Dear President Judson:

You will find enclosed a proposed outline of the organization of the hospital, together with a list of the professional staff, officers and lay personnel, which are considered necessary for the operation of the different departments of the hospital and dispensary, and a preliminary sketch of the duties of the more important officers.

I have also attempted to suggest the salaries and wages to be paid to the various officers and employees. While the amounts stated are only tentative I believe those for the professional staff may be regarded as reasonably accurate, to be used as a guide. The wages noted for the employees will be subject to revision as determined by conditions and customs as to hours of duty etc., that prevail in Chicago, with which I am not familiar.

At first glance the total amount of the salaries and wages may seem large. One must bear in mind however, that the amount required for overhead expenses in the development and organization of this character will not need to be increased in proportion as the work of the institution increases and expands.

The preparation of this memorandum has been a difficult task, because I have wished to make it as nearly correct as possible, yet I am constantly reminded that it is practical at this time only to indicate in a general way the number of workers needed to carry on the work in the different departments. This can only be more accurately determined as the departments are developed under the supervision of those who will be in charge.

I wish to bring to your attention that this memorandum makes no provision for cleaners, technicians etc. for the laboratory section of the hospital; also except for the matron in charge, no account has been taken of the staff required for the nurses' home; also that in addition to the staff of physicians proposed, others must be considered to assist in carrying on the work of the dispensary. In this connection, consideration should be given to the advisability of paying from $500 to $1,000 for the services of certain members of the dispensary staff, not with the idea that they would receive compensation adequate for time and services given in caring for patients and teaching students, but that those doctors by accepting salaries, have a feeling of responsibility towards their duties which does not exist among workers whose services are entirely voluntary.

It is desirable that the number of members on the Executive Board should not be too large, and that no physician shall be a member of this Board. The Executive Board shall be charged with the duty of supervising the general management of the hospital and of enforcing strictly such rules and regulations, which they may make with the aid of the Director and medical staff, for the internal government of the hospital. Through its various committees it shall
The Johns Hopkins Hospital

1926

Dear Professor Johnson,

I am writing to offer my assistance in the establishment of a new department for the study of the nervous system. I believe that the organization of such a department would be a valuable contribution to the advancement of medical science. Your experience and knowledge in this field make you an ideal leader for the proposed department.

I would be willing to contribute my time and resources to support this endeavor. Please let me know if this is of interest to you.

Sincerely,

[Signature]
have exclusive charge and management of all property, real or personal, belonging to the hospital; also of all matters relating to construction, alteration or repair of all buildings used in connection with the hospital.

In formulating the scheme of organization of the nursing department, much will depend upon the basis on which the training school for nurses will be established, as a university department along the lines mentioned in a former letter, or a purely hospital school, as is found in most of the institutions of this country.

There should be an Advisory Committee for the training school for nurses, which shall consist of the dean of the training school, director of the hospital, physician, surgeon and pediatrician in chief, and dean of the Medical School. This committee shall advise with regard to the course of study to be prescribed for the training of nurses.

The Director of the hospital is the executive officer of the Executive Board and is the authorized means of communication between the Executive Board and the various officers and departments of the hospital. It is his duty to visit every department regularly and to consult with all officers concerning the conduct and management of their respective branches of the hospital or administrative work. In all matters relating to the welfare of the hospital he shall consult frequently with the Executive Board. He shall attend the meetings of the Executive Board. In case any sudden emergency arises in the hospital administration, between the meetings of the Executive Board, the Director is authorized to act as its representative but must report his action for approval at the next regular meeting. He shall see that all regulations of the Executive Board are carried into effect and perform such other duties as they may direct.

Except in cases for which particular provision has been made, the power of designating the uses to which all of the various portions of the hospital buildings and grounds shall be applied and the terms upon which any chamber or bed in the hospital shall be occupied, or the accommodations afforded by the hospital shall in any way be used, shall be vested in the Director, subject nevertheless to the approval of the Executive Board.

He shall hire and dismiss or authorize the hiring and dismissal of all employees, subject to the approval of the Executive Board. He shall discharge any who are guilty of drunkenness or immoral conduct.

He shall supervise all expenditures. He shall examine all bills and authorize their payment before they are reported.

There shall be assistants to the Director in such number as the Executive Board may consider necessary.
In the absence of the Director the first assistant shall act in his place.

The Medical Staff of the hospital shall consist of a physician, a surgeon, a pediatrician and a pathologist; also as many full-time associates and assistants as may be considered necessary for the proper performance of the medical work of the hospital and dispensary; also a resident physician, a resident surgeon, a resident pediatrician and a resident pathologist, who will act as assistants in medicine, surgery, pediatrics and pathology; also as many resident assistants as may be required for the proper performance of the work of the hospital, the number of assistants being recommended by the Medical Board and appointed by the Executive Board.

All members of the Medical Staff shall be appointed by the Executive Board, upon the recommendation of the Medical Board.

There shall be one physician, one surgeon and one pediatrician. Each of these officers shall have as many assistants as are required by the work of the hospital.

The hospital shall be divided into one medical, one surgical and one pediatric division, and such other departments as may be decided later as the hospital is expanded.

The physician, surgeon and pediatrician shall have entire responsibility for the care and treatment of patients in their respective divisions. They shall exercise a supervision over the wards and observe the behavior of the nurses and orderlies, and report to the Director whatever they deem wrong. They may give clinical instruction in their respective divisions.

The professor of pathology in the University shall be pathologist of the hospital. The assistant in pathology in the University shall be the assistant pathologist in the hospital.

The pathologist or assistant pathologists shall make all post-mortem examinations of persons who have died in the hospital.

The pathologist shall also act as curator of the pathological museum and shall cause to be labeled accurately all specimens contained therein.

The Director, the physician, the surgeon, the pediatrician and the pathologist shall constitute the Medical Board, which shall meet regularly once each month.

It shall be the duty of the Medical Board to advise the Executive Board in all matters relating to the welfare of the hospital.
In the absence of the [Director's name]

The Hopkins Hospital, Baltimore, Maryland

July 1, 1972

Dear [Director's name],

The purpose of the present letter is to express our appreciation for the excellent cooperation and assistance rendered by the staff of the Hopkins Hospital in the preparation of the National Medical Association's Biennial Convention to be held in Baltimore from Monday, July 4th, to Saturday, July 9th.

The Hopkins Hospital has consistently demonstrated a spirit of cooperation and assistance, and we are confident that this tradition will be maintained during the Convention. We are grateful for the cooperation and assistance that has been rendered, and we look forward to a successful Convention.

Sincerely,

[Your Name]
The resident medical staff shall consist of a resident physician, resident surgeon, resident pediatrician and resident pathologist and as many assistants as may be required, to be appointed to do the work of the hospital and dispensary properly and efficiently.

The resident physician, surgeon and pediatrician or their respective assistants shall visit each patient in their own wards at least every day. etc. etc.

The oversight of the head nurses, assistant nurses, probationers and orderlies and ward maids is committed to the superintendent of nurses and her assistants.

She is charged with the responsibility of the nurses' home, and the instruction of nurses in the training school and is authorized to prescribe courses of study with the aid and advice of the training school committee. She is authorized to select and accept probationers. She is empowered to make, with the approval of the Director, all necessary rules for the government of the nurses.

She and her assistants shall constantly supervise all nursing work and shall observe carefully the manner in which nurses and orderlies care for the sick.

It shall be her duty to approve all requisitions for ward supplies. She shall see that the proper economy is exercised in the distribution of the food, in the use of all materials for surgical operations and dressings, and in all ward supplies and furnishings.

She shall have charge of the surgical store-room and give notice to the Director when further supplies are required.

The ordering and delivery of provisions are committed to the executive assistant in charge of stores and supplies. He shall keep an accurate account of all rations issued and the cost of same. He shall purchase, with the approval of the Director, bedding, dry goods, clothing, house-hold and stationery supplies, and all other supplies needed, except surgical and pharmaceutical, and supplies for the engineer's department. All supplies shall be given out upon requisitions which have been approved by the proper authority. He shall present monthly statements of his expenses and itemized bills of all supplies purchased.

To the dietician is committed the care and operation of the kitchen, bakery and dining rooms for the staff, nurses, petty officers, and employees. She shall have supervision of the work and instruction in the diet school.

She shall make requisition for all food supplies from the store-room.

She shall have charge of, and with the approval
The Johns Hopkins Hospital

Balcony

The recent medical staff only recently of a number of patients, including prominent physicians, working under the direction of the medical director, has been charged with the responsibility for the care of patients at the hospital. The staff is composed of physicians and nurses who are highly trained and experienced in the care of patients. They work closely with the medical director and are responsible for the overall care of patients. The staff is committed to providing the best possible care to all patients. They work in concert with the patients' families and other healthcare providers to ensure the patients' well-being. The staff is dedicated to the mission of the hospital, which is to provide the best possible care to all patients.
of the Director, shall make all rules for the proper conduct and efficient service of all employees of her department.

The proper custody and economic use of bedding, dry goods, clothing and household supplies are assigned to the matron. She shall have general charge and oversight of the cleanliness of the whole establishment for which provision has not already been made, of the collection and distribution of clothing and of all household employees.

She shall make, with the approval of the Director all necessary rules for the conduct and efficient service of all employees of her department.

She shall have charge of the general sewing of the establishment and the manufacture of bedding, clothing and other supplies. She shall have charge of the quarters for men and women employees.

The apothecary shall prepare all medicines prescribed by the physicians, surgeons and pediatricians. He shall deliver no medicines or other articles which are not regularly prescribed. He shall exercise economy in everything relating to his department. It shall be his duty, with the approval of the Director, to procure all supplies at the lowest market price, consistent with the purchase of drugs of good quality. He shall exhibit his bills each month to the Director.

The engineer and supervisor of buildings and grounds shall have charge of the buildings and grounds and have charge of the night watchman, the gardener, the elevator operators and driver of the ambulance and truck, the painter, the plumber and the carpenter and shall supervise their labor and services.

He shall be responsible for the care of the grounds, drains, walks, drives, and pavements.

He shall also have the care and oversight of the boilers, filters, pumping apparatus, machinery, warming and ventilating apparatus, water tanks, steam cooking apparatus, water, gas, electrical and steam distribution. He is made responsible for the proper conduct and fidelity of those associated with him as assistants. He is expected to exercise strict economy in the consumption of fuel, water and all supplies.

He is further expected to regulate his hours of duty according to the requirements of his position and shall perform such other duties as may be assigned to him by the Director.

The delay in sending this information to you has caused me no little concern. Due to the illness and death in the family of one of the members of our administrative staff, unusual
THE JONES HOMING HOSPITAL

The Jones Homing Hospital is operated by the Jones Homing Company and is located in the city of Jonesville. The hospital provides medical care for homeless individuals and offers a range of services, including health care, counseling, and job training. The hospital strives to provide a safe and welcoming environment for all patients, regardless of their background or circumstances.

The hospital staff consists of licensed medical professionals and trained volunteers who work together to ensure the best possible care for each patient. The hospital is equipped with modern medical facilities and technology to provide the highest level of care.

The hospital receives funding from various sources, including donations from the community and government grants. The hospital also participates in research studies to improve medical treatments and services.

The Jones Homing Hospital is committed to serving the needs of the homeless community and aims to provide a dignified and respectful environment for all patients. The hospital encourages community involvement and welcomes volunteers to support its mission.

For more information, please visit the hospital's website at www.joneshospital.org or contact the hospital at 123-456-7890.
demands have been made upon my time, so that it has been difficult for me to find time in which to give the subject the necessary consideration. I hope that the delay has not caused you any inconvenience.

Sincerely yours,

[Signature]

RES: EE.
The Johns Hopkins Hospital

10

Ingram

[illegible]

[Signature]

[illegible]
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<tr>
<th>Medical Board</th>
<th>Rate per Year</th>
<th>Minimum</th>
<th>Additional amount at maximum rate</th>
<th>Total</th>
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<td>Physician in Chief</td>
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<td>Pathologist in Chief</td>
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<td>Resident Medical Staff</td>
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<td>Resident in Medicine</td>
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<td>2 Messengers</td>
<td>40.00</td>
<td>80.00</td>
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<td>(12 people) Librarian (will also have charge of hospital record room)</td>
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<td>2 Assistants</td>
<td>125.00</td>
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<td>Dispensary Clerks</td>
<td>60 &amp; 90</td>
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<td>3 for Central Record Room</td>
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<td>70.00</td>
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<td>No provision for clinical secretaries at start but will be required later.</td>
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<td>60.00</td>
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<td>Chief Worker</td>
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<td>Assistant &quot;</td>
<td>125.00</td>
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<td>5 &quot; Workers</td>
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<td>75.00</td>
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<td>1 Secretary Roentgenologist</td>
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<td>250.00</td>
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<td>1 Technician</td>
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<td>100.00</td>
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<td>1 Clerk</td>
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<td>60.00</td>
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<td>1 Orderly</td>
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<td>60.00</td>
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<td>Force not mentioned elsewhere</td>
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<td>3 Stenographers (1 for each service: Medicine, Surgery, Pediatrics)</td>
<td>100</td>
<td>300.00</td>
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<td>1 for Director's Office</td>
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<td>100.00</td>
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<tr>
<td>1 for Nursing Office</td>
<td></td>
<td>100.00</td>
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<tr>
<td>2 Admitting Clerks</td>
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<tr>
<td>2 Anaesthetists</td>
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<tr>
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<td>200.00</td>
<td>50.00</td>
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<tr>
<td>Hydrotherapy, Mechanotherapy</td>
<td></td>
<td>125.00</td>
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<tr>
<td>Heart Station Technician</td>
<td></td>
<td>90.00</td>
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<tr>
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<td></td>
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<tr>
<td>Photographists</td>
<td></td>
<td>70.00</td>
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<tr>
<td>(16 people)</td>
<td></td>
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<tr>
<td>Superintendent of Nurses and Dean of Training School</td>
<td>200.00</td>
<td></td>
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<tr>
<td>2 General Assistants</td>
<td>150.00</td>
<td>300.00</td>
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<td>2 Supervisors</td>
<td>100.00</td>
<td>200.00</td>
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<tr>
<td>2 Instructors (1 practical, 1 theoretical)</td>
<td>100.00</td>
<td>200.00</td>
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<tr>
<td>1 Night Superintendent</td>
<td>125.00</td>
<td>125.00</td>
<td></td>
<td></td>
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<tr>
<td>2 Operating Room</td>
<td>90.00</td>
<td>180.00</td>
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</tbody>
</table>
3 Dispensary

7 Head Nurses

75 pupil nurses (When the hospital is first opened and there are no pupil nurses at least 35 graduate nurses, on 10hr. duty will be required to do the work, if all of the wards were open and fairly well filled) each

24 ward maids

2 Operating Room Maids

Orderlies.

7, one for each ward)

3 for Dispensary)

4 Night

four more will be required if they work only eight hrs. a day.

(137 people)

Apothecary

1 Assistant

1 Truckman

3 people

Chief Engineer and Supt. of Grounds and Buildings

1 General Repairman

1 Electrician

1 Elevator Repairmen

1 Plumber

1 Painter

1 Carpenter

1 Night Watchman

2 Men for Garbage Collection and to handle ice

1 for Grounds

3 Elevator Operators

1 Driver for Ambulance and Truck

1 Helper

(16 people)

Hospital Stores and Supplies

Executive Assistant in charge of Stores and supplies

166.66
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<thead>
<tr>
<th>Position</th>
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<tr>
<td>Baker</td>
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<td>3 helpers</td>
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<td>150.00</td>
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<td>1 Scullery</td>
<td>50.00</td>
<td>50.00</td>
</tr>
<tr>
<td>3 Truckmen Employees Dining Room</td>
<td>50.00</td>
<td>150.00</td>
</tr>
<tr>
<td>1 Dishwasher</td>
<td>50.00</td>
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</tr>
<tr>
<td>3 in Serving Room</td>
<td>40.00</td>
<td>120.00</td>
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<tr>
<td>Staff and Nurses Dining Room</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 in Serving Room</td>
<td>40.00</td>
<td>120.00</td>
</tr>
<tr>
<td>1 Dishwasher</td>
<td>50.00</td>
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</tr>
<tr>
<td>1 &quot;</td>
<td>40.00</td>
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</tr>
<tr>
<td>4 Maids in Staff Dining Room</td>
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<td>160.00</td>
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<td>1 Maid in Petty Officers Dining Room</td>
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<tr>
<td>1 Maid in Supt. of Nurses Dining &quot;</td>
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<td></td>
</tr>
<tr>
<td><strong>Total 28 People</strong></td>
<td></td>
<td><strong>$1650.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>$1650</strong></td>
</tr>
</tbody>
</table>
Dear President Judson:

You will find enclosed a proposed outline of the organization of the hospital, together with a list of the professional staff, officers and lay personnel, which are considered necessary for the operations of the different departments of the hospital and dispensary, and a preliminary sketch of the duties of the more important officers.

I have also attempted to suggest the salaries and wages to be paid to the various officers and employees. While the amounts stated are only tentative I believe those for the professional staff may be regarded as reasonably accurate, to be used as a guide. The wages noted for the employees will be subject to revision as determined by conditions and customs as to hours of duty, etc., that prevail in Chicago, with which I am not familiar.

At first glance the total amount of the salaries and wages may seem large. One must bear in mind, however, that the amount required for overhead expenses in the development of an organization of this character will not need to be increased in proportion as the work of the institution increases and expands.

The preparation of this memorandum has been a difficult task, because I have wished to make it as nearly correct as possible, yet I am constantly reminded that it is practical at this time only to indicate in a general way the number of workers needed to carry on the work in the different departments. This can only be more accurately determined as the departments are developed under the supervision of those who will be in charge.

I wish to bring to your attention that this memorandum makes no provision for cleaners, technicians, etc., for the laboratory section of the hospital; also, except for the matron in charge, no account has been taken of the staff required for the nurses' home; and that in addition to the staff of physicians proposed, others must be considered to assist in carrying on the work of the dispensary. In this connection, consideration should be given to the advisability of paying from $500 to $1,000 for the services of certain members of the dispensary staff, not with the idea that they would receive compensation adequate for time and services given in caring for patients and teaching students, but that those doctors by accepting salaries have a feeling of responsibility towards their duties which does not exist among workers whose services are entirely voluntary.

It is desirable that the number of members on the Executive Board should not be too large, and that no physician shall be a member of this Board. This Executive Board shall be charged with the duty of supervising the general management of the hospital and of enforcing strictly such rules and regulations which they may make, with the aid of the Director and medical
Dear Personnel Officer:

You will find enclosed a detailed outline of the organization

At the top of the page, there is a note that seems to be a part of a letter or report. The text is not entirely clear, but it appears to be discussing some organizational matters. The top of the page also includes a date, although it is not fully visible. The rest of the page contains paragraphs of text that are difficult to read due to the handwriting and layout. The text seems to be discussing organizational matters, possibly related to personnel or operational aspects. The pages appear to be part of a report or letter, with multiple paragraphs discussing various points. The handwriting is legible, with some words or phrases being more difficult to interpret due to the style. Overall, the content appears to be an official document, possibly related to the operation or management of a facility or institution.
staff, for the internal government of the hospital. Through its various committees it shall have exclusive charge and management of all property, real or personal, belonging to the hospital; also of all matters relating to construction, alteration or repair of all buildings used in connection with the hospital.

In formulating the scheme of organization of the nursing department, much will depend upon the basis on which the training school for nurses will be established, as a university department along the lines mentioned in a former letter, or on a purely hospital school, as is found in most of the institutions of this country.

There should be an Advisory Committee for the training school for nurses, which shall consist of the dean of the training school, director of the hospital, physician, surgeon and pediatrician in chief, and dean of the Medical School. This committee shall advise with regard to the course of study to be prescribed for the training of nurses.

The Director of the hospital is the executive officer of the Executive Board and is the authorized means of communication between the Executive Board and the various officers and departments of the hospital. It is his duty to visit every department regularly and to consult with all officers concerning the conduct and management of their respective branches of the hospital or administrative work. In all matters relating to the welfare of the hospital he shall consult frequently with the Executive Board. He shall attend the meetings of the Executive Board. In case any sudden emergency arises in the hospital administration, between the meetings of the Executive Board, the Director is authorized to act as its representative but must report his action for approval at the next regular meeting. He shall see that all regulations of the Executive Board are carried into effect and perform such other duties as they may direct.

Except in cases for which particular provision has been made, the power of designating the uses to which all of the various portions of the hospital buildings and grounds shall be applied and the terms upon which any chamber or bed in the hospital shall be occupied, or the accommodations afforded by the hospital shall be in any way used, shall be vested in the Director, subject nevertheless to the approval of the Executive Board.

He shall hire and dismiss or authorize the hiring and dismissal of all employees, subject to the approval of the Executive Board. He shall discharge any who are guilty of drunkenness or immoral conduct.
He shall supervise all expenditures. He shall examine all bills and authorize their payment before they are reported.

There shall be assistants to the Director in such number as the Executive Board may consider necessary.

In the absence of the Director the first assistant shall act in his place.

The Medical Staff of the hospital shall consist of a physician, a surgeon, a pediatrician and a pathologist; also as many full-time associates and assistants as may be considered necessary for the proper performance of the medical work of the hospital and dispensary; also a resident physician, a resident surgeon, a resident pediatrician and a resident pathologist, who will act as assistants in medicine, surgery, pediatrics and pathology; also as many resident assistants as may be required for the proper performance of the work of the hospital, the number of assistants being recommended by the Medical Board and appointed by the Executive Board.

All members of the Medical Staff shall be appointed by the Executive Board, upon the recommendation of the Medical Board.

There shall be one physician, one surgeon and one pediatrician. Each of these officers shall have as many assistants as are required by the work of the hospital.

The hospital shall be divided into one medical, one surgical and one pediatric division, and such other departments as may be decided later as the hospital is expanded.

The physician, surgeon and pediatrician shall have entire responsibility for the care and treatment of patients in their respective divisions. They shall exercise a supervision over the wards and observe the behavior of the nurses and orderlies, and report to the Director whatever they deem wrong. They may give clinical instruction in their respective divisions.

The professor of pathology in the University shall be pathologist of the hospital. The assistant in pathology in the University shall be the assistant pathologist in the hospital.

The pathologist or assistant pathologists shall make all post-mortem examinations of persons who have died in the hospital.

The pathologist shall also act as curator of the pathological museum and shall cause to be labeled accurately all specimens contained therein.

The Director, the physician, the surgeon, the pediatrician and the pathologist shall constitute the Medical Board, which shall meet regularly once each month.

It shall be the duty of the Medical Board to advise the Executive Board in all matters relating to the welfare of the hospital.
In the course of the Director's First Statement, the

introduction of the Medical School has been

made a topic of discussion. The Medical School has been established in the belief that a medical education should be available to all who are capable of benefitting from it. The course of study is designed to provide a well-rounded education in the field of medicine, including both theoretical and practical aspects.

As part of this education, the Medical School has established a library containing a wide range of medical literature. The library is open to all students and is available for use during regular hours. The collection includes textbooks, journals, and other resources that are essential for the study of medicine.

In addition to the library, the Medical School has a number of clinical facilities available for student use. These facilities include laboratories, clinics, and hospitals, where students can gain practical experience in the field of medicine.

The Medical School has a strong commitment to research, and students are encouraged to participate in research projects. These projects are supervised by faculty members and provide students with valuable experience in the research process.

In summary, the Medical School is dedicated to providing a high-quality medical education to all who are capable of benefiting from it. The school's facilities and resources are designed to support the learning and research goals of its students.
The resident medical staff shall consist of a resident physician, resident surgeon, resident pediatrician and resident pathologist and as many assistants as may be required, to be appointed to do the work of the hospital and dispensary properly and efficiently.

The resident physician, surgeon and pediatrician or their respective assistants shall visit each patient in their own wards at least every day, etc. etc.

The oversight of the head nurses, assistant nurses, probationers and orderlies and ward maids is committed to the superintendent of nurses and her assistants.

She is charged with the responsibility of the nurses' home, and the instruction of nurses in the training school, and is authorized to prescribe courses of study with the aid and advice of the training school committee. She is authorized to select and accept probationers. She is empowered to make, with the approval of the Director, all necessary rules for the government of the nurses.

She and her assistants shall constantly supervise all nursing work and shall observe carefully the manner in which nurses and orderlies care for the sick.

It shall be her duty to approve all requisitions for ward supplies. She shall see that the proper economy is exercised in the distribution of the food, in the use of all materials for surgical operations and dressings, and in all ward supplies and furnishings.

She shall have charge of the surgical storeroom and give notice to the Director when further supplies are required.

The ordering and delivery of provisions are committed to the executive assistant in charge of stores and supplies. He shall keep an accurate account of all rations issued and the cost of same. He shall purchase, with the approval of the Director, bedding, dry goods, clothing, household and stationery supplies, and all other supplies needed, except surgical and pharmaceutical, and supplies for the engineer's department. All supplies shall be given out upon requisitions which have been approved by the proper authority. He shall present monthly statements of his expenses and itemized bills of all supplies purchased.

To the dietician is committed the care and operation of the kitchen, bakery and dining rooms for the staff, nurses, petty officers and employees. She shall have supervision of the work and instruction in the diet school.

She shall make requisition for all food supplies from the store-room.

She shall have charge of, and, with the approval of the Director, shall make all rules for the proper conduct and efficient service of all employees of her department.
The proper custody and economical use of bedding, dry goods, clothing and household supplies are assigned to the matron. She shall have general charge and oversight of the cleanliness of the whole establishment for which provision has not already been made, of the collection and distribution of clothing and of all household employees.

She shall make, with the approval of the Director, all necessary rules for the conduct and efficient service of all employees of her department.

She shall have charge of the general sewing of the establishment and the manufacture of bedding, clothing and other supplies. She shall have charge of the quarters for men and women employees.

The apothecary shall prepare all medicines prescribed by the physicians, surgeons and pediatricians. He shall deliver no medicines or other articles which are not regularly prescribed. He shall exercise economy in everything relating to his department. It shall be his duty, with the approval of the Director, to procure all supplies at the lowest market price, consistent with the purchase of drugs of good quality. He shall exhibit his bills each month to the Director.

The engineer and supervisor of buildings and grounds shall have charge of the buildings and grounds, and have charge of the night watchman, the gardener, the elevator operators and driver of the ambulance and truck, the painter, the plumber and the carpenter, and shall supervise their labor and services.

He shall be responsible for the care of the grounds, drains, walks, drives, and pavements.

He shall, also, have the care and oversight of the boilers, filters, pumping apparatus, machinery, warming and ventilating apparatus, water tanks, steam cooking apparatus, water, gas, electrical and steam distribution. He is made responsible for the proper conduct and fidelity of those associated with him as assistants. He is expected to exercise strict economy in the consumption of fuel, water and all supplies.

He is further expected to regulate his hours of duty according to the requirements of his position, and shall perform such other duties as may be assigned to him by the Director.

The delay in sending this information to you has caused me no little concern. Due to the illness and death in the family of one of the members of our administrative staff, unusual demands have been made upon my time, so that it has been difficult for me to find time in which to give the subject the necessary consideration. I hope that the delay has not caused you any inconvenience.

Sincerely yours,

(Signed) R. E. Seem
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<tr>
<th>Medical Board</th>
<th>Rate per Year</th>
<th>Minimum Rate</th>
<th>Additional Amount at Maximum Rate</th>
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<td>Physician in Chief</td>
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<td>Surgeon in Chief</td>
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<tr>
<td>Pediatrician in Chief</td>
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<tr>
<td>Pathologist in Chief</td>
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<tr>
<td><strong>Resident Medical Staff</strong></td>
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<td>50</td>
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<td>3 Assistant Residents</td>
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<tr>
<td>1st</td>
<td>300 to 500</td>
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<tr>
<td>2nd</td>
<td>250 to 300</td>
<td>20.83</td>
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<td>4.17</td>
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<tr>
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<td></td>
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<tr>
<td>Resident in Surgery</td>
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<td>50</td>
<td></td>
<td>33.33</td>
</tr>
<tr>
<td>3 Assistant Residents</td>
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<td></td>
</tr>
<tr>
<td>1st</td>
<td>300 to 500</td>
<td>25</td>
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<td>2nd</td>
<td>250 to 300</td>
<td>20.83</td>
<td></td>
<td>4.17</td>
</tr>
<tr>
<td>4 House Medical Officers</td>
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<td></td>
</tr>
<tr>
<td>Resident in Pediatrics</td>
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<tr>
<td>1st</td>
<td>300 to 500</td>
<td>25</td>
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<td>16.66</td>
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<td>4.17</td>
</tr>
<tr>
<td>3 House Medical Officers</td>
<td></td>
<td></td>
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</tbody>
</table>
### Resident in Pathology
- 600 to 1,000: 50, 33.33

### Assistant Resident
- 300 to 500: 25, 16.66

### Resident Physicians
- 4

### Assistants
- 9

### House Medical Officers
- 12: $362.49, $212.47, $574.96

### Business Office

#### Chief Clerk
- 125 to 150: 125, 25.00

#### 2 Assistant Clerks
- 60 to 100: 120, 80.00

#### Information Desk

#### 3 Clerks (1 for night)
- 70.00, 50.00, 50.00

#### 2 Messengers
- 40.00, 80.00

#### 4 Telephone Operators
- 60 to 75: 270.00, 30.00

### Librarian (will also have charge of hospital record room)
- 125.00

### 2 Assistants
- 60 & 90: 150.00, 30.00

### Dispensary Clerks

#### 3 for Central Record Room
- 70.00, 60.00, 60.00

#### No provision for clinical secretaries at start but will be required later.

### Social Service Department

#### 7 Social Workers
- (14 people)

#### Chief Worker
- 150.00

#### Assistant
- 125.00

#### 5 " Workers
- 100, 500.00

#### 1 Secretary
- 75.00
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<td>1 Technician</td>
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<tr>
<td>1 Clerk</td>
<td>100.00</td>
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<tr>
<td>1 Orderly</td>
<td>60.00</td>
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<tr>
<td>Force not mentioned elsewhere</td>
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<tr>
<td>3 Stenographers</td>
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<tr>
<td>(1 for each service, Medicine, Surgery, Pediatrics)</td>
<td>300.00</td>
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<tr>
<td>1 for Director's Office</td>
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<tr>
<td>1 for Nursing Office</td>
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<tr>
<td>2 Admitting Clerks</td>
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<tr>
<td>65 &amp;</td>
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<td>75</td>
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<td>2 Anaesthetists</td>
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<td>125 &amp;</td>
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<tr>
<td>150</td>
<td>150.00</td>
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<tr>
<td>Assistant Director</td>
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<td>2,400 to 3,000</td>
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<td>50.00</td>
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<tr>
<td>Hydrotherapy, Mekhanotheraphy</td>
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<tr>
<td>Heart Station Technician</td>
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<td>Photographic</td>
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<td>Technician</td>
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<td>(16 people)</td>
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<td>Superintendent of Nurses and Dean of Training School</td>
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<td>Position</td>
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<tr>
<td>3 Dispensary</td>
<td>90.00</td>
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<tr>
<td>7 Head Nurses</td>
<td>60 to 65</td>
</tr>
<tr>
<td>75 pupil nurses (when the hospital is first opened and there are no pupil nurses at least 35 graduate nurses, on 10 hr. duty will be required to do the work, if all of the wards were open and fairly well filled)</td>
<td></td>
</tr>
<tr>
<td>24 Ward Maids</td>
<td>40.00</td>
</tr>
<tr>
<td>2 Operating Room Maids</td>
<td>40.00</td>
</tr>
<tr>
<td>Orderlies</td>
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</tr>
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<td>7, one for each ward</td>
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</tr>
<tr>
<td>3 for Dispensary</td>
<td>180.00</td>
</tr>
<tr>
<td>2 &quot; Operating Room</td>
<td>120.00</td>
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<tr>
<td>4 Nights</td>
<td>240.00</td>
</tr>
<tr>
<td>(137 people)</td>
<td>5,820.00</td>
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<tr>
<td>Apothecary</td>
<td>125.00</td>
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<tr>
<td>1 Assistant</td>
<td>100.00</td>
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<td>1 Truckman</td>
<td>50.00</td>
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<tr>
<td>(3 people)</td>
<td></td>
</tr>
<tr>
<td>Chief Engineer and Supt. of Grounds and Buildings</td>
<td>150 to 200</td>
</tr>
<tr>
<td>1 General Repairman</td>
<td>150.00</td>
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<td>1 Electrician</td>
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<td>1 Elevator Repairman</td>
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<tr>
<td>1 Plumber</td>
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<td>1 Painter</td>
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<tr>
<td>1 Carpenter</td>
<td>100 to 150</td>
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<tr>
<td>Position</td>
<td>Cost</td>
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</tr>
<tr>
<td>1 Night Watchman</td>
<td>75.00</td>
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<tr>
<td>2 Men for Garbage Collection and to handle ice</td>
<td>50.00</td>
</tr>
<tr>
<td>1 for Grounds</td>
<td>65.00</td>
</tr>
<tr>
<td>3 Elevator Operators</td>
<td>40.00</td>
</tr>
<tr>
<td>1 Driver for Ambulance and Truck</td>
<td>90.00</td>
</tr>
<tr>
<td>1 Helper</td>
<td>50.00</td>
</tr>
<tr>
<td><strong>Total (16 people)</strong></td>
<td><strong>1,725.00</strong></td>
</tr>
<tr>
<td><strong>Hospital Stores and Supplies</strong></td>
<td></td>
</tr>
<tr>
<td>Executive Assistant in charge of stores and supplies</td>
<td>166.66</td>
</tr>
<tr>
<td>Baker</td>
<td>90.00</td>
</tr>
<tr>
<td>3 Helpers</td>
<td>50.00</td>
</tr>
<tr>
<td>1 Scullery</td>
<td>50.00</td>
</tr>
<tr>
<td>3 Truckmen</td>
<td>50.00</td>
</tr>
<tr>
<td><strong>Employees Dining Room</strong></td>
<td></td>
</tr>
<tr>
<td>1 Dishwasher</td>
<td>50.00</td>
</tr>
<tr>
<td>3 in Serving Room</td>
<td>40.00</td>
</tr>
<tr>
<td><strong>Staff and Nurses Dining Room</strong></td>
<td></td>
</tr>
<tr>
<td>3 in Serving Room</td>
<td>40.00</td>
</tr>
<tr>
<td>1 Dishwasher</td>
<td>50.00</td>
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<tr>
<td>1 &quot;</td>
<td>40.00</td>
</tr>
<tr>
<td>4 Maids in Staff Dining Room</td>
<td>40.00</td>
</tr>
<tr>
<td>1 Maid in Petty Officers Dining Room</td>
<td>40.00</td>
</tr>
<tr>
<td>1 Maid in Supt. of Nurses Dining Room</td>
<td>40.00</td>
</tr>
<tr>
<td><strong>Total 28 people</strong></td>
<td><strong>1,650.00</strong></td>
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</tbody>
</table>
The University of Chicago

February 26, 1920

President Harry Pratt Judson,
Hotel Manhattan, New York

My dear President Judson:

The enclosed letter is written at the suggestion of Mr. Grey. I submitted the original draft of the letter to Mr. Grey and have incorporated in this copy the amendments suggested by him.

Yours very truly

[Signature]

Acting Secretary
The enclosed letter is written at the suggestion of Mr. Green. I submit it with the original copy of the letter to Mr. Green and have incorporated in this copy the endorsement and signature of Mr. Green very truly,

Acting Secretary
February 24, 1920

My dear President Judson:

I am enclosing herewith a memordandum copy of the minutes of the special meeting held Saturday. You will notice that there were no matters acted upon other than those mentioned in the call for the meeting. Are there any changes or corrections which you should like to have made before they are sent out?

After the meeting formally adjourned, the entire group remained for perhaps half an hour, and a most interesting discussion developed. Since you would have enjoyed seeing and hearing the enthusiastic manner in which the plans for the Medical School were discussed, Mr. Grey suggested that I send you a brief resume of it all. It brought out almost as much enthusiasm as if the Medical School had been an entirely new proposition.

Mr. Rosenwald arrived after you left, and he in particular was eager to know about the organization of the new School. I judge that the type of man selected by you as Dean meets with his hearty approval for his expressed desire was that the man immediately responsible for the administration of the School be a young man who could, by reason of his early appointment, have an active part in the selection of the members of the staff. He feared the oversight of the general vice-chairman might not leave the deans sufficient initiative. He seemed especially anxious to secure a strong esprit-de-corps. Some members
M. Gerst, President; June 10, 1925

I am enclosing a copy of the minutes of the special meeting held yesterday. You will notice that there were no matters except those mentioned in the call for the meeting. The three main topics of discussion which you and I should like to have made not.

After the meeting I talked to Mr. White regarding the possibility of having a second meeting devoted to the problem of the School's financial condition. Since you have not had an opportunity to see the financial statement which Mr. White prepared concerning the School's financial condition, I am enclosing a copy of it for your information.

I am not sure whether you and I should like to have another meeting to discuss the financial condition of the School or whether we should continue our discussion on the matter at the next meeting of the Board of Control. I would like to have your views on this matter.

Mr. Gerst, I know that you have been working hard to promote the welfare of the School. I am sure that you will agree that the welfare of the School is of utmost importance to us all. I am confident that you will support me in my efforts to improve the financial condition of the School.

I would be grateful if you could let me know your views on this matter.

Yours sincerely,

[Signature]
seemed to fear that management of a department by a committee would not prove attractive to the deans in the Medical School, as leaving them without sufficient continuing direction of the policy of the department.

I believe there is some confusion in the minds of various members of the Board as to the plan of organization and the inter-relationship of the various persons thus far mentioned, and I suspect that the fact that Dr. Lewis' first name is Dean is partially responsible for some of this confusion. Two or three members of the Board suggested that they thought an actual chart or diagram of the proposed organization would help to clarify the thing in their minds. Mr. Rosenwald said that no doubt your letter to Dr. Billings was a precise statement of what you have in mind, and that if a copy of this letter also was available for them it would make the situation doubly clear.

There was a fairly general desire for the preparation of a chart. Perhaps a diagram something like the following, corrected and revised by yourself, could be prepared that would answer the purpose:
to effect the management of a department in an orderly manner, not hinge on the change in personnel.

The Methodist School, as a primary school, requires careful attention to the policies of the department.

I believe there is some confusion in the minds of various members of the Board as to the plan of organization and the inter-relationships of the various parts of it. This matter has been brought to my attention, and I suggest that the next year's Dr. Kline's letter name is Deen to partially re-examine the role of the committee.

Two of these members of the Board suggested that they thought the society could be of assistance to the Board in obtaining 

Dr. Kline, I would urge to consider the plans in their minds.

Regarding this point in your letter to Dr. Kline, there was a phrase that was of great interest to me, and I thought it a good one to consider. The situation is one where it would make the distinction extremely clear.

Yours faithfully,

There was a letter from Mr. A. E. G. that

For the preservation of a cause, perhaps a gissing sense

think like the following, connect any rise

Your letter sounds like the summa of the Burkean.
Mr. Rosenwald expects to see you in New York. No doubt this will result in clarifying the far as entire matter as/he individually is concerned. If there is anything that you wish to have me do in this connection, by way of preparation for the regular Board meeting in March, will you please advise me.

Yours very truly,

[Signature]

Acting Secretary.

President Harry Pratt Judson,
Hotel Manhattan,
New York City
Dear Dr. [Name],

I am writing to inform you that your appointment to the position of the Chair of the Department of Administrative Affairs has been confirmed. The Committee on the Academic Affairs has made this decision after a thorough review of your qualifications and contributions to the University.

Please note that your duties will begin immediately, and you are expected to start your tenure as soon as possible. Your role will involve overseeing the strategic planning and operational functions of the Department, ensuring that it aligns with the University's mission and goals.

I wish you all the best in your new role and look forward to working with you to further enhance the academic and administrative landscape of our institution.

Sincerely,

[Your Name]
ORGANIZATION OF A UNIVERSITY MEDICAL SCHOOL WITH A DIAGNOSTIC CLINIC. THE PURPOSE TO AFFORD ADEQUATE SERVICE TO THE PUBLIC INCLUDING THE MEDICAL PROFESSION AND TO JUSTIFY THE EMPLOYMENT OF FULL TIME CLINICAL TEACHERS BY FURNISHING AMPLE MATERIAL AND OPPORTUNITY FOR RESEARCH, TREATMENT AND TEACHING.

The organization of the University Medical School will provide adequate buildings and equipment for the departments fundamental to medicine, a general hospital, an out-patient department with adequate facilities for the establishment of a diagnostic clinic, ground space for future expansion, a full-time personnel of qualified teachers, research workers, medical house officers, interns, nurses, medical social workers, and others.

The close proximity of all departments of the medical school and its immediate relation to the university will afford an educational atmosphere of the greatest importance. The policy of close cooperation and coordination of the teaching in all departments of the school will secure a more sympathetic, cordial relationship between the teachers of the fundamentals and the clinical branches. The student body will benefit by this relationship.

The medical school will give service within the limits of the facilities under command to the public both poor and well to do. This will be afforded chiefly through the diagnostic clinic. Those able to pay for the diagnostic service and in certain instances for hospital care and treatment, will be charged reasonable fees. The fee charged will be determined by the medical department through a committee of the faculty or otherwise, and it will be collected by the medical department. The fund so collected will be utilized in the upkeep and purchase of new equipment for the diagnostic clinic and to furnish a reasonable increase of the salaries of the whole personnel of the medical department.

Service will be rendered to the medical profession not connected with the school, by an invitation to bring their patients to the clinic for diagnosis. A liberal policy characterized by just dealing with the medical profession will secure the cooperation of those physicians and surgeons who desire the diagnostic service of the clinic for their poor and for their well to do patients.

The diagnostic clinic will be permitted to grow beyond the need of a sufficient material to furnish opportunity to the full-time staff to carry on efficient teaching and productive research.

All patients accepted by the clinic, both well to do and the poor, will be subject to study and will be used for teaching purposes.

ARGUMENT

The organization of the medical school with a diagnostic clinic operated as outlined is justified by the fact that it affords the opportunity for the university to give service to the public, by which it is supported, by direct tax or indirectly by private subscription. The collection of the fees paid by well to do patients for the service rendered is justified by the fact that any other system would be an unfair competition with the profession and it relieves the public of some of the cost of maintenance and administration of the service carried on for the public good. It removes all suggestions of commercialism inasmuch as members of the faculty are relieved of all responsibility concerning the fee charged. While the university itself is relieved of all embarrassment in the matter inasmuch as the fund is used for amplified and efficient service to the public.
The augmentation of salaries of the medical personnel in all departments including those fundamental to medicine affords a means of encouragement to all of the personnel to do the best work. It affords encouragement to qualified young graduates to undertake investigation and teaching in any department of the school. In other words, it affords an opportunity for work and to earn an adequate salary in the departments fundamental to medicine as well as in the clinical branches.

The dissatisfaction that may exist in the faculties of other departments of the university in regard to the higher salaries earned by the faculty of the medical department may be answered by the statement if the fact that the increased salary paid to the members of the faculty of the medical department is earned by the department; that service to the public by any other department of the university, that is, within its functions, may and does bring like benefits to the public and to the members of the faculty who give the service.

The suggested organization of the medical school justifies full-time service in all departments of the medical school because it brings to the diagnostic center sufficient material to give full opportunity for research and for teaching. It broadens the functions of the whole personnel engaged in the work. It keeps the faculty of the whole medical school in close touch with the needs of all classes of the public. It encourages coordination and cooperation of the departments of the medical school and tends to stimulate the teaching of applied sciences in the departments fundamental to medicine.

It encourages research by affording larger opportunities in the form of material. The fund earned will permit departments to increase the personnel to carry on investigation to a greater degree, but without exploitation of the faculty for that purpose, against which every necessary safeguard may be provided.

It must be emphasized that the organization implies adequate symathetic and broadminded policies in relation to the public, including the medical profession not connected with the clinic. The facilities of the clinic should be at the command of the medical public if they desire it, for diagnosis and for the treatment of their patients. Those patients brought or sent by the medical public to the clinic should be returned to them if the treatment or management is such that it may be given by them. This policy would insure cooperation upon the part of the medical public because it will afford them the opportunity to obtain consultation free from any danger of competition and what is also important, contact with modern methods and advanced ideas which will be of educational value to them.
The Agreement of Events to the Impact of a Storm

To ensure the smooth flow of traffic, it is important to be aware of the potential for severe weather conditions. The impact of a storm can have far-reaching consequences, not only on transportation systems but also on the economy and society as a whole. In order to mitigate the effects of a storm, it is crucial to have a comprehensive plan in place. This plan should include measures to prevent damage to infrastructure, ensure the safety of residents, and facilitate the recovery process. By taking a proactive approach, we can reduce the impact of storms and minimize the disruption they cause.
March 25, 1920.

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

My dear President Judson:-

I hope that you will pardon my delay in writing to you. The opportunity which you offered to me in your letter of February 20th, and at our conference in Chicago seemed to me so important that I did not wish to make any definite decision until I had given it the utmost consideration.

I had hoped that a new development in medical science might be proposed for Chicago, and I was prepared to approach it with enthusiasm, but I do not feel that the plan outlined is materially different from the system here or at several other institutions. I did not, however, wish to come to a conclusion regarding it until I had received the advice, both of some of my colleagues here, and also of men in New York for whose judgement I have great respect, and from whom I might expect opinions that would possibly be less prejudiced than those of my intimate associates. It has, therefore, been necessary for me to make a trip to New York for conferences. The advice which I have received agrees with my own feeling on the subject, and I am quite clear in my mind that I had better not accept your generous invitation to become Professor of Medicine at the University of Chicago.

Of course, I concur wholly with the opinion expressed in your let-
To Mrs. Peabody Peabody,

The purpose of this letter is to inform you of the situation as it pertains to our profession and the implications it has on our daily practice. It is imperative that we discuss this matter at your earliest convenience.

Yours sincerely,
[Signature]

FRANCIS W. PEABODY, M.D.
ter to me of March 21st, that I should not undertake the venture if there is any hesitation on my part. You have suggested various considerations as to why I might not wish to come to Chicago, but in addition to what I have already mentioned the only one among them of importance to me is that I do not feel tempted to give up the next few years of professional service for a life that must be largely devoted to administrative matters and that is at the present time contingent on so many uncertainties.

May I take the occasion to express to you my very deep appreciation of the confidence you have shown in me, and to tell you how greatly I should have enjoyed the opportunity of personal association with you?

With very many thanks, and with the highest regard,

Very sincerely yours,

[Signature]
THE BOSTON BRONX HOSPITAL

To whom it may concern:

I hereby request a transfer to a different department or service. At present I am working at the St. Vincent Infirmary and I believe the opportunities for advancement and experience there are limited. I have heard that the Boston Bronson Hospital offers more opportunities for growth and advancement in my field. I would be able to utilize my skills and experience in a more challenging environment.

I am currently working in the surgical ward and I feel that my skills and knowledge would be more effectively utilized in a different setting. I have had the opportunity to work with many different types of patients and I believe that my experiences would be a valuable asset to the Boston Bronson Hospital.

I am looking for a position in the orthopedic department and I am especially interested in working with geriatric patients. I have had the opportunity to work with a wide range of patients and I believe that my experiences would be a valuable asset to the hospital.

I am available to start at the earliest possible date and I am willing to take on any responsibilities that are necessary to ensure a smooth transition.

Thank you for considering my request. I look forward to the opportunity to contribute to the Boston Bronson Hospital.

Sincerely,

[Signature]

抄写 CODE

[Handwritten Signature]
April 17, 1920.

My dear President Judson:

For your information I beg to quote below a portion of the agreement with the Rockefeller Foundation and the General Education Board as it is stated in the minutes of the Board of Trustees dated September 11, 1917:

"After appropriate action shall have been taken by the University authorities setting aside for the Medical Schools the sum of not less than Eighty thousand dollars ($80,000.) annually from its income, as above provided, as soon as and as often as Four hundred twelve thousand five hundred dollars ($412,500.) shall have been collected from other sources, as above provided, the Board and the Foundation will each severally pay to the University in quarterly payments five per cent (5%) per annum on the sum of One hundred twenty-five thousand dollars ($125,000.); and at any time on or before January 1, 1923, whenever the University shall have set aside the sum of not less than Eighty thousand dollars ($80,000.) from its income for its Medical Schools, as above provided, and the sum of Three million three hundred thousand dollars ($3,300,000.) shall have been collected from other persons for that purpose, as above provided, and the organization of the Medical Schools of the University, in general accordance with the plan set forth in the annexed memorandum, shall have been completed to the satisfaction of the Board and the Foundation, the Board and the Foundation will each severally pay to the University the principal of its said pledge of One million dollars ($1,000,000.)

"The University covenants and agrees to and with the said Board and the said Foundation that it will hold the said sums of One million dollars ($1,000,000.) each to be contributed severally by the Board and the Foundation, and not less than Two million dollars ($2,000,000.) from the sum secured from other persons, as aforesaid, as an endowment for its Medical Schools, the income only of which is to be used, and is to be used for the purposes set forth in this agreement and for no other.

"If the entire additional sum of Three million three hundred thousand dollars ($3,300,000.) is not
You have requested information on how to make a donation.

At the American Cancer Society, we understand the importance of philanthropy and the impact it has on our ability to continue our mission.

Your donation will help us continue our fight against cancer. With your support, we can continue to provide vital resources and support to those affected by cancer.

Thank you for considering a donation to our cause. Together, we can make a difference.

Sincerely,

[Signature]
paid in in cash on or before January 1, 1923, the other conditions above prescribed having been complied with, the Board and the Foundation will each pay its pro rata part of the total amount collected up to that time, and all liability on the part of the Board and the Foundation as to the balance of their respective pledges of one million dollars ($1,000,000) each shall terminate."

You will notice that the time limit set by the agreement is January 1, 1923.

Yours very truly,

President Harry Pratt Judson,
Harper Library.
Dr. Harry P. Judson, President,
University of Chicago,
Chicago, Ill.

Dear Dr. Judson:

Your letter of May 4th was duly received. My sole interest in recommending that you take your director on full time as soon as he returns from Europe was the conviction that it would be in the best interests of the university hospital project. It makes no difference to me personally, because the architect will of course refer constantly to me as consultant - that I expect and desire. There will be many minor details however constantly requiring attention concerning which they will be in doubt, and in the settlement of which much time would be saved were your director on hand in Chicago to work with them. I refer to such details as would under such circumstances be unnecessary to submit to me. There will be a thousand and one details for him to be busy about, such as looking into new fixtures, getting in touch with manufacturers, the selection of special types of apparatus and fixtures, the study of special fixtures in other hospitals and the preparation of his organization.

Please believe that I have no interest other than what I consider to be your interest in this matter. I have no desire to urge Dr. Seem upon you before you are ready for him, but I do feel that you would find him of tremendous assistance, and I think it would be a mistake if you did not take him on, but that after all is your business, not mine. I merely mention it again in justification of my last letter to you.

I trust you will forgive my persistence.

I am,

With best wishes and kindest regards,

Very sincerely yours,

WHS/EC

Winford H. Smith, M.D.
Dear Mr. Johnson:

I have been asked to write this letter to you in connection with the recent changes in the Board of Directors of The Johns Hopkins Hospital. As you know, Dr. Smith has retired and Dr. Johnson has been appointed to fill his position.

I am writing to express my appreciation for your service and to offer any assistance that I can in the transition. I believe that your experience and expertise will be valuable assets to the Hospital.

Please let me know if there is anything I can do to facilitate this change. I am available at any time to discuss any matters of importance.

Sincerely,

[Signature]

[Handwritten note: "Very sincerely yours," signed]
May 12, 1920.

President Harry Pratt Judson
University of Chicago
Chicago, Illinois.

Dear Dr. Judson:

I have been trying ever since we returned from Hot Springs to take up your letter regarding the medical school budget, but we have been so overwhelmed with the details dealing with Mr. Rockefeller’s large gift, that it has been impossible for me to do so. I have the material before me, and shall attack it at the earliest possible moment. Meanwhile, I have had Exhibits A and B copied for my use, in order that you might have the originals which you ask me to return. I am sending them herewith.

Also, may I ask this — what is the contemplated size of the clinical classes in the new school? If I remember rightly, we spoke of a small school of the highest possible grade, rather than a large school — at any rate, at the outset.

I shall also be glad to learn whether the Sprague Trustees have taken any action on the matter which we discussed
Central European Board

10 BROADWAY
NEW YORK

May 15, 1936

President Karl M. Frieder
University of Chicago
Chicago, Illinois

Dear Mr. Frieder:

I have been vivaciously after what has been going on at your campus regarding the social work school project and we have been so overjoyed with the announcements.

With the necessary permission, I have been informed of the negotiations, and I am now in the position to advise you that I have had no objection to the negotiations and that I am ready to receive your letters.

Yours truly,

[Signature]

[Note: The text is slightly obscured and difficult to read in some parts.]
with Dr. Billings when Dr. Buttrick and I were in Chicago recently.

With warm regards,

Very sincerely yours,

Abraham Flexner
with the silent way in which we seek to achieve success.

With warm regards,

[Signature]
May 17, 1920

Dear Mr. Embree:

Your favor of the 12th is duly received. I have telegraphed my opinion. Of course I shall concur with the recommendation of the Executive Committee. My first impression was that the Foundation is called on for rather a large percentage. At the same time I dare say that this impression might be modified if I heard the whole story.

Very truly yours,

Mr. Edwin R. Embree,
Rockefeller Foundation,
61 Broadway, New York City.

HPJ: JN
May 19, 1930

Dear Mr. Engress:

Your favor of May 16th is only received. I have
considered my opinion. Of course I shall consent with the
recommendation of the Executive Committee. My firm
impression was that the Foundation is subject to your letter
a table manner. At the same time I have no idea that this
impression might be modified if I read the entire story.

Yours truly yours,

Mr. Schuyler F. Earle,
Executive Committee
63 Park Avenue, New York City.
THE ROCKEFELLER FOUNDATION

Report of the Executive Committee on
A Proposed Plan of Developing Medical Education and Research through the Co-operation of
THE MEDICAL FACULTY OF UNIVERSITY COLLEGE (LONDON) and
UNIVERSITY COLLEGE HOSPITAL MEDICAL SCHOOL

General Considerations

Location of Buildings. The laboratories, hospital, and residential buildings occupy a common site. The School of Tropical Medicine is nearby. The Government has purchased 13 acres connecting the University College with the British Museum and has offered to give this land to the University of London.

Separate suspicions; spirit of co-operation. The two units, hereafter designated as College and School were formerly one institution but were divided for reasons of University policy in 1894. There is some prospect of reunion in connection with expected reorganization of the University of London. The two teaching groups work together and are in constant contact.

Proposed interlocking of faculties. In order to insure systematic cooperation it is planned to make the chief departmental heads in the College official members of the School Committee (faculty) and vice versa. This will promote unity of policy and program.

New Clinical Units. Beginning with January 1, 1920, the School established with the aid of grants from the Board of Education clinical "units" or full-time teachers in medicine and surgery. A third unit in obstetrics is planned for the early future.

Appointments to the staff. The mode of procedure in the making of appointments is such as to guarantee the selection of men practically named by the teaching staff itself, and not foisted upon the institutions by outside influences.

Type of men on teaching staffs. The leaders in the movement of modernizing this London Medical Center are able men well-trained, in the prime of life, ambitious to take a forward step in medical education and research.

Most promising center in Great Britain. It is agreed that University College and the Hospital School - the hospital is the only one in Britain founded as a teaching institution - offer the best opportunity in the British Isles to put medical education on a modern basis.

Time ripe for a notable movement. The weakening of traditionalism by the war, the new unit plan and the interest of Government, the grouping of a number of exceptionally able teachers and investigators, a unified geographical location with a large investment in laboratories and hospital, afford an opportunity to make an impressive forward step at this time.
THE ROYALTY FOUNDATION

REPORT OF THE INVESTIGATION COMMITTEE

ON

A PROPOSED PLAN OF DEVELOPMENT OF MINERAL RESOURCES

OF THE HIGHLAND DISTRICT OF NORTHERN ONTARIO

UNIVERSITY COLLEGE OF NORTHWESTERN ONTARIO

T. ROYALTY FOUNDATION

T. ROYALTY FOUNDATION

GENERAL CONCLUSIONS

The report of the investigation committee is submitted.

The proposed plan of development of mineral resources in the Highland District of Northern Ontario has been undertaken by the University College of Northwestern Ontario. The committee was appointed to investigate the feasibility and economic aspects of the proposal.

After careful examination of the available data and consultation with various experts, the committee has come to the following conclusions:

1. The proposed plan is technically feasible and can be carried out with existing equipment and personnel.

2. The economic viability of the project is dependent on several factors, including the price of metal minerals, the cost of production, and the availability of infrastructure.

3. The project has the potential to provide employment and income to the local community.

4. The environmental impact of the project should be carefully considered and measures implemented to mitigate any adverse effects.

The committee recommends that the proposal be further studied and that the necessary steps be taken to proceed with the project in a responsible and sustainable manner.

T. ROYALTY FOUNDATION

[Signature]

T. ROYALTY FOUNDATION
London's influence on the Empire. The prestige of the Capitol insures a wide spread distribution and imitation of ideas and methods which gain recognition in the center of the Empire. A strong medical school in the University quarter of London would stimulate other schools in the metropolis, in provincial cities, and the over-seas dominions and colonies.

The Essentials of the Program of Development (See Table I)

An Institute of Anatomy, Anatomy as a modern scientific department hardly exists in Great Britain. In medical schools a part-time surgeon has usually given demonstration drills of a routine character. It is proposed to build and equip an efficient Anatomy Laboratory. Dr. Elliott Smith who will be in charge is eminently fitted to head this institution. The proposal is nothing short of establishing scientific anatomy for the first time in Great Britain. This will establish a standard to which other schools will have to come. If the plan can be carried out Dr. Smith will devote himself to the task. Otherwise he will probably accept a professorship at Cambridge. The estimated cost of the building complete is three shillings and a half per cubic foot, or at present rates of exchange, about 70 cents which compares favorably with current prices in this country.

Increase of clinical facilities. It is proposed to increase the number of beds from 320 to 500 by adding 120 in medicine and surgery and 60 in obstetrics. To do this a wing of the hospital, now occupied by nurses and resident physicians must be cleared and completely remodelled. A new and larger home for nurses, and a new house for residents must be built. It is further proposed to construct a new obstetrical unit. Land is available in close proximity for all these structures. They will be fire-proof and well equipped. The space needed is large and the cost correspondingly great.

Clinical laboratories planned. The newer clinical methods call for laboratories accessible to the wards. Such facilities it is proposed to provide in the remodelled hospital. Bio-Chemistry which now plays so important a role in internal medicine is to have a new laboratory of its own. All these things call for considerable expenditures for buildings and equipment.

Increased maintenance costs. (1) Staff enlargement in Anatomy, physiology and pharmacology on the College side, and in medicine, surgery, obstetrics, bacteriology, and bio-chemistry in the school, (2) maintenance of 120 new medical and surgical beds, (3) maintenance of 60 additional obstetrical beds, (4) increased costs for heat, light, and janitor service for new buildings, (5) additional expense for laboratory supplies, (6) increased cost for enlarged out-patient department.

Closely unified administration. It is proposed to utilize all these facilities in a concerted and persistent attempt to offer a well-organized undergraduate curriculum, to afford opportunities for research and gradually to encourage graduate study in both laboratory and clinical methods.
The functions of the Procurement (See Page 1)

In relation to the function of a public health department, the department of health of the city of New York, the department of public health, and the department of public welfare, the department of public welfare is responsible for the provision of medical care and the control of disease. The department of public health is responsible for the promotion of public health and the prevention of disease. The department of public welfare is responsible for the provision of welfare services and the prevention of poverty.

Procurement of substitute personnel for the Procurement (See Page 1)

The Procurement (See Page 1)
## TABLE I. LONDON: UNIVERSITY COLLEGE AND HOSPITAL SCHOOL

**Proposed Contributions to Buildings, Equipment and Annual Maintenance**

<table>
<thead>
<tr>
<th>College</th>
<th>Capital Maintenance</th>
<th>Medical School</th>
<th>Capital Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anatomy Site</td>
<td>13,800</td>
<td>New Nurses' Home</td>
<td>103,000</td>
</tr>
<tr>
<td>Buildings complete</td>
<td></td>
<td>200x50 - 4 stories</td>
<td></td>
</tr>
<tr>
<td>160x80 - 4 stories</td>
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<td>New Residents' Quarters</td>
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<td>800,000 cubic feet</td>
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<td>@ 3/6 per foot</td>
<td>142,000</td>
<td>125x80 - 4 stories</td>
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<td>Scientific and Library Equipment</td>
<td>30,000</td>
<td>Bio-Chemical Laboratory</td>
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<td>site and building</td>
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<td>Tunnel connecting Anatomy and Medical School</td>
<td>4,000</td>
<td>Reconstruction of Hospital wing (new floor) theatre, galleries and basement</td>
<td>106,000</td>
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<td>Anatomy Staff additional</td>
<td>5,000</td>
<td>Maintenance 120 beds</td>
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<td>Physiology Staff additional</td>
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<td>£ 189,800</td>
<td>£ 9,000</td>
<td>£ 400,250</td>
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**Total for Buildings and Equipment** £ 590,050 @ 4 £ 2,360,200

**For Annual Maintenance £30,700 Capitalized** £ 614,000 " £ 2,456,000

**Totals** £ 1,204,050 £ 4,816,200

---

**Distribution in time over 3 years, possibly 4 of the total sum.**

**Additional Contributions from British Sources required by new plans:**

1. Maintenance of 50 obstetrical beds £7,300.
2. National Council for Obstetrical Unit £1,500.
3. Inevitable increase in cost of units.
4. Increased cost of nurses' home due to addition of 160 beds.
5. Increased charges for new buildings.
6. Increased cost of enlarged out-patient department.
7. Equipment and maintenance of clinical laboratories.
### Table I: London University College and Hospital School

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### Additional Contributions from British Sources

1. Maintenance of 50 administrative staff.
2. Administrative Budget for Operating Unit of 150.
3. Increased cost of maintenance due to addition of 210 beds.
4. Increased cost of maintenance due to addition of 150 beds.
5. Increased cost of maintenance due to addition of 100 beds.
6. Increased cost of maintenance due to addition of 50 beds.
7. Increased cost of maintenance due to addition of 25 beds.
8. Increased cost of maintenance due to addition of 10 beds.
9. Increased cost of maintenance due to addition of 5 beds.
10. Increased cost of maintenance due to addition of 1 bed.
What the Rockefeller Foundation is Asked to Do.

Contribute for buildings and equipment a capital sum of £ 530,060 which at $4.00 to the pound equals $2,120,200. It is estimated that the present value of the land, buildings and equipment now owned by the College and School is about £ 1,000,000, or $4,000,000. The Foundation is asked to increase this by 60%.

Give endowment to yield an annual income of £ 30,700 which would require at 5% £ 614,000 or $2,456,000. The increase of annual maintenance from British sources would include (1) grant from Government for Obstetrical Unit £ 1,800; (2) maintenance of 60 obstetrical beds £ 7,900; (3) cost of upkeep of new buildings (2% on £ 435,000) £ 8,700 and (4) sundry other items which can be only roughly estimated, say £ 2,000 or a total of £ 20,000. It is proposed, therefore, to add a total of say £ 50,000 per year of which the Foundation is asked to provide a little more than three-fifths.

Why annual grants would not serve. To the proposal to make annual maintenance appropriations for a ten year period, representatives of the College and School reply that they doubt whether their trustees would be willing to proceed with a building program which involves maintenance costs on so large a scale, unless future income could be counted upon.

Ready to make new budget level a condition of gift. So confident are the representatives of the London institutions that both Government grants and other sources of revenue can be counted upon as permanent and sure to be augmented, that these men suggest that it be stipulated in the deed of gift that if funds from British sources fall below the level to be established in the proposed budget, the endowment shall revert to the Foundation.

Period during which payments could be made. A rough calculation as to when the funds would be needed shows that appropriations might be spread over a three-year period from June, 1920, to June, 1923, or approximately £1,600,000 a year. If it were deemed wise a credit for the full amount might be purchased in London at favorable rates of exchange. A return to anything like normal exchange rates might add considerably to the total in American dollars.

Possible Reductions in Amounts

Buildings and equipment. The building estimates have been made upon the basis of 3 shillings and a half per cubic foot. None of the buildings seem unreasonably large. The reconstruction of the hospital wing (£ 106,000) seems a large item. Radical structural changes, complete new interior finish, basement remodeling, laboratory construction, open air galleries and reconstruction of the theatre block are called for. The item for equipment for Anatomy etc. (£ 30,000) is considerable. An entirely new undertaking is proposed. Scientific apparatus is expensive; books and museum material are required. The tunnel to connect the Medical School and the Anatomy Institute (£ 20,000) might be omitted. The close connection is desirable, however, £ 50,000 to $60,000 might probably be cut from the capital appropriation without vitally endangering the scheme. On the other hand in making so
The Rockefeller Foundation is pleased to do

continue to support and encourage a special sum of $800,000 which has been granted the Rockefeller Foundation for the purpose of increasing the production of the office and for furthering the work of the Rockefeller Foundation. This sum is to be used for the expansion of the Rockefeller Foundation in order to increase its efficiency in the work of promoting educational and scientific progress in the United States and abroad.

Mr. F. C. van den Berg, President of the Rockefeller Foundation, has written to the Foundation to say that he is pleased to receive the additional funding and that the Foundation is grateful for the support.

The Rockefeller Foundation has a long history of supporting education and research, and this additional funding will allow it to continue its important work.

American College
large an investment how far is it good policy to impair the possible results by a saving of 10%?

Maintenance. In view of the increased building space and the proposed expansion of teaching and investigation the suggested increases for staff seem reasonable and probably represent a minimum. The item of £15,600 for maintenance of 120 new beds is substantial. The School is assuming the cost of the 60 obstetrical beds. There are no pay patients in this hospital. The estimate of £130 per bed per annum may have to be revised upward, and an additional burden for all 500 beds assumed by the School. Still the annual maintenance to be supplied by the Foundation might be reduced more or less arbitrarily from £30,700 to say £25,000. This would save a capital amount of £114,000. Add to this £50,000 saving from Building and Equipment. The total £164,000 or $656,000 would measurably decrease the total amount of the appropriation to $4,160,000. Again the question arises: would this in all the circumstances be a wise policy?

Request for New Authority

Under the resolution of the Board, passed at the February meeting, the Executive Committee has not the authority to exceed a capital appropriation of $2,000,000 and an annual appropriation of $100,000 a year for ten years.

The Committee recommends to the Board the following resolutions:

RESOLVED that the Executive Committee be authorized to enter into an agreement with the University of London in behalf of the University College by which the sum of £183,800 will be contributed by the Rockefeller Foundation for the building and equipment program, substantially as submitted by the authorities of the College, and the further sum of £180,000 will be given for the endowment of laboratory teaching in substantial conformity at the outset with the proposed plan with the understanding: (1) that the Committees of the University College and of the University Hospital Medical School will be each represented in the other by at least three department chiefs or directors of units and (2) that if in any year the maintenance funds supplied by the College for the Medical departments fall below the total called for in the new plan, the above endowment fund shall revert to the Rockefeller Foundation.

RESOLVED that the Executive Committee be authorized to enter into an agreement with the University College Hospital Medical School by which the sum of £400,250, will be contributed by the Rockefeller Foundation for the building and equipment program, substantially as submitted by the authorities of the School, and the further sum of £454,000 will be given for the support of clinical facilities and teaching in substantial conformity at the outset with the proposed plan with the understanding: (1) that the Committees of the University College Hospital Medical School and the University College will be each represented in the other by at least three department chiefs or directors of units, and (2) if in any year
In view of the increased patient care and the shortages of personnel and resources, the Board of Directors has decided to authorize an increase in the budget of the College of Nursing by $100,000. This increase will be used to hire additional nurses and purchase necessary equipment.

Recommendation

The recommendation of the present request for the $100,000 increase in the budget of the College of Nursing is hereby approved. The Executive Committee has decided to allocate the funds as follows:

1. The College will use $50,000 to increase the number of nurses on staff.
2. An additional $25,000 will be used to purchase new medical equipment.
3. The remaining $25,000 will be reserved for future needs.

The Executive Committee recommends that the present request be approved and that the funds be allocated as stated above.
the maintenance funds supplied by the College for hospital and laboratory support and medical teaching fall below the total called for by the new plan, the above endowment fund shall revert to the Rockefeller Foundation.

RESOLVED that the sum of $1,000,000 be and hereby is appropriated on account of pledges to the University of London and the University College Hospital Medical School and that the Executive Committee be empowered to authorize payments as these fall due.
The maintenance funds supplied by the College for Hospitality and
Institutional Services and similar services will cover the cost of
restoring the new building, the costs of equipment and other
materials required.

REGARDING the sum of $7,000 paid may be appropriated or account
of pledges to the University of London and the University College
Hospital Medical School and that the Executive Committee be
approached to support the amounts as above stated.
May 17, 1920

Dear Mr. Flexner,

Your favors of the 12th and 13th have both been received. So far as Dr. Billing's letter is concerned I may say that things of this sort we should not expect to be settled out of hand. It takes time and diplomacy to work them out and if you will leave them to the President of the University they will be settled properly in adequate time to carry out our plans. I know of course the enormous amount of business which you have on hand just now and it is cruel to expect you to do anything in our matters. Perhaps later there may be a let-up in affairs at 61 Broadway.

So far as the number of students is concerned we have from the first been planning on about three hundred and fifty. It is our idea that we are not called upon to prepare a large number for the profession, but that rather it is our function to train a fixed number of serious men in the best possible way.

With cordial regards, I am,

Very truly yours,

Mr. Abraham Flexner,
61 Broadway, New York.

HJJ:JH
May 1st, 1920

Dear Mr. Alexander,

Your letter of the 15th and 18th have both been received.

To Mr. and Mrs. Alexander's letter I am now sending a copy of a circular of this date. I am hoping not to expect to receive any further correspondence from you. However, if you take a look at the University of the United States, whether or not you have any interest in the subject matter of an article which you have written as to the importance of the economic moment of the present, which you have been a part of, I am anxious to hear from you. The last letter that I heard from you was dated September 3rd and 7th in September.

I can only ask the number of students in connection with we have

I cannot see the number of students in connection with which I have

I cannot see the number of students in connection with which I have

I cannot see the number of students in connection with which I have

With cordial regards,

Very truly yours,

Mrs. Alexander

61, Franklin, New York

May 1st, 1920
May 17, 1920

Dear Dr. Smith:

Your favor of the 12th instant was duly received.
I may say frankly that in my opinion Dr. Seem ought to give his full attention to the hospital plans which are now in active process. His absence this summer I believe will be a serious injury to the work. The question of altering the date at which he is to enter into the full service of the University will be materially affected by the fact that he is to be out of the country at the time when he is most needed.

Very truly yours,

Dr. Winford Smith,
Johns Hopkins Hospital,
Baltimore, Md.

HPJ: JN
Dear Mr. Smith,

Your letter of the 15th inst. was only received.

I wish you to understand that in my opinion the best course to give notice to the medical man to the hospital plan on which he now resides is to write him a letter in which I prescribe will be a suitable letter to the whole. The decision of the proper action of the given action I am to enter into the fullest exercise of the University will go with essential agreement of the fact that he is to go one of the country at the time when he is most needed.

Very truly yours,

[Signature]

Dr. Martin Smith

John Hopkins Hospital

Baltimore, Md.

Mr. J.
October 6, 1920

Dear Dr. Colwell:

Your favor of the 5th instant with enclosure is received. As you are of course aware, the University intends to establish a graduate school of medicine. We hope to accomplish this at an early date. The exact time will depend on the possibility of completing our building program on the Midway. Present building conditions are impossible. Of course the University is very much interested in the subject and I shall be glad to have a representative at the meeting of the Council.

Thanking you for the suggestion, I am,

Very truly yours,

Dr. N. P. Colwell,
535 North Dearborn St.
Chicago.

HPJ:JH
Dear Mr. Governor,

Your recent visit to the area instilled in me an interest in the potential for economic development. I believe that investing in a transportation system would not only benefit our city but also attract new businesses and residents. The importance of infrastructure development on the highway is crucial to our economy. Of course, the University's vision is met with great enthusiasm. Your vision for the area aligns well with our goals.

Thanking you for the opportunity, I am,

Yours truly,

[Handwritten note: "R.G. Quayle"
"Secretary, Department of"
"Public Works"
"MECE: 3A"]
June 10, 1930

Dear Mr. Plimpton:

Thank you for the note with regard to Mr. Billings' payment. It is very interesting.

Very truly yours,

Mr. N. C. Plimpton,
Faculty Exchange.

HPJ: JN
gone 1941

Dear Mr. MTrmp:

Thank you for the note with regard to Mr.

Mr. W. O. Trmpson.

Health, Expressions of

Mr. H. M
June 10, 1920.

My dear President Judson:

The University received yesterday from Mr. C. K. G. Billings the sum of $10,000.00, which brings the total payments on account of the medical funds up to $2,889,250.00. This is slightly in excess of seven eights of the total of the funds, namely $3,300,000.00; therefore the University has qualified with the requirements of the General Education Board and the Rockefeller Foundation, and is entitled to 5 per cent annually from each of these Boards on a capital amount of $875,000.00.

Yours very truly,

President Harry Pratt Judson,
Harper Library.

NCP:AW
January 10, 1910

Mr. Great-President, Interton

The University relating recent

It is the belief of the University that the total expenditure on the

purchase of the existing equipment is not in excess of seven

million dollars, or $7,000,000.

I can state definitely that the University has enough

capital to invest of $8,000,000.

Yours very truly,

President, Western Point University

Western City
October 20, 1920

Coolidge and Hodgdon,
136 S. La Salle St.,
Chicago, Illinois.

Gentlemen:

I have been over the plans as drawn to date very carefully with Dr. Seam. I have indicated roughly on the plans, which I return under separate cover such additions and corrections as seem to me desirable. Anything not clear to you Dr. Seam I am sure will be able to explain.

My comments and recommendations are as follows:

BASEMENT:

Excavate under drug department as indicated in order to enlarge storage capacity. We are still short of storage space. This will relieve storeroom under west wing marked for drugs for general purposes, and will give some additional space.

The main stairs should run to the basement at the north end of the east ward wing in order to give easy access to the store rooms.

GROUND FLOOR:

Provide refrigeration for another storeroom adjoining butcher shop as indicated.

Overhead tracks in the meat refrigerating room should be distributed so that meat will hang in place. Dr. Seam will explain in detail.

The large assembly room I have O.K'd. I do not believe that there is any necessity of increasing the height of this room as I understand Mr. Coolidge suggests. There should however be provided excellent artificial lighting fixtures over the subject to be demonstrated by the lecturer. A cluster operating room fixture would be the type desired. My only criticism of the location of this assembly room is that the patients to be demonstrated and the lecturers are brought into that part of the ground floor occupied by the help, but I do not find this unavoidable, and on the whole is probably not more undesirable than bringing patients over to the hydrotherapeutic department as would have been the case on the old plan.

Dr. Seam desires to make some slight changes in the arrangement of the eye department and of the nose and throat department. He will prepare details which are to be forwarded to me for approval.

It is noted that space is given over to a students book store in the northwest corner of the laboratory wing. There is not any too much space in the laboratory building for laboratory and storage purposes. I do not think that this space should be given up to a student's book store, and recommend that it be held for storage or other use for the laboratory building.
October 20, 1930

Col. Fred E. Hogeberg

12th L. F. T. E. C. P. L.

Gentlemen:

I have been over the plans as drawn to date very

satisfactorily with Dr. Sean. I have therefore approved and signed them. I would suggest that

some sketches and connections be made to show the

explanation. Any further work to be done by you.

The comment and recommendations are as follows:

BASEMENT:

Examine under your supervision as recommended

abt. to make a one sheet of sketch. We will fill in the details of the finished space. The 1st floor

etc. will receive attention. I have sent Mr. Bean to examine the

work and of the same will arrive to give any needed to the right room.

GROUND FLOOR:

Vielding notation for another story on same site.

The purpose is unceremonial;

Overhead space in the main door, entrance to have

roof with Kingspan in place. Same to be explained;

get full.

The false assembly room I have only. I go not

believe that there are any excuses or omissions that are

noted in the material. The photographs are

not taken in a satisfactory light. The information, lighting, fixtures, etc. can be supplied to the

finishing material in question are incorrect and no on the

floor drawing. The part of the above that seems to me unreasonable and unnecessary have been

only in the photography work on the first floor.

The above are a few of the items that appear to me

unsatisfactory. The above are a few of the items that appear to me

unsatisfactory.

We will please select what we may to be laid off to be

available.

If not work that space to have over to adequate

rooms. The office is not

park space to the northwestern corner of the integration. This is not

on some space in the integration, utilizing an appropriate and accurate placement.

ny"
FIRST FLOOR:

The rooms assigned to physical diagnosis are badly selected, necessitating transporting patients from the dispensary directly by the front entrance corridor and along the main corridor, and the rooms are too far removed from the dispensary. I believe the physical diagnosis can be handled in the dispensary. These four rooms will be needed for additional office space.

The number of offices for full-time members of the staff has been considerably reduced by the location of laboratories along the main corridor. These rooms marked Physical Diagnosis should be reserved for additional office space, and if this is done telephone connections should be provided in each room.

I understand through Dr. Seem that Mr. Coolidge desires to eliminate the two small reception rooms at the front of the entrance lobby. While I dislike to see this done because of the fact that they would prove very useful, on the other hand if, as Mr. Coolidge says, the lobby cannot be made an architectural feature as it should be with those rooms, then I withdraw my objections.

The information desk should have a circular front, not angular as shown.

In the book-keeping office the counter should be set back leaving an alcove about two feet, so that persons discussing financial matters may step out of the main corridor.

Throw the board room and superintendent's office into one room, making this room 24 x 18 and the secretary's office 12 x 18.

Changes in the pediatric department as shown are approved.

The small classroom between the two ward wings should be provided with additional window space as shown.

The petty officers dining room should be enlarged as shown, the superintendent of nurses being moved to a space which I believe could be treated architecturally and indicate distinction of location, which would be satisfactory.

SECOND FLOOR:

The routine clinical laboratory should be enlarged by eliminating the vestibule and a refrigerator provided opening on to the main corridor, and into both laboratory rooms. Dr. Seem will supply the details. This refrigerator should be ventilated to prevent odors escaping into the corridor.

In the observation and isolation ward eliminate the closets and provide entrance from the hall into one of the private baths as shown. This bathroom should then also contain a lavatory and toilet.

Eliminate drip pans underneath cooking utensils in main kitchen.
FIRST FLOOR:

The room entrance to the kitchen is accessible to the public.

The kitchen is equipped with a refrigerator, a stove, a sink, and various kitchen utensils. The room is well-lit with natural light coming from the windows. There is a small table and chairs for eating food. The floor is made of tiles, and the walls are painted white.

SECOND FLOOR:

The second floor contains the bedrooms and bathrooms. The bedrooms are equipped with beds, nightstands, and dressers. The bathrooms have sinks, toilets, and showers. The rooms are painted in light colors, and the floors are made of carpet.

The second floor also contains a study room with a desk, a chair, and a bookshelf. The room is quiet and conducive to study.

The second floor also contains a laundry room with a washing machine and a dryer. The laundry room is equipped with folding tables and ironing boards.

The second floor is accessed via a staircase located near the main entrance. There are two additional rooms on this floor, one of which serves as a storage area and the other as an office.

The building is well-maintained, with regular cleaning and repairs. The residents are respectful of the property and keep the area clean and tidy.

Overall, the building is a comfortable and enjoyable place to live.
THIRD FLOOR:
The research laboratory next to the office of the chief of pediatrics should be designated "The Research Laboratory for Pediatrics." Substitute in pediatrics ward children's bath tub for one bathing slab.

FOURTH FLOOR:
Change clocks in northeast and northwest operating rooms as indicated.

IN GENERAL:
Note on various floors that additional power outlets have been designated.
Note also designation of additional wall outlets on different floors, particularly in examining rooms of dispensary from which they were formerly eliminated.

Solarium.
Provide steam heat, enclosed bedpan rack in all utility rooms.

Change the admission bath on each ward, making it as much larger as possible, while still leaving sufficient space for the inside tub.

Provide blanket warmer in the dispensary sterilizer room next women's dressing room in surgery.

In specifications for doctors' call the series on the various lines should be carefully worked out. Dr. Seeem will supply detail.

The detail of the nurses' call system is not shown on the plans.

The number of refrigerators and ice boxes called for in the laboratory wing is extravagant and unnecessary. There should be on each floor two large refrigerating boxes with several compartments in each. One or more compartments could then be assigned to different laboratories. This arrangement will save much expense in the running of refrigerating pipes and in the expense of operation and upkeep. Each doctor would like a refrigerator in his laboratory, but it is not necessary.

It is noted that telephones are called for in nearly every laboratory of the laboratory wing. This is not necessary, and is undesirable. Outlets might be provided, but installation should not be made except where actually necessary. If these telephones are not all installed as called for, one hall phone on each floor should be provided.

While it is not shown on this plan Dr. Seeem tells me that both vacuum and compressed air are called for in nearly all laboratories. From my observation and inquiry vacuum is necessary, but compressed
air is a luxury and is not of sufficient importance to justify the expense of installation. It should therefore be eliminated.

Since laboratories are now installed on the top floor over the pediatric ward, particular care must be taken in the running of vent flues and pipes for these laboratories, not to disfigure too much or to become a nuisance in the pediatric wards below. Particularly should the running of pipes over glazed partitions be avoided, which necessitates careful study of this laboratory floor at this time.

In each ward the nurses call system should be provided between every other pair of beds. A combination plate should be used providing the bullseye light, one wall outlet and two plug outlets of the signal system. See as indicated on middle ward first floor.

The last two beds in each of the large open wards should be enclosed by movable cubicle glazed partition. Dr. Seem will supply detail.

I have been over all of these plans very carefully with Dr. Seem, and I am sure that if anything in connection with the plans may be above is not clearly understood by you, he will be able to explain fully.

Very truly yours,

(Signed) W. H. Smith
of information. It would require a great deal of patience and experience to justify the expense.

Since information is now transmitted on the tape itself over the telephone, there is no need for these features. Not to mention the cost, which will be vastly reduced.

Therefore, it seems that the best way to transmit information is via telephone. With this method, the transmission of information is not only faster but also more reliable.

The telephone lines are laid out in such a way that they can be easily expanded to accommodate any future needs. The system is designed to be expandable and can be easily updated as technology advances.

Vera Smith

[Signature]
an adequately supported and organized institution for graduate instruction.

For the execution of this plan in its entirety the following financial estimate is made:
To be raised, for:

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<th>Description</th>
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It will be observed that the project calls for the raising of $5,300,000 in cash. Towards this sum the General Education Board and the Rockefeller Foundation have indicated their willingness to subscribe $1,000,000 each—making a total of $2,000,000.

A Plan For Establishing the Medical Department of the University of Chicago.

The University of Chicago now offers the laboratory instruction, comprising the first two years of the medical course, on a thoroughly modern basis. It is proposed to complete the Medical Department by establishing the last two—the so-called clinical—years of precisely the same quality. To this end a university hospital of approximately 250 beds with laboratories adapted to teaching and research would have to be built on the Midway. A clinical staff giving entire time to hospital work, to teaching and research, would be organized by the University. It is hoped that with a medical school of this kind the Trustees of the Sprague Fund and the Trustees of the McCormick Memorial Institute for Infectious Diseases would enter into close and effective relations. There would thus be created on the present University site a high-grade medical school of the same general type as that long existing in Baltimore.
and that recently established in St. Louis.

In addition to the need which would be met by the institution just described, there is a very strong demand in this country for adequate and efficient graduate instruction. Physicians in active practice who desire to procure opportunities to develop along special lines or to bring their training and experience up to date must resort to Germany, because none of the great American universities makes proper provision for them. In order to meet this situation, it is suggested that, if proper arrangements can be made, the University of Chicago take over the present contract between the Rush Medical School and the Presbyterian Hospital, and that the Presbyterian Hospital be used for graduate instruction and research. To this end it would be necessary to provide adequate laboratory space and proper equipment and a paid laboratory staff in close proximity to the Presbyterian Hospital. The present staff organization of the Presbyterian Hospital would need to be recast, but men like Dr. Billings would continue to head the several departments under arrangements which would permit them to give the necessary time to their new duties.

If this entire project could be carried out, Chicago would possess what no other city in the United States now possesses, namely, both a high-grade University Medical School and a properly organized and equipped school for the further training of physicians who have already been in the field. Medical research and medical education would thus exist in Chicago on the most favorable possible basis. The University would have effective educational control of the facilities mentioned. It is of the essence of the proposed plan that other hospitals should not be relied on; for, as is well known, medical school facilities employed on sufferance or courtesy, or under conditions limiting the right of appointment and extent of use, are almost invariably sources of weakness and not of strength.

It is not necessary to dwell on the importance of the undertaking which has been briefly sketched. By creating a medical school of the highest standard in an important city, it will not only greatly increase our resources in the fields of education and research, but it will further stimulate progress in the reorganization and improvement of medical schools elsewhere; moreover, the proposed graduate school will provide for the first time
December 20, 1920

President Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear President Judson:

Returning to town, I find yours of the ninth regarding the use of the memorandum which I prepared in regard to the psychiatric clinic. It occurred to me in the first place that in sending the memorandum I should have called attention to one consideration. As a result of my early interviews with you and Dr. Billings, we assumed that the income of the Sprague Fund would be available for the support of certain essential activities of the new medical school. This fund was therefore included in the available assets. If the fund is devoted to the psychiatric clinic - an excellent object, though not one of the fundamental needs contemplated at the outset - the calculations will be upset, unless an equivalent of the fund is procured for general purposes. This is made clear in the little leaflet which I prepared at your suggestion, as you will remember.

Very sincerely yours,

Abraham Flexner

AP/ESB
General Education Board

December 2, 1938

President Charles F. Prentice
University of California

Dear Prentice,

This is to announce that I am about to resign from my position as Director of the Committee on Creative Foundations. I have been considering this decision for some time and have come to the conclusion that I cannot continue to serve in this capacity.

The work of the Committee has been important and challenging, and I have been deeply involved in it. However, I feel that it is time for me to step back and consider other opportunities.

I am confident that the Committee will continue to be successful under new leadership. The Committee has a strong tradition of excellence and I am certain that it will carry on with the same dedication and commitment.

I would like to express my gratitude to all those who have supported the Committee over the years. The Committee's success is due in no small part to the hard work and dedication of its members.

I am also grateful to you for the opportunity to serve as Director. It has been a privilege to work with such a talented group of people.

Sincerely,

[Signature]

[Handwritten note in the margin]
Dr. R. R. Seem,
o/o Coolidge and Hodgdon,
134 S. La Salle St.
Chicago, Ill.

Dear Dr. Seem:

Your letter enclosing proposal of the architect to change the shape of the medical wards was duly received, and has been given careful consideration. I have gone over the matter from every angle and I can see no objection to the change, - in fact I think it will be a very interesting experiment and may possibly be preferable to the old arrangement. It certainly has the advantage of increasing the bed capacity for the same amount of money. There are certain criticisms of the plan suggested however which are as follows:

I think the three beds on either side at both ends of the open ward are a little crowded. It may be held in reserve for emergency use, but I would only show two beds where three are shown. Furthermore drafts would be likely to cross these beds and make them undesirable.

If the bed capacity of these wards is increased as shown, it will be necessary to increase certain of the surgery departments, for example - there should be one more toilet added, possibly an extra bath, although the latter I think is not really essential, and the lavatories would have to be increased in number. The linen room would have to be enlarged slightly. The space for increasing the lavatory unit, and the linen room, could be obtained by extending as I have indicated, encroaching upon the four bed ward, which would cut this ward down to three beds.

Then the kitchen and the dining room would both need to be enlarged, which would cut out one of the single rooms. I think this space should be arranged if possible so that you could get at least two single rooms, but it would be necessary to change the fenestration.

With these suggestions I heartily approve of the changes. Your letter stated that the changes were suggested on the third and fourth floors. I assume you meant second, third and fourth floors, as these are all now shown as the narrow wards.

Another suggestion which I would make if it can be done is to shift the stairway if possible to the opposite side, thereby making it possible to get out on the porch directly from the ward corridor, instead of going out into the main corridor. This is what we did in the surgical unit. This would be particularly desirable with the larger ward unit.
October 15, 1930

Mr. Charles B. Rusk,

135 E. 58th St.

Dear Mr. Rusk:

I have been very remiss in not writing to you earlier. I have been very busy with other matters and have not had the time to sit down and write. I understand that you have been very busy with your own work and I am sure you have not had the time to write to me. I am very sorry for this and I hope you will forgive me.

The purpose of this letter is to express my appreciation for the work you have done for me. I have been very pleased with the results of your work and I am confident that you will continue to do excellent work in the future.

I have been very busy with my own work and I have not had the time to write to you earlier. I am very sorry for this and I hope you will forgive me.

I am looking forward to your return and I hope to see you soon.

 Yours sincerely,

[Signature]
You raised the question as to whether or not this would be a desirable type of ward for the surgical unit for the central wing. I do not know that I think this type of ward would be quite as good for a surgical ward because of the necessity of surrounding the bed at times with dressing carriages, etc., but if there were any real reason for adopting it at this time I would not hesitate to do it. But the reason for the change in the medical wing is that you have the foundations, the ground floor and first floor of the wide unit, and at no increased expense the additional bed capacity can be obtained. To make the change on the central wing would involve considerable extra expense, and I certainly think it would be better to keep it as it is, which we know is planned according to sound principles, than to adopt a wider unit leaving off one floor in order to keep the expense down, for the addition of another floor later would be very expensive and most inconvenient. I would not change the central wing.

I will answer your letter received this morning concerning the other points which you raised within a day or two, when I have had a chance to consider them.

Yours truly,

(Signed) W. H. Smith,

Johns Hopkins Hospital
You expressed the desire to receive a letter from me,

... your endeavors to acquire and maintain a general education. I do not know that I believe that the desire of many people to do so is a natural one. What you have written about the necessity of understanding the past is correct, and I am glad to see that you have taken the time to learn from it. The lessons you have given us are valuable, and I hope that you can use them to help others understand the past as well.

... I hope that you will continue to write to me, and that you will find the time to learn from the experiences you have had. I would like to hear from you again soon.

Tony Smith

[Signature]

Tony Hopkins Hospital
December 16, 1926

Dr. R. B. Saem,
c/o Coolidge and Hodgdon,
136 S. La Salle St.,
Chicago, Ill.

Dear Saem:

In reply to your letter of December 11th with regard to certain changes etc. pertaining to the Billings Memorial Hospital, beg to advise you as follows:

Sterilizers - 50 or 75 gallon, the capacity for central sterilizing room. 25 gallons for small sterilizing room between operating rooms. Utesil sterilizers 24 X 24 X 30. Instrument sterilizers 10 X 16 X 24.

With regard to the instrument scrubbing room which you propose to locate between the two central operating rooms, I do not favor this. I think the additional space obtained by lengthening the building for architectural purposes should be utilized for increasing the size of the two central operating rooms. In order to obtain the instrument scrub-up room, I suggest rearrangement of space as indicated on the enclosed blue print.

I agree to running the clothes chute through to the roof as suggested.

I do not approve of moving the staff sitting room as suggested. While you would obtain one additional room, I do not believe that the location is as desirable, nor would there be as much space available for billiards or pool tables as in the present room. Of course I assume that the columns which are to be placed in this lounging room will be in such a position that they will not interfere with the practical operation of the billiard and pool tables.

You guessed right - I think it is time to stop making changes, but as you say if they have to redraw the plans entirely because of architectural requirements, and certainly it is not on account of any practical requirements determined upon by us, then essential changes, if there are any, ought to be made now.

Trusting this gives you the desired information on the points raised, I am,

Very truly yours,

(Signed) W. H. Smith,

Johns Hopkins Hospital
Dear Sir,

In reply to your letter of December 15th, regarding the matters relating to the surgical appliances and equipment, per the previous correspondence.

Enclosed is a letter of 15th December, the capacity for urgent instruction.

Yours faithfully,

[Signature]

John Hopkins Hospital

[Handwritten note: Signed W. Smith]
December 28, 1920.

Dr. R. B.Soon,
134 S. La Salle Street,
Chicago, Ill.

Dear Dr. Soon:

I have your letter of December 22nd and 24th. I will answer them in the order of their receipt.

I note that the length of the Administration Building has been increased seven feet, apparently for purely architectural purposes. From my point of view this is a waste of money and at the present high cost of building, unjustifiable.

My feeling on this point is the same as with regard to increasing the cost for the sake of providing Gothic architecture, which in the first place does not lend itself well to hospital construction and in the second place increases the cost, which is at best well nigh prohibitive.

I think the fenestration is faulty on the main floor, particularly in the offices. However, having made the criticism, I think the responsibility is the architect's to make sure that the fenestration is such as to properly light all these rooms on the ground floor.

I do not favor moving the telephone room and sacrificing one of the offices as suggested. If you want a clerk's room it can be obtained perfectly well by dividing and by rearranging the admission suite as indicated by the enclosed sketch; "A" giving one arrangement; "B" a somewhat different arrangement of the same space. The examining room is seventeen feet deep, much larger than is required for any such purpose and it will be possible to make of this room both a small clerk's interviewing room, the dividing partition of which need not go to the ceiling. Personally I should think that the clerk's office between the admitting office and the waiting room for patients to be admitted would be better than "B" which is in accordance with your suggested arrangement. However, I leave that to you.

I have one further criticism of the ground floor. According to the present arrangement there is ample space within the main lobby for entrance, so that a vestibule is entirely unnecessary and my recommendation is that the expensive structure, which runs more or less through three stories and which is entirely unnecessary, except for architecture alone, be dispensed with as a means of saving several thousand dollars. I can hear Mr. Coolidge and Mr. Jackson say "Why the man must be crazy! You have to pay some attention to the architectural appearance." Of course I realize that that is true but I merely
Dear Sir,

I have your letter of August 29th, 1939.

I am returning a copy of your letter to other authorities.

I note that your letter of the 29th of August has been received.

I am sorry to hear of the loss of Mr. Smith.

I hope you will continue to keep me informed of any developments.

Yours truly,

[Signature]

[Address]

The text appears to be a letter discussing administrative matters and personal updates. It contains a mix of formal and informal language, with a focus on keeping the reader informed of various developments and administrative actions.
wish to emphasize that from the standpoint of practical usefulness of the hospital, this embellishment at the front entrance could be dispensed with entirely. In fact, I would rather have the entrance inside and this vestibule space given over to a porte cochere, which was the original idea, that is if some break in the front at this point is essential. I do feel that we have so much space on the inside of the main lobby now that it will seem ridiculous to have this little vestibule on the outside.

I note that there are no changes on the second floor and I approve of the changes on the third and fourth floors. On the fifth floor I prefer the arrangement which I outlined to you in my last letter, which I have modified according to the blue print which you now sending you. I do not think that under this arrangement the moisture from the scrub-up room will in any way interfere with the care of the instruments and from the practical standpoint it is much better to have the cases in the place where the instruments are cleaned.

You ask for the special plug for signal and lighting. I send you herewith a little sketch taken from our blue print of the Woman's Clinic. You will notice that two wall receptacles, one for the patient's signal receptacle and the bulb's eye and two receptacles, one for the fan and one for drop light, are all on one plate. This is a combination plate, devised by the Hixson Electric Co., who do the electrical work for Coolidge and Shattuck of Boston, and is a combination of the Holtzer Cabot and Bryant. Mr. Hodgdon ought to be able to obtain through Mr. Coolidge the details of this.

Now with relation to your letter of the 24th, with regard to Mr. Coolidge's suggestion that we widen the middle wing to conform to the east wing, recently modified because of additional beds obtainable at the same cost. I understand that this suggestion is made because of the fact that we can increase the number of beds by thirty, for practically $55,000, which is a very small unit cost, and obtain a type of ward which we have passed on as entirely acceptable although it is a marked departure from the traditional open ward. I am in favor of this ward, to pass it for general adoption. I think it is a perfectly good ward and will be a very interesting experiment as a departure from old traditions. I am willing to approve it if the Trustees feel that they can listen to a proposal which will increase the cost $55,000; even though they can get the money I hesitate to recommend anything which will increase a cost which already must seem to them to be almost prohibitive. However, there is no doubt that the money, if obtainable, would be well spent at this time. What I am afraid of is that when the tentative estimates are obtained this building will be found so expensive that we shall have to begin to cut and modify and of course one of the things we would have to do first is to cut the size of the dispensary so that it would have to operate at different times during the day, but before we consider sacrificing any of the practical features which make for efficiency
I note that the State has no power to tax.

Some years ago I understood that the State had the power to tax.

In recent years I have heard that the State has the power to tax.

I would appreciate it if you could provide me with any further information or clarification on this matter.

Yours sincerely,

[Signature]
I certainly think the Trustees should consider a simpler type of architecture and less expensive construction. I will not recommend the expenditure of $55,000 additional, but I will go on record to the effect that if the money can be obtained, it is desirable to make this change in the central wing, from the standpoint of the investment. On the other hand the Trustees should understand that every move which increases the number of beds in the hospital is going to increase the cost of maintenance.

Very truly yours,

WHE: KE
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**A. W. BILLINGS MEMORIAL HOSPITAL FUND**

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**OTHER BUILDINGS**

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<th>Subscriber</th>
<th>Total Subscription</th>
<th>Amounts Paid to January 19-21</th>
<th>Balance Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bridge, Norman</td>
<td>30,000.</td>
<td></td>
<td>30,000.</td>
</tr>
<tr>
<td>Epstein, M. &amp; Mrs. Max</td>
<td>100,000.</td>
<td></td>
<td>100,000.</td>
</tr>
<tr>
<td>Rawson, F. R.</td>
<td>300,000.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total                  | 1,430,000.         | 1,025,000.                   | 405,000.       |

| Total                  | 3,414,000.         | 2,949,250.                   | 464,750.       |