the Divinity School, and the

Fiske. Whatever came, therefore, may be given will be given

simply under the section or the board of trustees, and many

not be a matter of application. Of course it falls into a matter

which you wish to consider before getting on the farm or

your will, the whole thing going to fail until the board of

trustees is able to take it into consideration. This will

be gone later, when other and more fundamental matters are

out of the way.

With sincere regards and deep appreciation of what you

have in mind, I am,

very truly yours,

[Signature]

Dr. Arthur Dean Breen
President of the Board of Trustees
February 3, 1917.

President Harry Pratt Judson,
The University of Chicago.

My dear President:

In the matter of checking over the properties, real and personal, of Rush Medical College, which may be legally transferred to the University, I have consulted with Dr. James Harper, who has kindly consented to assemble all of the records bearing on the various holdings of Rush and I am then to confer with him and Dr. Ingalls on this material, in the preparation of the report to you. I understand from Dr. Harper that such a conference may be had on Wednesday or Thursday of next week and I shall hope to report to you shortly thereafter.

Yours very truly,

[Signature]
To: Mr. President

From: [Name]

Date: September 3, 1971

Subject: Proposal for New Faculty Position

Dear Mr. President,

I am writing to propose the establishment of a new faculty position at the University of Chicago. I have been consulting with the Department of Education and have discussed the matter with [Name] of the [Name] Department. He is extremely interested in the proposal and has expressed his willingness to support it.

The position would be a full-time, tenure-track position at the rank of [Rank]. It would be a critical addition to our department and would allow us to expand our research and teaching capabilities. I believe that the position is necessary to ensure the continued growth and success of our department.

I am confident that the addition of this position will be beneficial to the University and I look forward to hearing your thoughts on this matter.

Sincerely,

[Name]
Feb. 15, 1917.

President Harry PrattJudson,
The University of Chicago,
Chicago, Illinois.

Dear Sir:

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

Respectfully yours,

(Signed) Frank Billings.
I hereby order to pay $100,000,000 Cents, Five hundred million
dollars, to the City of New York, in the City of New York, on
or before the 1st day of October, in the year of our Lord, 1937.

I hereby order to pay $50,000,000 Cents, Fifty million
dollars, to the City of New York, in the City of New York, on
or before the 1st day of October, in the year of our Lord, 1937.

I hereby order to pay $25,000,000 Cents, Twenty-five million
dollars, to the City of New York, in the City of New York, on
or before the 1st day of October, in the year of our Lord, 1937.

I hereby order to pay $10,000,000 Cents, Ten million
dollars, to the City of New York, in the City of New York, on
or before the 1st day of October, in the year of our Lord, 1937.
February 17, 1917.

President Harry Pratt Judson,
The University of Chicago.

My dear President:

I am sending with this the letter of Dr. Billings of January 11, 1917, two letters of Mr. C.K.G. Billings, one dated January 17th and the other January 18, 1917, and letter of Charles H. Ruddock dated January 16, 1917. I think the Ruddock letter in connection with Dr. Billings' letter is likely to answer the requirements of the Boards in the East. The C.K.G. Billings letters do not seem quite so certain, since he leaves "details to be arranged." I am, therefore, sending a suggested form, which might be used, if you think best, to make that definite. The general form could be used also to cover the Albert Billings Ruddock subscription, changing it as to the amounts and dates of payment of the latter.

Very truly yours,

Enc.
To the University of Chicago

My dear Professor:

I am writing to inform you that effective January 1st, 1929, I have accepted a position at the University of Illinois. This position involves teaching and research, and I am looking forward to the opportunity to contribute to the academic community. I anticipate that my presence will be beneficial to the university and its students.

Please let me know if there are any specific arrangements or considerations that you would like me to take into account when transitioning to my new role. I am eager to begin my duties and to make the most of this exciting opportunity.

Thank you for your time and consideration.

Yours sincerely,

[Signature]
$400,000.00

"Bellosguardo"
Santa Barbara, Cal.
January 17th, 1917.

If The University of Chicago shall secure bona fide responsible subscriptions for $3,300,000.00, or the funds there-of, including this subscription, satisfactory to the General Education Board and to the Rockefeller Foundation as a compliance with their conditional pledges of $1,000,000.00 each to The University of Chicago toward enlarging and developing the work of the University in medical education and research, in that event, I hereby agree to pay to The University of Chicago toward a hospital, in accordance with the provisions and conditions stated in the letter of Dr. Frank Billings of even date herewith to Harry Pratt Judson, President of The University of Chicago the sum of Four hundred thousand ($400,000.00) Dollars; One hundred thousand ($100,000.00) Dollars cash on or before January 25, 1917, the balance in three yearly installments, viz.- One hundred thousand ($100,000.00) Dollars each on January 25, 1918, 1919 and 1920, respectively.
In the University of Chicago's annual report for the fiscal year ending June 30, 1927, there is a statement regarding the progress of a major project. The report mentions that the University has made significant advances in its research and educational programs. It highlights the achievements in the fields of science, medicine, and the arts, and underscores the University's commitment to excellence. The report also expresses gratitude to the donors who have supported the University's mission.
Chicago, February 21, 1917

Dear Mr. Heckman:

Thanks for yours of the 17th inst. relating to the various pledges. I am inclined to think that it is not necessary to change the form of C. K. G. Billings' letters. In point of fact he has already made one payment of $100,000, and the rest will come in. I hate to worry donors with the new forms. So far as the Albert Billings Ruddock subscription is concerned, that has already been paid in cash, and is in Dr. Billings' possession now. He will turn it over next week before he leaves the city.

Very truly yours,

H. F. J. - L.

Mr. Wallace Heckman
1204, 134 S. La Salle St., Chicago
Office, Sepmtary 21, 1947

Dear Mr. Heckman:

Thank you for your note of the 14th inst.

Reference to the various pledges. I am able to state that it is not necessary to cancel the form of G. W. P. IL Letters. In point of fact, I was already made one payment of $20,000, and the next will come in. I have to work with the new home. To date, the payment of $20,000 goes with the new home. He will turn it over next week before possession of the property. He will turn the other.

Very truly yours,

[Signature]

Mr. W. A. Heckman
1004 17th St. N.E. Office in Chicago
Board of Trustees Minutes
April 10, 1917

President Judson submitted a report on behalf of the Committee on Medical Affairs recounting the progress made in securing subscriptions for the Medical Fund and making a specific recommendation:

The Committee reports that Mr. A. J. Lichstern contributes $5,000 to the medical fund, with the intimation that that is the least he will give, and that by the first of May he may be in a position to do more.

That Messrs. B. V. Becker and J. O. Levinson contribute $500 to the medical fund --$250 each. This sum has been paid in cash.

That the total contributions now, including Dr. Bridge's contribution of $30,000 for building reconstruction, but not including Mr. Logan's gift of $47,500 for research fellowships, is now $5,164,000.

Other funds have been promised, and it is expected that within a short time the total amount of those funds will be indicated.

A cable has been received from Mr. and Mrs. Harold F. McCormick in Switzerland approving the contract of cooperation between the McCormick Memorial Institute and the University. This it is understood will be essentially on the same basis as the proposed contract between the Sprague Memorial Institute and the University.

It is recommended, on behalf jointly of the Committee on Medical Affairs and of a special committee appointed by the Board of Trustees of Rush Medical College, that special counsel be obtained by the University Counsel to make a report on the proper procedure as between the Board of Trustees of Rush Medical College and the Board of Trustees of the University on the matter of possible transfer by the former to the latter.
Board of Trustees Minutes
April 10, 1914

President Lyman submitted a report on repairs

of the Committee on Medical Affairs recognizing the progress
made in securing subscriptions for the Medical Fund and
making a specific recommendation:

The Committee reports that Mr. A. L. Pickard,
contributed $8,000 to the Medical Fund, with the information
that he has set aside additional funds and expects to make
further contributions.

The Treasurer B. V. Peeler made 2.0. Peenie
recommends
contributing $800 to the Medical Fund -- $50 each. This sum
has been paid to care.

The Treasurer reports a balance of
$1,151.41, but not including Mr. Loomis's gift of $17,500
for the endowment.

Other funds have been borrowed, and is expected
that within a short time the total amount of those funds will
be refunded.

A committee has been receiving from Mr. M. A. and Mrs. Hanchey
the McCracken in connection with the committee of
cooperation between the McCracken Memorial Institute and
the University. The T. F. is not admitted to act as an essential
on the same basis as the program of cooperation between the
McCready Memorial Institute and the University.

If it is recommended by the special committee appointed by the
Committee on Medical Affairs, and at a special committee to be formed,
the report of the Trustees of the Medical College, that special committee
be appointed by the University to study the condition of the
proposed program as between the Board of Trustees of the Kansas Medical
College and the Board of Trustees of the University on
the matters of. possibilities created by the report of the Institute.
Extracts from the Minutes of the Board of Trustees
University of Chicago

April 18, 1917

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

Dear Dr. Judson:

I have just said to our mutual friend, Doctor Billings, that I shall be glad to give to the University of Chicago, for their medical plan, the sum of Twenty-five Thousand Dollars ($25,000), payable on the fifth day of January, 1918.

I am very glad to be able to make this small gift and only wish it could be much more.

With very best regards, I am

Very sincerely,
(Signed) John Q. Shedd

F.S. I desire that the disposition of the above mentioned gift be left entirely to the discretion of Doctor Billings.

********

April 28, 1917 also May 9, 1917

President Harry Pratt Judson
The University of Chicago

Dear Sir:

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

Yours respectfully
(Signed) F. A. Hardy

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

Re Medical Schools, University of Chicago

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

April 18, 1941

Dr. Henry Platt Hubbell, President
University of Chicago
Office of Finance
Illinois

Dear Mr. Hubbell:

I have just arrived to our University to report to you. I expect to be fully able to give to the University of Chicago, for the first time in my twenty-five years of service to the University, the best we can do to make the best possible service.

And only step if could be more 

With every good wishes,

Very sincerely,

(Signed) T. G. Bezos

F. E. Hovey

I am pleased to present the disbursement of the Ohio Medical Grant.

To date, I have been able to make the best possible service to the University, and to the President of the University, and to the University of Chicago.

 Yours truly,

(Signed) H. A. Hovey

Expenses from the Minutes of the Board of Trustees

May 31, 1941

President, Henry Platt Hubbell
University of Chicago

Dear Mr. Hubbell,

I have just returned to the University, and I expect to be able to give you an accurate report of the amount of work done by the University over the past year. I expect to be able to give you an accurate report of the amount of work done by the University over the past year.

Yours truly,

(Signed) H. A. Hovey

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

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

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

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

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

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

It was moved and seconded to re-refer for further report the plan of organization of the Medical Schools to the Committee on Instruction and Equipment, with the statement that it is the sense of the Board of Trustees that the word "Rush" should form no part of the principal title of the second medical school as provided in the plan, and, a vote having been taken, the motion was declared adopted.
The Administration will pay particular attention to the medical school and the clinical services of the University. The medical school will be a part of the medical hospital and the clinical services will be part of the hospital. The teaching facilities of the medical hospital will be part of the medical school.

The polyclinic of the University will be operated by the polyclinic committee, with the approval of the Board of Trustees. The polyclinic will be open to the general public.

If the need arises, the Board of Trustees will charge fees for the polyclinic services.

At the meeting of the Board of Trustees held May 8, 1919, the Board of Trustees approved the report of the Finance Committee. The Finance Committee recommended an increase in the amount of the medical scholarship fund, to be paid to the students of the medical school. The Finance Committee also recommended an increase in the amount of the medical school fund, to be paid to the medical school. The Finance Committee recommended an increase in the amount of the medical college fund, to be paid to the medical college.
The Secretary on behalf of the Committee on Instruction and Equipment presented a plan for the organization of the medical work of the University as recommended by the Committee, accompanied by the following communication from the President of the University:

July 6, 1918

To the President of the Board of Trustees:

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

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

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

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

The recommendations are herewith respectfully submitted.

(Signed) Harry Pratt Judson
President

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

The Organization of Medical Work in the University Under the New Plan.

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

1. In the quadrangles on the Midway there will be a medical school with the primary purpose of training students for the degree of Doctor of Medicine. The Bachelor's degree from a reputable college will be required for admission. Provision will be made for about 250 students. Members of the faculty in the laboratory departments and in the main clinical departments will give their entire time to teaching and research, receiving no personal fees for practice. The staff of the Hospitals will consist of the medical faculty, patients being admitted only if willing to have their cases used for teaching or research, and the Hospital being a part of the medical school and therefore under the control of the medical faculty, subject to the Board of Trustees of the University. This will be a new school in every respect, and it will be known as "The University of Chicago Medical School."
The Secretary of the Board of Trustees:

The draft of the report on the work of the University.

The University is composed of the following colleges:

- Engineering
- Sciences
- Fine Arts
- Business

The University has a total enrollment of 5,000 students.

The University is located in a beautiful setting, surrounded by a natural landscape.

The University offers a wide range of courses in various disciplines.

The University is known for its research and academic excellence.

The University has a strong alumni network.

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

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

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

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

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

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

It was moved and seconded to concur in the recommendations and to adopt the plan of organization of Medical Work in the University as proposed, and, a vote having been taken, the motion was declared adopted.
II. In connection with the preparation of the Faculty of Medicine, the Trustees of the University of Colorado, under the Act of Congress of March 3, 1870, to which the University is entitled, will be requested to appoint a Faculty of Medicine, which will be further provisioned of a sufficient number of Professors of Medicine. The Trustees will be requested to adopt a system of education which will be consistent with the aims and objects of the University. The Trustees will also be requested to adopt a system of examination which will be consistent with the aims and objects of the University.

III. The Trustees of the University of Colorado will be requested to provision the Faculty of Medicine with sufficient funds to enable the University to carry out its objects. The Trustees will be requested to provide for the maintenance of the Faculty of Medicine and to provide for the payment of the salaries of the Professors. The Trustees will also be requested to provide for the maintenance of the University and to provide for the payment of the salaries of the Professors.

To the Professor of Botany and Zoology, the Trustees of the University of Colorado will be requested to appoint a Professor of Botany and Zoology, who will be responsible for the instruction of students in the subject of Botany and Zoology. The Trustees will also be requested to provide for the maintenance of the Professor and to provide for the payment of the salary of the Professor.

If the Board of Trustees of the University of Colorado fail to carry out the provisions of this resolution, the Trustees will be requested to provide for the maintenance of the Faculty of Medicine and to provide for the payment of the salaries of the Professors.
April 30, 1917.

My dear Mr. Judson:

You will remember that at the October meeting of the Rockefeller Foundation last year the following resolution was adopted:

"RESOLVED that the Trustees of the Rockefeller Foundation have learned with profound interest of the plan by which it is hoped to create within the University of Chicago a medical school of high rank and adequate resources, and that the Executive Committee be, and they hereby are, authorized to make such contribution not exceeding one million dollars ($1,000,000) through the General Education Board as shall seem wise to the Committee for the accomplishment of the above purpose, as set forth in the communication of October 23, 1916, from the officers of the General Education Board, payment to be made in such instalments as the Committee shall approve."

No appropriations have been made under this resolution up to the present time. If it is likely that the University of Chicago will desire a part of the one million dollars referred to in this resolution before the end of the present calendar year, I wish you would notify me, giving the amount probably needed for this year so that we may formally appropriate that amount at the regular May meeting of the Foundation.

Yours sincerely,

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

Secretary
April 20, 1921

My dear Mr. Judge:

You will remember that at the October meeting of

The Rockefeller Foundation last year the following resolution

was adopted:

"Resolved that the Trustees of the Rockefeller

Foundation have learned with profound interest

of the plan of the University of Chicago to create a new

School of Engineering to be endowed by a gift of

$1,000,000 from the Rockefeller Foundation. The

Trustees believe that this generous gift will be a

magnificent addition to the educational activities of

the University and are happy in the opportunity to

express to the Trustees of the University their

appreciation of this splendid gesture in behalf of

higher education.

This grant of $1,000,000 is to be used for the

construction of a new Engineering building.

The Trustees of the Rockefeller Foundation have

agreed to make an annual contribution, to begin

in 1922, of $10,000 for five years to defray a part of

the cost of the new building.

In order to meet these additional financial

expenses, we have been unable to increase our

subscriptions.

We are therefore closing on the subject.

Sincerely yours,

Secretary
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. Buttrick, and Mr. Flexner, office of the General Education Board, February 10, 1917.

Re Medical Schools, University of Chicago:

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

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

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

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

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

It was moved and seconded to refer 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.
The President of the University presents the following

Memorandum of a recent conference held in New York:

MEMORANDUM OF CONFERENCES HELD AT THE EXECUTIVE CIRCULAR OF THE UNIVERSITY OF CHICAGO

I wish to call the attention to the following:

1. The University of Chicago, through its various departments, is a national leader in the field of higher education. It has a unique opportunity to serve as a model for other institutions.

2. The University of Chicago is committed to the principles of academic freedom and the pursuit of knowledge for its own sake. These principles are essential to the functioning of a university.

3. The University of Chicago is recognized as a leader in the field of research. Its faculty is engaged in a wide range of research projects, from basic research to applied research.

4. The University of Chicago has a strong commitment to community service. It works closely with local organizations to address social issues.

The President of the University requests that these principles be kept in mind as the University continues to serve the needs of its students and the community.
Extract From Minutes of the Meeting of the
Board of Trustees
held
February 12, 1918.

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

It was moved and seconded to re-refer for further report the plan of organization of the Medical Schools to the Committee on Instruction and Equipment, with the statement that it is the sense of the Board of Trustees that the word "Rush" should form no part of the principal title of the second medical school as provided in the plan, and, a vote having been taken, the motion was declared adopted.
Extract from Minutes of the Meeting of the
Board of Trustees
May
Respectfully its 1758

At the meeting of the Board of Trustees held May 1758, summary was given to the Committee on Instruction and
Improvement to report the organization of the medical colleges, and
The plan of organization and improvement with the statement that it is the
same at the present state of the Trustees that the work " knew 40 years ago"
and a vote of the Board of Trustees to the medical college
should be abolished.
June 2, 1917.

Dear President Judson:

The Charter of Rush Medical College, which I find copied among the papers of the Secretary, provides that "the number of trustees shall not exceed seventeen, exclusive of the Governor and Lieutenant Governor of this state, the Speaker of the House of Representatives, and the President of the College, all of whom shall be ex-officio members of the Board of Trustees."

The Charter was subsequently amended so that"the number of trustees shall not exceed fourteen exclusive of the ex-officio members and a majority of said trustees for the time being, exclusive of such ex-officio members, shall constitute a quorum to transact business."

Yours very truly,

[Signature]

Secretary.

President Harry Pratt Judson.
June 5, 1917.

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

My dear Mr. President:

We have examined the papers and records submitted to us in connection with the proposal for a merger between the University of Chicago and Rush Medical College. In determining by what legal steps the desired end can best be accomplished, we have considered both a complete merger of the two institutions and a contractual arrangement between them.

1- The merger of the two institutions, or the absorption of Rush Medical College by the University of Chicago, would involve a complete legal transfer to the University of Chicago of all the property of Rush Medical College. This procedure is open to several objections.

(a) Under the present state of the decisions of the Supreme Court of Illinois, it would appear, that a corporation holding property under a charitable trust has no power to transfer such property without consideration, even to another corporation organized for the same purposes. A transfer by Rush Medical College to the University of Chicago of all of its property would be subject to attack by non assenting donors, if any, for the reason that in the event of a forfeiture the property would revert to them.

It is to be noted that the decisions in question were rendered some years ago, and that on grounds of public policy the Court would probably be inclined to take a more liberal view of the matter at this time.

There can be no doubt that the attitude of the courts has changed greatly in the last two decades; that they have responded and are responding in an increasing extent to the humanizing and socializing spirit of the age. Unquestionably a very strong appeal could be made to a court in favor of sustaining a merger such as we are considering, on grounds of broad public policy.

If this were decided upon, it would be advisable to safeguard the proceeding by judicial
June 6, 1945

Bernard A. Levine

Re: Increase Monthly Health Insurance Premiums

We have received your letter of May 31st and are in receipt of the enclosed.

We appreciate your concern for the welfare of our employees and are pleased to inform you that we have already initiated steps to reduce the cost of our health insurance plan. Our goal is to achieve a rate that is fair and reasonable to both the employer and the employee.

Sincerely,

[Signature]
sanction; that is, to have a friendly suit instituted to determine the validity of the proposed merger. It is at least possible, however, that a court would feel bound by previous decisions to refuse its sanction to such a merger. The legality of such a proceeding, therefore, is open to sufficient doubt to make it inadvisable, particularly as substantially the same result can be obtained by means of contractual arrangements.

(b) A complete transfer by Rush Medical College of all of its property would carry with it a dissolution of the corporation. The "Trustees of Rush Medical College" is a corporation organized under a special charter, and has under its charter certain powers which would be lost in the event of its dissolution. It would appear desirable, therefore, to continue the corporation in existence in order to retain these powers.

2- The same result can be accomplished, however, by means of a contractual arrangement which would avoid both of the objections above referred to. The terms of such a contract would, of course, depend upon the extent to which the control was to be merged. It would be entirely feasible to retain the two corporations with their separate Boards of Trustees, and to create by contract a working arrangement between them. If, however, a more complete merger is desirable (and this seems to be what is sought by both organizations) this could be accomplished by the resignation of such of the present Trustees of Rush Medical College as are not named in the charter and the substitution for them of an equal number of Trustees of the University as Trustees of Rush Medical College, so that there would be two distinct corporate entities, under the control of separate Boards of Trustees, made up, however, of practically the same individual members.

This would effect a complete unity in the aims and purposes, and also in the policy and conduct of the two institutions, while retaining the advantages of separate existence and avoiding the legal difficulties of a technical merger. Further contracts can then be entered into between the two Boards providing for the joint use of the funds, property and facilities of both institutions, the control of their respective faculties, the question of the granting of separate degrees, and all other questions of this kind.

If desirable there will be no legal objection to changing the name of Rush Medical College to Rush Medical Department or some similar name, which would
Photocopy from Mr. White's Trilogy 8/1/77

There is no clear text on the page.
indicate its relationship to the University of Chicago.

Upon the receipt of further advices from you we will be very glad to undertake the preparation of an outline of the several contracts discussed herein.

You will recall my statement to you that I had associated with me in this matter Mr. Robert Mack.

Very sincerely yours,

[Signature]

BF-MA

P.S. Attached hereto is a more detailed memorandum of the questions which we have considered. A copy of this letter and of the memorandum has been delivered to Mr. Heckman.
In regard to the incorporation of the University of

Oxford.

You have the option of accepting or declining.

You have the option of accepting or declining. This

You may accept the option of the University of

Oxford.

You will receive an agreement to this effect.

I hope you will agree with me in this matter.

With every respect,

[Signature]
June 19, 1917.

It was voted that the relation to be sustained between Rush Medical College and the University shall be contractual, and that Mr. Bernard Flexner be requested to prepare the contract to submit to the two boards.

December 11, 1917.

Executed contract with Rush Medical College submitted to the Board in which it is agreed:

First: In conformity with the practice existing for more than fifteen years last past (until the last four or five months), a majority of the Board of Trustees of the College shall be members of the Board of Trustees of the University.

Second: The University and the College shall, severally, as to its organization and its title to property and rights concerning the use and disposition thereof, be unaffected by this contract, except as herein provided.

Third: The President of the University shall be ex officio President of the College, with such powers and duties as are now, and hereafter may be, provided in the Charter and By-laws of the College.

Fourth: The College agrees to transfer and assign to the University (with the consent of the other parties to such agreements, respectively) all contracts between itself and (1) the Presbyterian Hospital, (2) the Trustees of the Otho S. A. Sprague Memorial Institute, (3) the McCormick Memorial Institute for Infectious Diseases, (4) the Central Free Dispensary of West Chicago, respectively, and (5) such other institutions as may have contractual relations with said College, or

Said College will assent in writing to contracts between said parties, severally, and the University which shall contain provisions appropriate to carrying into effect its proposed plan for higher medical education.

Fifth: Members of the faculty of the proposed School for advanced medical education and research shall, if approved by the University, be appointed by it, upon the nomination of the Trustees of the College, or by the President of the said College, with the approval of its Trustees.

Sixth: All students' fees for advanced medical education and research shall be paid to the University. The College further agrees that it will pay over to the University, from time to time, the income from all funds which it holds, either for general purposes or the promotion of education and research in medical science; and the University shall apply all such funds and fees for promoting medical education and research.

Seventh: The title to any new buildings erected, and to other property acquired, in connection with the proposed provisions for advanced medical education and research, shall be and remain in the University, and the title to all lands owned by the College upon which buildings are to be constructed by the University shall, prior to the erection of building or buildings thereon by it, be conveyed to said University. Provided That, if and whenever the contractual relations between the parties hereby made shall be dissolved, the University
June 16, 1919

Exhibit contract with R.M. Medical College appended

This contract is between the University and the College of Medicine.

In the event of the President of the College, with whose approval and signature this contract is made, the President and the Board of Trustees of the University, in case of the necessity for any action, shall be bound.

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shall pay to said College a sum equal to the then value of any real estate (exclusive of improvements) so conveyed to it by the College, under the terms hereof.

Eighth: During the continuance of this agreement, the degrees and diplomas in medicine in the said School for advanced medical education and research shall be conferred by the University, upon such terms and the fulfillment of such requirements as it may from time to time establish, upon persons nominated by the Board of Trustees of the College and approved by the University.

Ninth: The officers and students of the University and of the College respectively, shall have the use and enjoyment, on such terms as may be provided by the University, of privileges maintained or offered by either institution.

Tenth: Rush Medical College retains its right to exercise all such corporate rights and powers as are not herein delegated to the University, and this agreement shall not be deemed a surrender by said College of any powers conferred upon it by its Charter.

January 8, 1918

The Secretary reported that he had received from Dr. Frank Billings acknowledgment of the receipt of the executed contracts between the University and the Memorial Institute for Infectious Diseases and between the University and the Sprague Institute.

The Business Manager submitted an assignment by the Trustees of Rush Medical College to the University of Chicago, in accordance with the terms of our contract with Rush Medical College, of the contract with the Presbyterian Hospital, together with the consent thereto of the Presbyterian Hospital and acceptance by the University. The ratification of the acceptance by the officers of the University of the assignment was then voted.

February 12, 1918

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

It was moved and seconded to re-refer for further report the plan of organization of the Medical Schools to the Committee on
The secretory report that they have received from Dr. Frank Meathe, Manager of the University and the Executive Committee, together with the report of the Executive Committee to the University, will be submitted to the University for consideration.

The minutes of the meeting of the President and the President's Committee, held on May 8, 1918, were referred to the committee on information anddevelopment. At the request of the President, the committee on information and development asked for a plan of action on the President's Committee's report, which was referred to the committee for consideration. The committee on information and development also recommended the committee to consider the matter of the President's Committee's report, which was referred to the committee for consideration.

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Instruction and Equipment, with the statement that it is the sense of the Board of Trustees that the word "Rush" should form no part of the principal title of the second medical school as provided in the plan, and, a vote having been taken, the motion was declared adopted.
were generally opposed.

Discarding any prejudice, with the statement that it is the
Mr. Martin A. Ryerson,  
Corn Exchange Bank Bldg.,  
Chicago, Ill.

Dear Mr. Ryerson:

Here with I am sending (1) a copy of the original draft of the contract; (2) your draft of the same, and (3) a copy of the revised contract to which the officers of the General Education Board gave their assent.

You will notice that, so far as the details of the financial arrangements involving the distribution of the medical funds is concerned, our suggestions are adopted.

The stipulation as to holding the funds by the General Education Board and paying the University interest on the same in successive quarter million amounts, is retained. This is because that is the basis on which the arrangement was made with Washington University, and is the basis on which an arrangement will be made, if at all, with Columbia University. It would embarrass the Board to make a different arrangement with us; but you will notice the stipulation as to payments not made by the 1st January, 1920, whereby we are assured payment in full of the pro rata amount of the $2,000,000 which may be due at that time.

After my conference with you, a new thought occurred to me, which I laid before the officers of the General Education Board at our conference on Friday. By the charters of the Foundation and of the General Board, each is empowered to distribute...
its entire capital fund. In case of such distribution, it might easily be that the said Boards would go out of existence. In that case, there would be nobody empowered to contract with the University for a modification of this contract. This had not occurred to the officers of the Board, but they saw at once the implication involved. Accordingly, the clause was adopted providing that this contract may be changed by agreement of the three Boards concerned; but that in case the New York Boards should go out of existence, then the University may be free to adopt any modification which its Board of Trustees may deem proper.

Under these circumstances, it seems to me, that on the whole the contract is in satisfactory shape. I hope that you will examine it carefully, with a view to further suggestions. It is quite understood here that it is open to modification, as they desire to secure a contract mutually satisfactory.

Mrs. Judson and I will remain here for a few days, and will probably go up to the Fort William Henry Hotel, Lake George, by Thursday. My office will be advised at all times of my mail and telegraph address.

With sincere regards for Mrs. Ryerson, as well as yourself, I am

Very truly yours,
Chicago, August 3, 1917

Dear Mr. Flexner:—

Hereewith I am returning the draft of the agreement between the Board of Trustees of the University of Chicago and the two New York Boards. The modifications in ink are those which you made in New York. The pencilled suggestions are made by Mr. Ryerson. I think they will explain themselves. The one at the top of the second page Mr. Ryerson suggested because in case some of our present subscriptions should fail and we should secure others to take their place we shall of course wish to have these others counted as indeed I am sure you would. Near the middle of the second page it struck us that "on the Midway Plaisance" was too specific. If this now meets your views, we are ready to have it approved by our Board of Trustees. Our Board meets on the fourteenth of August. I shall be glad to have the final form so that I may present it at that meeting.

I had to cut my vacation short and return because I was appointed a member of one of the district exemption boards in this city. I shall
Dear Mr. [Name]

Congratulations on your recent appointment at the University of Chicago and your new position at the New York office. You have made an important contribution to the organization. I am writing to express my appreciation for your efforts.

The opportunity to work as a member of the department at the New York office is significant. I think this will enrich your professional experience and provide valuable insights. You have been a key player in one of the top projects of the research group. Your recent advancement in the department is a testament to your hard work and dedication.

Please feel free to contact me if you have any questions. I am here to support you in any way I can. With your expertise and experience, you will continue to make valuable contributions.

I look forward to hearing from you soon.

Sincerely,

[Signature]
enjoy little vacation until that work is cleared up.
With best wishes, I am,
Very truly yours,

H.P.J.-V.

Mr. Abraham Flexner
61 Broadway
New York City
Such little notification until they work to clear up.

With fond wishes I am,

Very truly yours,

H. E. C. Jr.

The Assistant

First Assistant

New York City
August 6, 1917

President Harry Pratt Judson
The University of Chicago
Chicago, Illinois

Dear Sir:

In Mr. Flexner's absence from the city I beg to acknowledge with thanks receipt of your letter of August 3 containing the draft of the agreement between the Board of Trustees of the University of Chicago and the two New York Boards.

Mr. Flexner will return to the office in about ten days and I shall bring your letter to his attention at that time.

Very truly yours,

[Signature]

Secretary
August 6, 1911

President Hitchcock,

The University of Chicago

Dear Sir,

In Mr. Prentice's absence from the city I beg to communicate with fiancee receipt of your letter of August 5, containing the air of the engagement between the Board of Trustees of the University of Chicago and the New York Board.

Mr. Prentice will return to the office to-morn and I shall print your letter to the attention of that time.

Very truly yours,

[Signature]

Secretary
August 21, 1917

President Harry Pratt Judson
The University of Chicago
Chicago, Illinois

Dear President Judson:

Returning to town I find yours of the third containing draft of contract between the General Education Board, the Rockefeller Foundation and the University of Chicago regarding the Medical School, with the emendations suggested. As I am alone at the office, I assume that no harm will be done if I allow the final conclusion of the matter to go over until Mr. Gates or Mr. Murphy returns to the city early in September.

I am sorry indeed that you had to return to town, though the work on the exemption boards is of the utmost importance and needs to be attended to by the best citizens in any community. I trust that you may be able to resume your vacation a little later on.

With warm regards,

Very sincerely yours,

Abraham Flexner
Dear Parent/Guardian,

Regarding the recent state of the district

the continuous need to ensure the General Education

Board, the Educational Commission, and the University of

Chicago regarding the necessity of a well-prepared for the students.

suggested. As I am aware of the situation, I would like to

hope that if you follow the slight accompaniment of the

state to go even until it becomes of an interest to

the office then in excellent.

I must know that you may refer to

you should the more so the examination papers or the

important and keep to be returned to the past office in

the community. I trust that you will be able to remain your

mention a little later on.

With Warm Regards,

[Signature]

[Date]

[Address]

[City, State, Zip]
Chicago, November 2, 1917

My dear Dr. Billings:

It is my understanding that from and after the first day of July, 1917, you are a Professor of Medicine in the University of Chicago, with full salary and on the full-time basis. That being the case, of course the University will wish to have the command of your time. It would seem to me advisable for you to continue the deanship of the faculty in Rush Medical College, but I should not think it advisable for you to continue teaching there, as that would interfere with your important University functions.

Very truly yours,

H.P.J. - L.

Dr. Frank Billings
242 E. Walton Place, Chicago
Officer, November 6, 1941

My dear Mr. Stetina:

I feel very uncomfortable that I am not working as hard as I should. I don't know what to study for the examination at the University of Chicago. With all my success in the University of Illinois, I don't feel I can make the same grade. That being the case, I don't think the University will help to have the command of your time. I must learn to be a student for you to continue the assurance of the faculty in your wisdom. I must learn to think as you do, not to continue the assurance that I don't want interference with your important University management.

Very truly yours,

[Signature]

Officer, November 6, 1941
November Second 1917

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

My dear President Judson:-

You have, I think drafts of contracts, viz:

The University and Rush Medical College,
The University, The Presbyterian Hospital
and Rush Medical College,
The University and Memorial Institute for
Infectious Diseases,
The University and Sprague Memorial Institute.

Mr. Ryerson has now seen all of these and
he will be here the latter part of next week so that
a meeting of the Committees can be called at that time
if you find it convenient.

Very truly yours,

[Signature]

WH-M
Mr. President,

You have, I trust, given your attention to:
The University and Users' Advisory Committee:
The University's Proposed Curriculum:
and User's Needs;
the University's New Projects;
Institutional Changes;
The University's Strategic Plan;
and the President.

Mr. President, may I express my gratitude for your efforts to ensure that our institution remains on track and meets the needs of our users.

With sincere appreciation,

[Signature]
November Fifteenth
1917

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

My dear President:

I am sending with this a draft of the proposed contract with Rush Medical College, indicating certain modifications to carry out suggestions that have been made.

It may be well to meet the views already expressed so far as possible so as to secure what is appropriate and avoid if possible a general overhauling and consequent delay and possible disadvantage.

Very truly yours,

WH-M

Enc.
Dear Sir,

I am writing with a great deal of anxiety. I have been in close contact with your nearest relatives, indicating to them the importance of their presence at the funeral. I trust you will be able to make arrangements for this. I will be more than happy to assist in any way I can.

Very truly yours,

[Signature]

New York
Chicago, November 16, 1917

Dear Mr. Heckman:

Thanks for your draft of changes in the contract with Rush. I have some similar suggestions on these matters, and would like to see you about it before the meeting of the Rush Board on Monday. I was sorry not to have conferred directly with Mr. Ryerson before he went to Washington. No doubt you have already conferred with him.

Very truly yours,

H.F.J. - L.

Mr. Wallace Heckman
1204, 134 S. La Salle St., Chicago
OFFICE, November 12, 1924.

Dear Mr. Heckman:

Thank you for your grat of changes in the contracts with IIM. I have some similar suggestions on these matters and many other. I would like to see you apart from my own point of view. I was sorry not to have a chance to discuss any further with Mr. Heckman personally.

Could you please send me a copy of the minutes of the meeting of the Board of Directors? I have already studied them.

Very truly yours,

H. L. - L.

Mr. William Heckman
1001, Jefferson Hotel, Chicago.
RESOLVED, That the Secretary be instructed to transmit to the General Education Board:

1. Copy of the executed contracts between the Trustees of Rush Medical College and the Trustees of the Presbyterian Hospital, of the Sprague Institute, and of the Institute for Infectious Diseases.

2. Statement from the Auditor of the amount actually paid in on medical pledges, either in cash or securities, with the necessary dates.

3. Statement from the Auditor of the amount appropriated in the budget for 1916, and in the current budget, for the Medical Departments in the quadrangles of the University.
REGRETS THAT THE SECRETARY IS UNABLE TO ATTEND

TO THE GENERAL EDUCATION BOARD:

I

COPY OF THE EXTRACTS CONCERNING THE

TRAUNCHES OR BURIALS AND THE TRAUNCHES OF THE

PRESBYTERIAN RECIPIENT OF THE BRADEN BIBLICAL

AND OF THE INSTITUTE FOR INSTRUCTION DISEASE.

2. ACCEPTANCE FROM THE AUDITOR OF THE möchte

SECURITY FAUN IN THE MEANWHILE, EHRER IN EACH OR

SECURITY WITH THE REQUIRED GATES.

3. ACCEPTANCE FROM THE AUDITOR OF THE

DEPARTMENT OF THE UNIVERSITY.

APPROPRIATION IN THE BUDGET FOR 1916 AND IN THE EXPENSES OF

BUDGET FOR THE MEANToliberal Department in the University of

THE UNIVERSITY.
President Harry Pratt Judson,
The University of Chicago,
Chicago, Illinois.

Dear Mr. Judson:

I enclose the contract between the University of Chicago and the Sprague Institute as modified by Mr. Wilson and also a copy of Mr. Wilson's letter to me giving the reasons for the modifications.

I have asked each member of the Sprague Board to let me know if the modified form of contract meets with his approval and if so to indicate it to me. If all agree if it meets with their approval, I will let you know. It then remains for the Board of Trustees of the University to act upon it and if agreed to the signatures may be attached to complete the whole.

On December 17th there will be a meeting of the Board of Trustees of Sprague Institute. They will be asked to confirm the action taken separately in the manner described at this time.

This I hope will meet with your approval and will enable you to have the contract signed before December 17th.

Very truly yours,

Frank Billings

2 enclosures.

[Handwritten note: After you have read this, you please send it to Mr. Heckman and oblige, FB]
Dr. Frank Billings,
122 South Michigan Avenue,
Chicago.

Dear Dr. Billings:

I have examined the draft of the proposed contract between the Sprague Memorial Institute and the University of Chicago. I suggest that Sections 3 and 7 of the draft be changed so as to read as follows:

"3. The Director and the staff of Sprague Memorial Institute shall be appointed upon mutual agreement between the Boards of Trustees of the said Institute and University: Provided, however, that in the event of said Boards of Trustees failing to fill any vacancy within ninety (90) days after it shall occur, such vacancy may be filled by the Board of Trustees of the Institute."

"7. This agreement shall continue until June 30, 1927, and thereafter until the same shall be terminated by either party, by such party giving one year's notice in writing of its election to terminate this contract."

The difficulty with Article 3 of the contract as drawn is that it makes no provision whatever as to what is to be done in the event of a disagreement between the two Boards with reference to the filling of any vacancy. As this section is drawn the Trustees of the Institute must either agree with the University in electing such persons to fill all vacancies as the University may nominate, or else the vacancy go unfilled and the operations of the Institute be at an end or paralyzed to that extent. A similar contract between Northwestern University and Wesley Hospital resulted in a bitter fight
and a partial paralysis of the work of the Hospital.

Under the statute under which the Institute is incorporated it is provided that the Trustees "shall have the control and management of the affairs and funds of the corporation." (Sec. 32, Ch. 32 Illinois Statutes)

I do not think the Trustees of the Institute have the right or power to abdicate their functions under the statute. They must have the power to go ahead with the work of the Institute, which necessitates the filling of vacancies in the directorship and staff, even although they cannot agree with the University in regard to such appointments.

I have endeavored to cover this contingency by the proviso to Article 3 of the contract. I have also stricken out the last half of this article, which provided that such members of the staff of the Institute as may be mutually agreed upon shall be appointed members of the University faculty.

I see no necessity for and no effect whatever in this provision. Without it the Trustees of the University can appoint members of the Staff of the Institute members of the University faculty. They will have precisely the same power, neither more nor less, with this clause out than with it in. I see no reason why the University Trustees should not have the same right and power, untrammeled, to elect out staff members of its faculty that they have to elect any and all other persons members of such faculty.

Article 7 makes the contract terminable only at the end of ten year periods. In my opinion, after the expiration of the first term the contract should run until terminated by either party, and in my opinion it should not run more than one year after either party desires the relation to be terminated. The association of the two institutions would not be desirable or productive of the welfare of either institution if after a trial of ten years or more either party is dissatisfied and wishes to end the arrangement.

Very truly yours,

(Signed) John P. Wilson.
THIS AGREEMENT, made this ______ day of ________
by and between THE UNIVERSITY OF CHICAGO (hereinafter sometimes referred to as the "University"), party of the first part, and the TRUSTEES OF THE OTHO S. A. SPRAGUE MEMORIAL INSTITUTE (hereinafter sometimes referred to as "Sprague Memorial Institute"), party of the second part.

WITNESSETH:

WHEREAS, it is desired that there shall be a plan of co-operation by and between the University and Sprague Memorial Institute whereby Sprague Memorial Institute, through its relations with the University, can carry out more effectively the object of its incorporation; viz., "The Investigation of the Causes of Disease and the Prevention and Relief of Human Suffering";

NOW, THEREFORE, it is mutually covenanted and agreed as follows:

1. The University agrees to furnish, rent free to the Sprague Memorial Institute, suitable quarters and other facilities for research work to be done at the University in connection with the medical schools.

2. Sprague Memorial Institute agrees to provide all laboratory equipment to be used in connection with said quarters; to maintain said laboratory, paying all laboratory costs, and to conduct its research work in harmony with the other medical work of the University.

3. The Director and the staff of Sprague Memorial Institute shall be appointed upon mutual agreement between the Boards of Trustees of the said Institute and University: Provided, however, that in the event of said Boards of Trustees failing to fill any vacancy within ninety (90) days after it shall occur, such vacancy may be filled by the Board of Trustees of the Institute.

4. Sprague Memorial Institute agrees at all times during the term of this contract to fully co-operate with the University in medical research.

5. All publications of the results of research work shall bear the name "Otho S. A. Sprague Memorial Institute in Co-operation with the University of Chicago."
6. In the event of Sprague Memorial Institute giving up the quarters herein provided for, after ten years' use, all permanent and fixed improvements shall become the property of the University, but all movable furnishings and equipment installed by Sprague Memorial Institute may be removed as the property of the said Sprague Memorial Institute.

7. This agreement shall continue until June 30, 1927, and thereafter until the same shall be terminated by either party, by such party giving one year's notice in writing of its election to terminate this contract.

IN WITNESS WHEREOF, the parties hereto have severally caused this agreement to be executed by their respective officers duly thereofunto authorized in accordance with the resolutions of their respective Boards of Trustees, and their respective corporate seals to be hereto affixed the day and year first above written.

THE UNIVERSITY OF CHICAGO

By____________________(Seal)
President of its Board of Trustees

TRUSTEES OF THE OTHO S. A. SPRAGUE MEMORIAL INSTITUTE

By____________________(Seal)
Chairman Board of Trustees.
Dear President Judson:

Referring to the different matters concerning medical affairs, of which we were speaking at the committee meeting this morning, let me say that the organization of the medical school was referred to the Committee on Instruction and Equipment at the meeting of the Board of Trustees held May 8, 1917. You will recall that it was in relation to this that you made a report of progress at the meeting of the committee held November 12, 1917.

At the meeting of the University Board of Trustees held November 13, there was referred to a special committee, consisting of Mr. Ryerson, Mr. Holden and yourself, the contracts of the University with Rush Medical College, the Presbyterian Hospital, the Sprague Institute and the Memorial Institute for Infectious Diseases. This committee was to consider these contracts and to report thereon to the Board of Trustees. Mr. Ryerson writes that with the committee just named, the committee appointed by the Rush Medical College Trustees, namely Messrs. Hamill, Rawson and F. A. Smith, could cooperate.

I think this brings to your attention all the matters referred to at the committee meeting this morning.

Very truly yours,

[Signature]

Secretary

President Harry Pratt Judson
Dear President Latham:

Refer to my letter of April 20, and enclose for your information the following:

1. A summary of the recommendations of the Committee on the Requirements of Women Scientists and Engineers for Graduate Training.

2. A recommendation of the Committee on the Requirements of Women Scientists and Engineers for Graduate Training.

3. A report on the progress of the Board of Trustees in the adoption of the proposed plan.

I am pleased to submit these letters for your consideration.

Yours sincerely,

[Signature]

Secretary
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. Buttrick, and Mr. Flexner, office of the General Education Board, February 10, 1917.

Re Medical Schools, University of Chicago:

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

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

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

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

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

It was moved and seconded to refer 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.
Letter to the President of the University of Chicago

Subject: Recommendation for a Recent Conference

Dear President,

I am writing to recommend the holding of a recent conference on the topic of academic freedom and the role of the university in society. As you are aware, there has been much discussion in recent years about the influence of universities on policy and the need for greater accountability in academic decision-making.

The conference could focus on several key areas, including:

1. The role of universities in shaping public policy
2. The relationship between academic freedom and accountability
3. The impact of universities on the economy and society

I believe that such a conference would be a valuable opportunity for scholars and policymakers to engage in meaningful dialogue and to develop new strategies for addressing the challenges faced by universities today.

Please let me know if you are interested in pursuing this idea. I am available to discuss the details further.

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

It was moved and seconded to re-refer for further report the plan of organization of the Medical Schools to the Committee on Instruction and Equipment, with the statement that it is the sense of the Board of Trustees that the word "Rush" should form no part of the principal title of the second medical school as provided in the plan, and, a vote having been taken, the motion was declared adopted.

Minutes of Board of Trustees,
February 12, 1918, Book 10, p. 371.
At the meeting of the Board of Trustees held May 8, a plan of organization was presented, and the next meeting of the University was scheduled.

At the meeting of the Committee on Education, the plans for the organization of the Kenton College were discussed. The committee agreed to the plan as presented by Professor Jenkins, and recommended to the Board of Trustees the adoption of the plan as presented by the committee.

The Committee on Instruction and Development will make a report to the Board of Trustees on the progress of the Kenton College and the plans for its future development.

The meeting of the Board of Trustees will be held on the 15th of June, at which time the report of the Committee on Instruction and Development will be presented.
The Secretary on behalf of the Committee on Instruction and Equipment presented a plan for the organization of the medical work of the University as recommended by the Committee, accompanied by the following communication from the President of the University:

July 6, 1918.

To the President of the Board of Trustees:

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

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

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

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

The recommendations are herewith respectfully submitted.

(Signed) Harry Pratt Judson,
President.

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

The Organization of Medical Work in the University Under the New Plan

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

1. In the quadrangles on the Midway there will be a medical school with the primary purpose of training students for the degree of Doctor of Medicine. The Bachelor's degree from a reputable college will be required for admission. Provision will be made for about 350 students. Members of the faculty in the laboratory departments and in the main clinical departments will give their entire time to teaching and research, receiving no personal fees for practice. The staff of the Hospitals will consist of the medical faculty, patients being admitted only if willing
The Secretary on behalf of the Committee on Finance and Development presents the following report to the organization.

The Committee recommends the following:

1. That the Secretary of the Board of Trustees:
   - Retain the role of current responsibilities for the organization.
   - Consider the placement of the Secretary to the Committee as recommended by the previous chapter.
   - Take the President of the University:

The Secretary recommends the following:

- That the President of the University:
  - Retain current responsibilities for the organization.
  - Consider the placement of the President to the Committee as recommended by the previous chapter.

The report recommends the following:

- That the Secretary of the Committee on Finance and Development:
  - Retain current responsibilities for the organization.
  - Consider the placement of the Secretary to the Committee as recommended by the previous chapter.

The Secretary recommends the following:

- That the President of the University:
  - Retain current responsibilities for the organization.
  - Consider the placement of the President to the Committee as recommended by the previous chapter.

The report recommends the following:

- That the Secretary of the Committee on Finance and Development:
  - Retain current responsibilities for the organization.
  - Consider the placement of the Secretary to the Committee as recommended by the previous chapter.

The Secretary recommends the following:

- That the President of the University:
  - Retain current responsibilities for the organization.
  - Consider the placement of the President to the Committee as recommended by the previous chapter.
to have their cases used for teaching or research, and the Hospital being a part of the medical school and therefore under the control of the medical faculty, subject to the Board of Trustees of the University. This will be a new school in every respect, and it will be known as "The University of Chicago Medical School."

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

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

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

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

Medical research will be under the general direction of a University Board, consisting of the President of the University as Chairman, the Dean of each medical school, the Director of each affiliated research institution, and
In connection with the appointment of the University Professor of Clinical Medicine and Surgery, and the establishment of the University of Chicago Medical School, the subject of the instruction of medical students will be a matter of importance. The medical school will be an important part of the University of Chicago, and it is desirable to have a well-organized and scientifically sound program of instruction.

The curriculum of the University Medical School will be designed to provide a comprehensive education in the basic sciences and clinical medicine. The students will be exposed to the latest developments in medical research and will be encouraged to participate in ongoing clinical investigations. The faculty will consist of distinguished medical practitioners and researchers, and the school will be equipped with modern facilities for teaching and research.

In addition to the medical school, the University of Chicago will establish a school of public health, which will be a center for the study of preventive medicine and the health problems of the community. The school will be affiliated with the Medical School, and the faculty members will be shared between the two institutions.

The University of Chicago is committed to achieving excellence in medical education and research. The faculty and administration will work closely with the students to ensure that they receive a high-quality education and are prepared for successful careers in medicine.
four members of the University Faculties appointed by the Board of Trustees.

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

It was moved and seconded to concur in the recommendations and to adopt the plan of organization of Medical Work in the University as proposed, and, a vote having been taken, the motion was declared adopted.

Minutes of the Board of Trustees,
July 9, 1918,
Book 10, p. 494.
Your reasons for the University's request for
the approval of the

of the Board of Regents for the University of

of the University to

and the

and the

of the Board of Regents.

1937
April 19, 1917.

Dr. Harry Pratt Judson, Pres.,
University of Chicago,
Chicago, Illinois.

Dear Dr. Judson:

I have just said to our mutual friend Doctor Billings that I shall be glad to give to the University of Chicago, for their medical plan, the sum of Twenty-five Thousand Dollars ($25,000), payable on the fifth day of January, 1918.

I am very glad to be able to make this small gift and only wish it could be much more.

With very best regards, I am

Very sincerely,

(Signed) John G. Shedd.

P.S. I desire that the disposition of the above mentioned gift be left entirely to the discretion of Doctor Billings.

It was moved and seconded to accept the gift subject to the conditions stated and to request the Secretary to express to the donor the thanks of the Board of Trustees for his generous contribution, and, a vote having been taken, the motion was declared adopted.

Minutes of Board of Trustees,
May 8, 1917,
Book 10, p. 110.
April 19, 1959

To: [Name]

I am writing to inform you of the recent vote of the University Senate, which was held on Friday, November 18, 1958. The vote was held by secret ballot, and the results are as follows:

[Vote Results]

I am very happy to be able to make this small gift with very great pleasure.

With very best regards,

Very sincerely,

[Name]
May 10, 1917.

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

Dear Mr. Judson:

It is my request to the Board of Trustees of the University of Chicago that the subscription of Mr. John G. Shedd of $25,000 and the subscription of Mr. David B. Jones and Mr. Thomas D. Jones, each $50,000, be placed in the general endowment funds of the University for the medical school.

Very truly yours,

(Signed) Frank Billings.

Minutes of Board of Trustees,
June 5, 1917,
Book 10, p. 151.
Dear Mr. President:

I am happy to report the progress of the University of Chicago in the recent months. As per the request of the Board of Trustees, we have received a grant of $50,000 and the support of the staff for the expansion of the university. The funds will be used to purchase land and erect new buildings.

I am confident that this will pave the way for the development of our school.

Very truly yours,

(Signed) [Name]

Secretary of the Board of Trustees

432 W. Foster, Chicago

[Date]
November 29, 1916.

President Harry Pratt Judson,
Chairman Medical School Committee,
The University of Chicago,
Chicago, Illinois.

Dear President Judson:

Some time ago in connection with an effort made through a joint committee representing the University of Chicago and Rush Medical College to raise for the University of Chicago a fund of $1,300,000 for medical education, I informed Dr. Billings that I would contribute the sum of $100,000 toward that amount. In view of the far greater scope of the plan now contemplated for medical education at the University, I desire to withdraw that subscription and in lieu thereof to subscribe the sum of $250,000 toward the new plan. This subscription is conditioned on the total amount of $5,300,000 being raised on or before the 30th day of June, 1918, and shall be payable: $100,000 within ninety days after notice of the completion of the aforesaid amount of $5,300,000, and the balance in two installments of $75,000 each payable in one and two years thereafter. 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.

Very sincerely yours,

(Signed) Martin A. Ryerson.

Minutes of Board of Trustees,
December 12, 1916,
Book 9, p.518.
Dear President Johnson:

Professor: They are in connection with an article which appeared in the Common College of Chicago and the University of Chicago. I am writing to report that I have been informed of a plan under consideration by the University to establish a Graduate School of Liberal Arts and Sciences in the University of Chicago. This plan is to be submitted to the Board of Trustees for approval.

Very sincerely yours,

[Signature]

[Date]

Minutes of Board of Trustees

[Date]

[Signature]

[Date]
At the meeting of the Board of Trustees held December 11, 1917, Mr. Ryerson, chairman of the special committee appointed at the Board meeting held November 13, 1917, to take into consideration and to report upon the proposed contracts of the University with affiliating medical organizations in Chicago, reported presenting contracts with Rush Medical College, the Presbyterian Hospital, the Otho S. A. Sprague Memorial Institute and the Memorial Institute for Infectious Diseases, which contracts had been in each instance adopted by the organization concerned, and on the same day were approved by the Board of Trustees of the University. These contracts are quoted on pages 335-342 inclusive, Minute Book 10.

Minutes of the Board of Trustees,
December 11, 1917,
Book 10, p. 335.
At the meeting of the Board of Trustees held.

Respectfully submitted,

[Signature]

[Name]

[Position]

Secretary of the Board of Trustees

[Date]

[Year]
THIS AGREEMENT, Made this 15 day of December, A. D. 1917, by and between the UNIVERSITY OF CHICAGO and the Trustees of the RUSH MEDICAL COLLEGE.

W I T N E S S E H:

THAT WHEREAS, The University and the College, after extended and careful consideration of existing conditions affecting the work of medical education, severally believe that such work can be greatly advanced and enlarged, - in securing mutual assistance, - in making possible larger enterprises, - in promoting economy and efficiency, - in avoiding duplication of work and expenditure, - and in giving to the purpose of donors who have contributed money for the object of promoting medical education and research in Chicago, fuller accomplishment, - by a close co-operation of these two institutions, and

WHEREAS, Subscriptions for a fund of $8,300,000 have been made, to be used in further carrying out the proposed plans for the reorganization of medical work connected with the University, of which plan this agreement forms a part, and

WHEREAS, The University expects to organize a Medical School in close proximity to its present campus and, as a part thereof, to construct, equip and maintain a hospital of about 250 beds, - it being a part of the plan of said University that members of the faculty of said Medical School shall (as required) give their full time to the work of the School, including teaching and research, and shall not engage in outside medical practice or other professional or commercial activity, and

WHEREAS, The University expects to establish and maintain a School for medical education on or near the site of the College, and, as a part thereof, to construct, equip and maintain a new laboratory building costing not less than $300,000, the faculty of which said school for advanced medical education and research is to be organized either upon the full time plan or upon the part time plan, or both, as it may from time to time determine,

NOW, THEREFORE, It is agreed that:

First: In conformity with the practice existing for more than fifteen years last past (until the last four or five months), a majority of the Board of Trustees of the College shall be members of the Board of Trustees of the University.

Second: The University and the College shall, severally, as to its organization and its title to property and rights concerning the use and disposition thereof, be unaffected by this contract, except as herein provided.

Third: The President of the University shall be ex officio President of the College, with such powers and duties as are now, and hereafter may be, provided in the Charter and By-Laws of the College.

Fourth: The College agrees to transfer and assign to the University (with the consent of the other parties to such agreements, respectively) all contracts between itself and (1) the Presbyterian Hospital, (2) the Trustees of the Otto S. A. Sprague Memorial Institute, (3) the McCormick Memorial Institute for Infectious Diseases, (4) the Central Free Dispensary of West Chicago, respectively, and (5) such other institutions as may have contractual relations with said College, or
NOTES ON THE UNIVERSITY AND THE COLLEGE, AFTER EXPRESSIONS

and conclusions of the stock exchange and the market
- to open in mid-2019.
- to provide a more comprehensive and detailed view of the market.
- to explore the potential for new opportunities.
- to outline the strategies and tactics that will be employed.

The University of Chicago, with offices and departments in various locations around the world, is a leading academic institution. It has a long history of excellence in research and education, and is consistently ranked among the top universities in the world. The University is home to many Nobel laureates and other distinguished scholars, and is known for its rigorous academic standards and commitment to excellence.

The College, situated on the campus of the University, is the undergraduate division of the institution. It offers a wide range of courses and programs, and is known for its vibrant academic community and strong support for student success. The College is committed to providing a challenging and enriching educational experience for all its students.
Said College will assent in writing to contracts between said parties, severally, and the University, which shall contain provisions appropriate to carrying into effect its proposed plan for higher medical education.

Fifth: Members of the faculty of the proposed School for advanced medical education and research shall, if approved by the University, be appointed by it, upon the nomination of the Trustees of the College, or by the President of the said College, with the approval of its Trustees.

Sixth: All students' fees for advanced medical education and research shall be paid to the University. The College further agrees that it will pay over to the University, from time to time, the income from all funds which it holds, either for general purposes or the promotion of education and research in medical science; and the University shall apply all such funds and fees for promoting medical education and research.

Seventh: The title to any new buildings erected, and to other property acquired, in connection with the proposed provisions for advanced medical education and research, shall be and remain in the University, and the title to all lands owned by the College upon which buildings are to be constructed by the University shall, prior to the erection of building or buildings thereon by it, be conveyed to said University; PROVIDED THAT, if and whenever the contractual relations between the parties hereby made shall be dissolved, the University shall pay to said College a sum equal to the then value of any real estate (exclusive of improvements) so conveyed to it by the College, under the terms hereof.

Eighth: During the continuance of this agreement, the degrees and diplomas in medicine in the said School for advanced medical education and research shall be conferred by the University, upon such terms and the fulfillment of such requirements as it may from time to time establish, upon persons nominated by the Board of Trustees of the College and approved by the University.

Ninth: The officers and students of the University and the College, respectively, shall have the use and enjoyment, on such terms as may be provided by the University, of privileges maintained or offered by either institution.

Tenth: Rush Medical College retains its right to exercise all such corporate rights and powers as are not herein delegated to the University, and this agreement shall not be deemed a surrender by said College of any powers conferred upon it by its Charter.

Eleventh: This agreement shall be in force from and after the receipt by the College of written notice from the University that it is ready to proceed hereunder, and shall continue in force up to and until June 30, 2017.

IN WITNESS WHEREOF, The Parties hereto have severally caused this agreement to be executed by their respective officers duly thereunto authorized in accordance with resolutions of their respective Board of Trustees and their respective corporate seals to be hereto affixed the day and year first above written.

THE UNIVERSITY OF CHICAGO

ATTEST: ____________________________________________
Secretary.

TRUSTEES OF THE RUSH MEDICAL COLLEGE

ATTEST: ____________________________________________
Secretary.

by ________________________________
President of its Board of Trustees.

by ________________________________
President.
The University of Chicago

President of the Board of Trustees:

ATTEN

President of Rush Medical College:

ATTEN
Record to

Court

Gen. No.

vs.
Extract from Minutes of the Meeting of the

Board of Trustees

held

December 11, 1917


Mr. Ryerson, chairman of the special committee appointed at the Board meeting held November 13, 1917, to take into consideration and to report upon the proposed contracts of the University with affiliating medical organizations in Chicago, reported presenting contracts with Rush Medical College, the Presbyterian Hospital, the Otho S. A. Sprague Memorial Institute and the Memorial Institute for Infectious Diseases, which contracts had been in each instance adopted by the organization concerned, and which now, were recommended by the committee for adoption as follows:

This Agreement, Made this [15] day of [DEC] A.D. 1917, by and between the University of Chicago and the Trustees of the Rush Medical College, Witnesseth:

That Whereas, The University and the College, after extended and careful consideration of existing conditions affecting the work of medical education, severally believe that such work can be greatly advanced and enlarged, - in securing mutual assistance, - in making possible larger enterprise, - in promoting economy and efficiency, - in avoiding duplication of work and expenditure, - and in giving to the purpose of donors who have contributed money for the object of promoting medical education and research in Chicago, fuller accomplishment, - by a close cooperation of these two institutions, and

Whereas, Subscriptions for a fund of $5,300,000 have been made, to be used in further carrying out the proposed plans for the reorganization of medical work connected with the University, of which plan this agreement forms a part, and

Whereas, The University expects to organize a Medical School in close proximity to its present campus, and, as a part thereof, to construct, equip and maintain a Hospital of about 250 beds; it being a part of the plan of said University that members of the faculty of said Medical School shall (as required) give their full time to the work of the School, including teaching and research, and shall not engage in outside medical practice or other professional or commercial activity, and

Whereas, the University expects to establish and main-
Extract from minutes of the meeting of the Board of Trustees.

December 11, 1917

Mr. A. D. Y. tents, the recommendation of the special committee on

New York. The recommendation of the special committee on

the University of Chicago, and the case of the

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tain a School for medical education on or near the site of the College, and, as a part thereof, to construct, equip and maintain a new laboratory building costing not less than $300,000, the faculty of which said school for advanced medical education and research is to be organized either upon the full time plan or upon the part time plan, or both, as it may from time to time determine,

Now, Therefore, It is agreed that:
First: In conformity with the practice existing for more than fifteen years last past (until the last four or five months), a majority of the Board of Trustees of the College shall be members of the Board of Trustees of the University.
Second: The University and the College shall, severally, as to its organization and its title to property and rights concerning the use and disposition thereof, be unaffected by this contract, except as herein provided.
Third: The President of the University shall be ex-officio President of the College, with such powers and duties as are now, and hereafter may be, provided in the Charter and By-Laws of the College.
Fourth: The College agrees to transfer and assign to the University, with the consent of the other parties to such agreements, respectively, all contracts between itself and (1) the Presbyterian hospital, (2) the Trustees of the Otho S. A. Sprague Memorial Institute, (3) the McCormick Memorial Institute for Infectious Diseases, (4) the Central Free Dispensary of West Chicago, respectively, and (5) such other institutions as may have contractual relations with said College, or said College will assent in writing to contracts between said parties, severally, and the University, which shall contain provisions appropriate to carrying into effect its proposed plan for higher medical education.
Fifth: Members of the faculty of the proposed School for advanced medical education and research shall, if approved by the University, be appointed by it, upon the nomination of the Trustees of the College, or by the President of the said College, with the approval of its Trustees.
Sixth: All students' fees for advanced medical education and research shall be paid to the University. The College further agrees that it will pay over to the University, from time to time, the income from all funds which it holds, either for general purposes or the promotion of education and research in medical science; and the University shall apply all such funds and fees for promoting medical education and research.
Seventh: The title to any new buildings erected, and to other property acquired, in connection with the proposed provisions for advanced medical education and research, shall be and remain in the University, and the title to all lands owned by the College upon which buildings are to be constructed by the University shall, prior to the erection of building or buildings thereon by it, be conveyed to said University; Provided That, if and whenever the contractual relations between the parties hereby made shall be dissolved, the University shall pay to said College a sum equal to the then value of any real estate (exclusive of improvements) so conveyed to it by the College, under the terms hereof.
Eighth: During the continuance of this agreement, the
Your Interests: If they are strong and well defined, you can still be a student at the University. If they are not well defined or not strong, you can still be a student at the University. If you have a strong interest in a particular subject, you can still be a student at the University. If you have a weak interest in a particular subject, you can still be a student at the University.

In conclusion, the University offers a wide range of courses and programs for students with diverse interests. Whether you are looking to pursue a specific career path or simply explore new ideas, the University has something for you. So why not take advantage of this opportunity and enroll today?
degrees and diplomas in medicine in the said School for advanced medical education and research shall be conferred by the University, upon such terms and the fulfillment of such requirements as it may from time to time establish, upon persons nominated by the Board of Trustees of the College and approved by the University.

Ninth: The officers and students of the University and of the College respectively, shall have the use and enjoyment, on such terms as may be provided by the University, or privileges maintained or offered by either institution.

Tenth: Rush Medical College retains its right to exercise all such corporate rights and powers as are not herein delegated to the University, and this agreement shall not be deemed a surrender by said College of any powers conferred upon it by its Charter.

Eleventh: This agreement shall be in force from and after the receipt by the College of written notice from the University that it is ready to proceed hereunder, and shall continue in force up to and until June 30, 2017.

In Witness Whereof, the parties hereto have severally caused this agreement to be executed by their respective officers duly thereunto authorized in accordance with resolutions of their respective Boards of Trustees and their respective corporate seals to be hereto affixed the day and year first above written.

It was moved and seconded to adopt the following resolution:

Resolved, that the agreement above set forth is hereby approved, and the President of this Board of Trustees and the Secretary are hereby authorized and directed to execute the same in duplicate, to attach the corporate seal of the University of Chicago thereunto, and to deliver the same upon receipt of a duplicate thereof signed by the President of the Trustees of the Rush Medical College and attested by its Secretary and its corporate seal attached thereunto,

and, a vote having been taken, the motion was declared adopted.
Your letter of acceptance in completing the required papers for the University of Kent's Bachelor of Science degree in Mathematics and Computer Science. It is my hope that you will be able to continue your studies at the University and eventually complete your degree. The Office of the Registrar has informed me that you have been accepted into the University, and I am looking forward to hearing from you soon.

Sincerely,
[Signature]

[Name]
Department Chair

To: [Name]

Subject: Acceptance Letter

Dear [Name],

I am pleased to inform you that you have been accepted into the University of Kent's Bachelor of Science degree in Mathematics and Computer Science. Your application was reviewed by the admissions committee, and you have met all the requirements for admission.

Please be sure to complete all the necessary steps to enroll in the University, including registration and payment of tuition. You will receive your formal acceptance letter in the mail, which will contain all the necessary information regarding your enrollment.

I look forward to hearing from you soon.

Sincerely,

[Signature]

[Name]
Department Chair

[Note: The text is not fully transcribed and requires further analysis and context.]