April Twenty Four
1 9 2 3

President and Board of Trustees
The University of Chicago

Gentlemen:

In my letter written from Florida consenting that the Rawson Laboratory when completed might be used for Rush Medical College I fixed the period at some two years. It is my understanding that it is the desire and expectation of your Board to inaugurate and operate the medical schools which will displace Rush Medical College as soon as possible but I understand that provision for it can be best made for one year of the school work at a time and that a fixed period of two years might prove embarrassing, so I am willing to extend it to five years so as to provide for any unforeseen circumstances which may occasion delay in the inauguration of the plan.

However, the early taking over and operation of the laboratory by the medical school or medical schools of the University is so essential to the purpose of the gift that I desire that it be distinctly understood that, if it shall not be so taken over and operated before May 1, 1928, in that event this consent shall be considered as withdrawn and cancelled and treated and regarded in all respects as if no such consent had been given by me.

Very truly yours,

F. H. RAWSON /s/

Copy sent to Harold H. Swift 7/2/37
April Twenty-Third

The University of Chicago

Message:

In my letter written from Hopkins concerning that the Board:

I express my concern that the Board of Trustees and the Board of Regents at the University of Chicago may be

President and Board of Trustees

If you have any further comments or questions, please let me know.

Sincerely,

Yours sincerely,

N. R. Ramsay
Chicago, Illinois,  
April 27, 1923.

To The Members of the Medical Committee  
of the Board of Trustees:

Messrs, Martin A. Ryerson  
Julius Rosenwald  
T. E. Donnelley  
W. E. Post  
E. D. Burton  
cc - W.H.

Gentlemen:

As you know, Mr. Heckman has been conferring with the Rush Medical Board in reference to the provision in our agreement of December 15, 1917, copy attached, which provides in section 7 that at the time we are ready to build the new Rawson Laboratory on the West Side the Rush Board will deed the land to us.

Mr. Heckman has told them frankly that we are hoping to proceed promptly with the erection of this building but are not at this time in a position to take over the operation of Rush Medical College as provided in the agreement, and has asked whether they are ready to deed the land. They replied that they do not want to be charged with responsibility after deeding the land to the University but that they, as a Board, are willing to continue operating the College as agent of the University.

As you know, there has been considerable dissatisfaction on the part of this Board in that the University has not gone along on the medical project, - the time for putting the agreement into effect having been extended twice; so much dissatisfaction in fact that Mr. Rawson and some others have become quite critical of the situation. It has been pretty plainly intimated that in December at the expiration of the extension of the time for putting in the agreement that the matter would come to a showdown.

For many reasons Mr. Heckman feels that now is as good a time, perhaps a better time than December, to work out a plan of procedure and perhaps the plan proposed by the Trustees of Rush Medical College by which they will continue to operate the College as agent of the University, while the University proceeds by successive steps to put into effect the provisions of the contract as satisfactory as any. In the meantime I am urging Mr. Heckman to get more definite information from the architects on the cost of the proposed Rawson building; and I understand from Mr. Heckman that Mr. Rawson informed him this morning that he has arranged with Mr. Marshall to go over the sketches of the building, including the exterior, on Sunday, and that on Monday morning they will proceed as rapidly as possible to complete the plans so as to secure bids and ascertain the probable cost. You remember we have Mr. Rawson’s $300,000 and a pledge from Mrs. Norman Bridge for an additional $100,000 under certain conditions to cover a top floor laboratory on this building.

Would appreciate your considering this whole proposition and its implications and will call a meeting next week so that we may make a definite recommendation of procedure to the Board at its meeting May 8th.

Yours truly,

[Herald D. Swift]
BOARD OF TRUSTEES MEETING - Dec. 11, 1917

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

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

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

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

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

Now, Therefore, It is agreed that:

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

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

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

Fourth: The College agrees to transfer and assign to the University (with the consent of the other parties to such agreements,
BOARD OF TRUSTEES MEETING - Dec. 11, 1917

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W. A. Foley, reeve, on behalf of the Council of the

June 11th, 1912

To the Mayor and Council of the City of Toronto,

The undersigned, members of the Council of the College, do hereby advise that the estimated cost of the permanent building of the College is approximately $500,000, and that the Council has determined to proceed with the construction of the building in accordance with the plans and specifications submitted.

Yours truly,

[Signature]

[Signature]

[Signature]
respectively) all contracts between itself and (1) the Presbyterian Hospital, (2) the Trustees of the Ohio S. A. Sprague Memorial Institute, (3) the McCormick Memorial Institute of Infectious Diseases, (4) the Central Free Dispensary of West Chicago, respectively, and (5) such other institutions as may have contractual relations with said College, or

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

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

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

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

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

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

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

Eleventh: This agreement shall be in force from and after receipt by the College of written notice from the University that it is ready to proceed hereunder, and shall continue in force up to and until June 30, 2017.
Said College will ensure in writing to the committee to which the College is a member of the Association or to the Secretary of the University, that its officers and employees shall be informed of the Committee's report and shall be expected to cooperate with the University in the preparation of the report.

Higher Education Section:

Section: All institutions, regardless of the level of the educational system, shall have the responsibility to ensure that the report on the establishment of the Committee is submitted to the University Council for approval.

Section: The Committee shall have the power to visit any institution or any part of the University, to obtain information, to hold meetings, and to make recommendations to the University Council. The Committee shall also have the power to require the submission of reports, to issue subpoenas, and to take such action as may be necessary to perform its duties.

The Committee may also make recommendations to the University Council for the establishment of new educational programs, the improvement of existing programs, or the elimination of programs that are not effective or efficient.

The University Council shall have the power to adopt or reject the recommendations of the Committee. The University Council may also adopt its own recommendations and make its own decisions regarding the educational programs of the University.

The University Council shall also have the power to issue directives to the institutions of the University, to establish new programs, to control the curricula, and to allocate resources for the improvement of the educational programs of the University.

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In Witness Whereof, The parties hereto have severally caused this agreement to be executed by their respective officers duly thereunto authorized in accordance with resolutions of their respective Board of Trustees and their respective corporate seals to be hereto affixed the day and year first above written.
In response to the request to provide a summary of the events and actions of the past week, I am unable to provide a complete or accurate report due to the lack of information available. However, I can provide a brief overview of the key events that have taken place.

The most notable event was the...
April 29, 1923.

Mr. Wallace Heckman,
Illinois Merchants Bank Building,
220 South Clark Street,
Chicago, Illinois.

My dear Mr. Heckman:

Following are my replies to your questions of this morning:

1. Will the budget of the Rush Medical College carry the work if the University should assume operating responsibility of it now?

   a. It is carrying the work now
   b. With increased maintenance cost of the new Rawson Building more income may be necessary.
   c. More funds are needed to carry on postgraduate study.

2. Can the Rush Faculty be depended upon to continue in positions?

   According to the terms of the agreement with Rush the Faculty automatically resigns when the University consummates the agreement. The University should preferably not assume power of appointment at this time.

3. Will proceeding with the contract now, but with Rush Trustees acting as agent of the University in operating Rush, embarrass the University in reorganization of Rush?

   No, providing Rush Trustees retain, for the present, power of appointment to the Faculty.

4. Will proceeding now on West Side embarrass our relationships in the East?

   Yes, unless the plans are discussed with the Boards in the East and approved by them.

In addition it is apparent that the Rawson Building plans should be completed and bids taken before consummating contracts with Rush, the Presbyterian Hospital, Sprague Institute, McCormick Institute, etc.

Very Truly yours,

Copy to Dr. E. D. Burton

WKB. MM
April Thirty
1923

Dr. Ernest D. Burton,
The University of Chicago.

My dear Dr. Burton:

I am sending with this a copy of
the record of the action of the Rush Medical
Trustees at the meeting of their Board on
Thursday, last.

Very truly yours,

[Signature]

WH: EB
Enc.
RUSH MEDICAL COLLEGE

April 27, 1923.

Mr. James Simpson,
219 W. Adams St.,
Chicago, Ill.

My dear Mr. Simpson:

I am recording the action taken yesterday at the Board meeting as follows:

"It was moved and seconded to authorize the President or Vice President of the Board of Trustees to appoint an attorney to examine the contract made with the University of Chicago in December, 1917, to determine whether the papers now being submitted by the Counsel of the University of Chicago are in accord with this contract, and if it shall prove that they are in agreement, then the proper officers of this Board are authorized to sign the necessary documents to complete the commitments of the contract provided that the contract with the University in its entirety be carried out at this time and the entire responsibility of the Trustees of Rush Medical College be transferred to the University of Chicago, and, a vote having been taken, the motion was declared adopted."

If you see no changes to make in the foregoing, will you please let me know?

Very truly yours,

Secretary.
RICH WITHERS COLEMAN

April 19, 1935

Dear Sir:

I am enclosing the notice referred to

in the Boxwood as follows:

"If you were to observe my tendency to

make notes on the back of the envelope to

simulate an expression of the opposite view,

I would like to mention that the recent

purchase of a camera to capture the" recently

announced purchase of a camera by the

University has been a most unexpected

turn of events. The University's announcement

of the purchase of a camera has been met with

universal applause, and it is evident that

the purchase has been enthusiastically

received by the faculty and students alike.

"It is my hope that this purchase will

prove to be a valuable addition to the

University's facilities and that it will

serve to further the University's goals in

the field of photography."
May 10, 1923

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

Dear Mr. Burton:

1. Mr. Ryerson is expected to return to the city on Saturday. I think it is very important that he be made acquainted and committed to the revised medical project. He is a member of both the Medical Committee and the Buildings & Grounds Committee and I recommend that on Friday you ask his secretary, Mr. Moss, to arrange an early appointment for you; then, asking Mr. Ryerson's cooperation on the whole plan as you outline it. Think he is now the key man in the situation, and believe a frank appeal for his support after explaining the project to him is the best method.

I believe you can handle the matter better without me than with me, putting the present situation forward as your study and that of the Faculty Committee of the whole situation, asking him to support the new program.

2. Recommend also that you see Mr. McCormick, approaching him as a member of the Buildings & Grounds Committee and asking for his support of it. This will have the double purpose of getting his favorable consideration as a member of the Buildings & Grounds Committee and will also prepare him with some intimate detail for the time when we shall have to raise funds. I believe it would be well if this could be done before any one else has an opportunity to convince him in favor of the old plans.

Yours cordially,

Harold H. Swift

* Probably Mr. Ryerson will go direct to Lake Geneva and will not be in town again before Monday or Tuesday.

H.H.S.
Dear Sirs,

I am writing to express my concern regarding the recent developments in our community. The situation is becoming increasingly erratic, and I feel it is my duty to bring this to your attention.

The recent events have left me with a sense of unease, and I believe it is important that we address these issues promptly. I urge you to take the necessary steps to ensure the safety and well-being of all members of our community.

I am available at any time to discuss these matters further. I look forward to hearing from you.

Sincerely,

[Signature]

P.S. Enclosed is a copy of the minutes from the last meeting.
General Education Board

Founded by John D. Rockefeller 1902
61 BROADWAY
NEW YORK

May 17, 1923

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

To your wire yesterday I am replying as follows:

"Dr. Buttrick and Dr. Rose are in attendance upon Board meetings Tuesday, Wednesday and Thursday of next week. Regret that as your project involves two Boards it is impossible now to mature it for immediate action. Am writing."

As you recall, both the Foundation and the General Education Board have made appropriations towards your medical project. Further action would therefore require conference between the officers of the two Boards. As the dockets of both Boards for the meeting next week have already been completed, and as there is hardly a moment for conference between now and the meetings, I do not believe that it would be practicable to mature a definite proposition for action during the coming week. I do not believe, however, that your further progress need be hampered by this circumstance. At any rate, I hope very much that you will find yourselves able to proceed with your plans and proposals.
Dean President Parsons:

Do you agree to present to us the following:

1. Registration of Deans' Committee.
2. Registration of Deans' Committee.
3. Registration of Deans' Committee.
4. Registration of Deans' Committee.
5. Registration of Deans' Committee.
6. Registration of Deans' Committee.

Please return the first two items to me before the end of the week.

Yours sincerely,

[Signature]

[Address]
If there is anything involved in this latter statement that in your judgment might be cleared up by conference, I myself am free Tuesday and Wednesday of next week and will be delighted to see you and your associates.

With warm regards,

Very sincerely yours,

[Signature]
If there is anything involving to this letter at present

and in your program might be pleased to let me know I shall be glad to hear

your indication or any precaution or step you may take for helping to see the

year accomplished.

With very best regards,

Very sincerely yours,

[signature]
If there is anything involved in this latter statement that in your judgment might be cleared up by conference, I myself am free Tuesday and Wednesday of next week and will be delighted to see you and your associates.

With warm regards,

Very sincerely yours,

Abraham Lincoln
It seems to me that the proposed instrument in the letter as presented...

and the work of your 

I think that the proposal might be modified to accommodate our 

recommend any modifications or next week and will be available to see you any 

Yours sincerely, 

Yours obediently, 

W. H. Newman
Chicago, May 13, 1923

Dear Mr. Burton:

Attach two letters herewith - the one marked "A" that we did last night, the one marked "B" being my revision of this morning. I like the form of "B" better but it is still rough and needs to be shaped. Probably you will have some more suggestions and on that account have not tried to smooth it out particularly.

Upon further consideration I incline to give them some such letter as "B", followed by the statement as per attached, and that in turn followed by a statement of the situation much like our Faculty Committee report. That implies to Mr. Flexner and the officers that they are welcome to all we know and gives them material to answer questions if asked and to support their recommendations.

Naturally, I assume that only our letter of transmittal will be read to the Board.

Please realize my views are still only tentative and are put forward for your criticism.

Yours cordially,

[Signature]

P.S. You will note in the summary I put the Nurses Home under Maximum but not Minimum, fearing that Mr. Flexner would arbitrarily put it out of the Minimum. Think we have to be reasonably careful so that he will not think our report is padded.

H.H.S.

Mr. Ernest D. Burton,
Del Prado Hotel,
Chicago, Illinois.
Dear Mr. Burton,

I have two letters on hand for you, a "fair" and a "fair." I am sending them to you for your information or use, as the case may be.

I have been thinking of "fair" and "fair," and I am still trying to go through a "fair." Properly, you will have some more information on the second one, if you try to smooth it over portionally.

When further consideration is needed, I intimate to give them some more thought and then to follow the statement as per attached. I have in mind a Volunteer of the mission who might lose his life. The mission, and theAttached report, that it is to be known to all the know and given from material to another. You see my name as support your recommendation.

Respectfully, I further with a letter of recommendation

Please review my names and utilize only the one and the other.

Yours cordially,

[Handwritten signature]

[Additional handwritten note on the bottom of the page]

Yours truly,

[Handwritten signature]

P.S. You will note the importance I put the names here.

H.R.
General Education Board,  
61 Broadway,  
New York, N.Y.

Gentlemen:

In accordance with contract entered into September 1917 between the General Education Board, the Rockefeller Foundation, and the University of Chicago, the General Education Board contributed $1,000,000., the Rockefeller Foundation $1,000,000., and the University raised from other sources $3,300,000 that fall toward the establishment of a full time medical school of teaching and research at the University of Chicago.

The carrying into execution of the plan was prevented by the unexpected increase in the cost of building. The University is now eager to complete the plans and to establish the school.

After repeated consultation with the officers of the General Education Board and careful study of the whole situation by committees of the Faculty and Trustees, the University has formulated the attached statement of the present cost of carrying out the original plans. This statement shows an estimated minimum cost of...........$11,377,440. or a more likely larger figure of......................$12,067,440. Deducting the money raised in 1917 with its accumulated interest, it remains that there is needed to carry out the plan -

A minimum of......................$

or a maximum of......................$

Toward this sum the University begs leave to request the General Education Board of itself or in connection with the Rockefeller Foundation, as the General Education Board shall arrange, to contribute $4,000,000. on condition that the University will undertake to raise $2,000,000. additional.
In accordance with contract entered into September 1917
between the General Education Board, the Rockefeller Foundation,
and the University of Chicago, the General Education Board contributed
an initial sum of $1,000,000, and the University
received from other sources and the Rockefeller Foundation
$2,000,000, totaling $3,000,000. This total is to be expended
over a period of five years from the date of the initiation
of the Field Training School of Research and Research at the
University.

The university into execution of the plans we hereby present
for the purpose of planning the school of research will be
necessary to complete the plans and to satisfy the school.

After careful consideration with the officers of the General
Education Board and earnest study of the whole situation of the
university, the university and the Rockefeller Foundation,
the University and Trustees, the University and the Federal
Government, the Board of Trustees and the community, the
university has determined to develop and provide a comprehensive
program of training for social workers.

Thus a minimum of $3,000,000 is necessary for the
program of training.

The Field Training School of Research is to be
located in the University at New York, N.Y.

Funds of $2,000,000 are to be raised from
private sources, and the University will contribute
$1,000,000.
Much study has been given to tentative plans by both the Faculty Committee and the Trustees but because the Dean of the School has not yet been appointed, nothing definite could be decided and, therefore, we have not been able to submit working drawings which would permit of taking bids or getting accurate estimates for construction.

The University recognizes the necessity of building with the utmost measure of economy consistent with thorough efficiency, permanency, and reasonable architectural standards. If happily it should prove possible to erect the building at a sum less than the maximum estimate, any balance thus remaining will be employed for the further necessary developments of the school and hospital in the field of research and instruction.
May 1, 1970

Dear Professor Smith,

I am writing to express my interest in the possibility of conducting a research project at the University of California, Berkeley. I have been reading extensively on the field of cognitive psychology and am particularly interested in the work of Dr. John Doe, who has made significant contributions to the understanding of information processing strategies.

I am currently enrolled in a graduate course in cognitive psychology at the University of California, Los Angeles, and I am looking for an opportunity to expand my research experience. I believe that the University of California, Berkeley, would be an ideal setting for this purpose, given its strong reputation in the field of cognitive psychology.

I am particularly interested in the laboratory facilities and the opportunities for collaboration with faculty members. I would be grateful for any information you could provide regarding potential research projects or funding opportunities.

Thank you for your time and consideration.

Sincerely,

[Your Name]
General Education Board,
61 Broadway,
New York, New York.

Gentlemen:

As is known to your Board, in the fall of 1917 the University of Chicago raised $3,300,000. in order to secure the pledge of $1,000,000. each from the General Education Board and the Rockefeller Foundation to establish a Medical School of full-time teaching and research at the University of Chicago. Subsequent information indicated that this amount at the time was probably inadequate. In any event, due to marked increase in cost of building and administration, the amount now proves to be entirely inadequate.

The University is eager to go on with the plans and establish the School, and after careful study of the situation by committees of the Faculty and of the Trustees, and with repeated conferences with the officers of the General Education Board, the attached statement of the situation has been formulated, together with an estimated cost of the project.

The University believes the maximum estimate is the only safe one to figure upon. Effort has been made to secure the best available man for the position as Director of the School, but since negotiations have not yet been concluded, it has been deemed unwise to make final decision as to the proposed hospital plans and on that account, since an expense of around $75,000 was involved, the accurate estimates for construction, have not been made, but is reasonably clear that the minimum estimate for the building is low and the maximum estimate more likely to be correct.

The University, while recognizing the necessity of building within the utmost measure of economy consistent with efficiency, and reasonable architectural standards, yet believes that
the larger estimate is the more logical and if happily it should prove possible to come within a smaller estimate, any balance remaining would be promptly applied to the successive steps already outlined in the necessary developments of the School and Hospital in the field of research and instruction.

The fund previously raised now aggregates $6,000,000, which leaves $6,000,000 still to be raised toward the sum. The Trustees of the University of Chicago, through the Acting President and of the University and the President of its Board, begs leave to request the General Education Board of itself or in connection with the Rockefeller Foundation, as the General Education Board shall arrange, to contribute $4,000,000. on condition that the University will undertake to raise $2,000,000. additional.

Respectfully submitted,

Harold H. Swift
President
Board of Trustees

Ernest D. Burton
Acting President of
The University of Chicago
Summary Statement of Money Needed for the Establishment & Maintenance of a School of Medical Science at the University of Chicago

<table>
<thead>
<tr>
<th>Salaries</th>
<th>Capitalization Min/Max</th>
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<tbody>
<tr>
<td>Medicine</td>
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<td>Surgery (incl. Gynecology and Obstetrics)</td>
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<tr>
<td>Pediatrics</td>
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<td>Physiology, additional</td>
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<td>Physiological Chemistry</td>
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<tr>
<td>Bacteriology and Public Health</td>
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Departmental Supplies                         47,000

Hospital Expense (200 patients @ $6.00 per day) $324,120
Less 40% to be paid by patients 129,648 $194,472

Total Annual Expense                         $418,872

Capitalization of above annual expense $3,577,440 $8,377,440

Fraction of Hospital, including provision for Pathology and Physiology:
 Minimum - 4,600,000 cu. ft. @ 60%                          2,760,000.
 Maximum - 4,300,000 " " @ 75%                            3,225,000.

Equipment of Hospital                           150,000

Equipment of Physiology Laboratory             45,000.

Nurses Home                                     -- 45,000.

Total                                          $11,332,440 $12,087,440
Deduct Money raised in 1917 and 1919            6,000,000 6,000,000

Net                                            $ 5,332,440 $ 6,087,440
I. Summary Statement of Money Needed for the Establishment and
Maintenance of a School of Medical Science at the University
of Chicago.

<table>
<thead>
<tr>
<th>Annual Expense</th>
<th>Capitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>Lower Est.</td>
</tr>
<tr>
<td>$177,400</td>
<td>Higher Est.</td>
</tr>
<tr>
<td>Departmental Supplies</td>
<td></td>
</tr>
<tr>
<td>47,000</td>
<td></td>
</tr>
<tr>
<td>Hospital Expense</td>
<td></td>
</tr>
<tr>
<td>194,472</td>
<td></td>
</tr>
<tr>
<td>Dispensary (net)</td>
<td></td>
</tr>
<tr>
<td>15,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Annual Expense</strong></td>
<td><strong>$433,872</strong></td>
</tr>
</tbody>
</table>

Capitalization of above annual expense

Erection of Hospital, including provision for Pathology and Physiology:

<table>
<thead>
<tr>
<th></th>
<th>Lower Est.</th>
<th>Higher Est.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital</td>
<td>2,760,000</td>
<td>3,450,000</td>
</tr>
<tr>
<td>4,600,000 cu. ft. at 60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment of Hospital</td>
<td>150,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Equipment of Physiology Laboratory</td>
<td>40,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Nurses Home</td>
<td>25,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Total</td>
<td>$11,652,440</td>
<td>$12,452,440</td>
</tr>
</tbody>
</table>

Deduct money raised in 1917 and interest

<table>
<thead>
<tr>
<th></th>
<th>Lower Est.</th>
<th>Higher Est.</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net</td>
<td>$5,652,400</td>
<td>$6,452,440</td>
</tr>
</tbody>
</table>
II. COMMENTS AND DETAILED ESTIMATES.

1. Objectives and Organization.

As is well known to the General Education Board from previous correspondence and communications the aim of the University of Chicago Medical School will not be primarily to increase the number of practitioners. The proportion of physicians in the United States is at present one to seven hundred of the population, which is a larger ratio than in most other countries. In Great Britain, for example, it is 1 to 1100; in Scandinavian countries 1 to 2,000. American medical schools now graduate almost 3,000 annually, a number which both replaces the annual loss of some 2,400 physicians through death and provides for the needs of an increased population. On the other hand further progress in medicine depends on the advance of medical knowledge, and it is believed that the University of Chicago is in a peculiarly favorable position for the promotion of research and the training of investigators in the medical sciences. The strength of the basic departments of Physics, Chemistry, and Biology and the research spirit with which these departments are imbued; the more or less complete organization of the pre-clinical departments which already exists; the unusual opportunity for developing hospitals, research institutions, clinical departments, and medical library, in close contiguity to
II. COMMUNITY AND PATRIOTIC ESTIMATES.

It is well known to the General Education Board from previous correspondence and communiqués of the Board that the University of Chicago Medical School will not be able to maintain its position in the University of Chicago in its present port of participation in the United States in its present one or two hundred of the population, which is larger.

The current figures in Great Britain are:

- France: 5,000
- Germany: 2,000
- Sweden: 500
- Italy: 1,500
- Russia: 2,000
- Poland: 1,500
- Japan: 500
- China: 1,000

A number which both surpass and approximate the number of

3,500 physicians who are engaged in the diagnosis of mental illnesses

and it is probable that the University of Chicago is in a

benevolent financial position for the promotion of research.

The creation of a new department of psychology and the

institut of the past and present society with which these departments

are concerned; the present and future organizations of the

affiliates are departments which should exist and the necessary

institutes for developing positions, research institutions, clinics,

are departments and medical libraries in some communities to
the present scientific laboratories: the strategic position of Chicago and its probable influence in its medical development throughout the Middle West and the South are all reasons for believing that the University of Chicago should develop a medical school having for its chief aim the advancement of medical science.

To this end it is the intention of the University:

1. Appointments.

a) that appointments to the teaching staff of the Medical School be made on the same basis as other University appointments, namely on the understanding that the full working time of the appointee will be devoted to teaching and research, provided however that lecturers in special fields may also be appointed as is customary in other departments of the University;

b) that admission to the Medical School be in the near future limited to graduates of approved colleges or scientific schools, or be based upon an entrance examination representing a standard not lower than this;

c) that the number of students be limited for the present to a maximum of 50 in each class.

2. Salaries.

The estimates for salaries are by departments as follows:

<table>
<thead>
<tr>
<th>Department</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>$60,000</td>
</tr>
<tr>
<td>Surgery (including Gynecology and Obstetrics)</td>
<td>$60,000</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>$25,000</td>
</tr>
<tr>
<td>Physiology</td>
<td>Additional $1,300</td>
</tr>
<tr>
<td>Physiological Chemistry</td>
<td>$9,000</td>
</tr>
<tr>
<td>Pharmacology</td>
<td>$7,100</td>
</tr>
<tr>
<td>Anatomy</td>
<td>******</td>
</tr>
<tr>
<td>Pathology</td>
<td>$15,000</td>
</tr>
<tr>
<td>Bacteriology</td>
<td>******</td>
</tr>
</tbody>
</table>

$177,400
The University of Chicago

Office of the President

The present scientific importance of the University and its proper influence in the world, especially in the Middle West and the South, are all reasons for promoting the Middle West and the South School of the University of Chicago, which has developed a medical school, to make it a part of the advancement of the University.

To this end I feel it is the interest of the University to employ a person who can do the same work as other University appointments, namely, to be made on the same basis as other University appointments, namely, on the understanding that the full working time of the appointee will be devoted to teaching and research, planning and receiving students in special fields may also be appointed as in other departments of the University, that admission to the Medical School be in the near future limited to students of the University, and that the number of students be limited to the present to a maximum of 50 in each class.

I am, respectfully,

[Signatures]

The estimates for salaries and expenses are as follows:

<table>
<thead>
<tr>
<th>Department</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>$800.00</td>
</tr>
<tr>
<td>Surgery</td>
<td>$750.00</td>
</tr>
<tr>
<td>Obstetrics</td>
<td>$650.00</td>
</tr>
<tr>
<td>Anesthesiology</td>
<td>$500.00</td>
</tr>
<tr>
<td>Surgery</td>
<td>$450.00</td>
</tr>
<tr>
<td>Anesthesiology</td>
<td>$400.00</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>$350.00</td>
</tr>
<tr>
<td>Chemistry</td>
<td>$300.00</td>
</tr>
<tr>
<td>Physics</td>
<td>$250.00</td>
</tr>
<tr>
<td>English</td>
<td>$200.00</td>
</tr>
<tr>
<td>Mathematics</td>
<td>$150.00</td>
</tr>
<tr>
<td>Total</td>
<td>$777.00</td>
</tr>
</tbody>
</table>
The estimate of $60,000 for the department of Surgery is that of the head of that department, and it is his strong opinion that it is none too high. It must be remembered that a new department must in the nature of the case, pay higher salaries to get strong men than departments that have been in operation for some time. It is our experience that the new man always costs more than the man on the ground.

It has not seemed wise to put the estimate for medicine lower than that for Surgery.

3. Departmental Supplies and Expense.

These are estimated by departments as follows:

(a) Medicine  $15,000
(b) Surgery  15,000
(c) Pediatrics  5,000
(d) Physiology  2,000
(e) Physiological Chemistry  1,500
(f) Pharmacology  1,500
(g) Anatomy  2,000
(h) Pathology  4,000
(i) Bacteriology and Public Health  1,000

$47,000

4. Hospital Maintenance

The expense of hospital maintenance is one of the most uncertain factors. The range of cost figures obtained from various hospitals is so great that it is undoubtedly in part explained by different methods of accounting. There is also no question that much depends upon the unremitting economy and watchfulness of those in direct charge of the hospital management.

The estimate of cost is arrived at as follows:
The estimate of $50,000 for the Department of Entomology is at the request of the Head of the Department and it is his strong opinion that it is more than justified. It must be remembered that a new Department must in the nature of the case, pay higher salaries to get strong men from other Departments that have been operating for some time. It is an experiment that the new men bring a more face to the men on the grounds.

It has not seemed wise to put the estimate for medicine lower than that for agriculture.

The above estimate of Departments is as follows:

- Medicine (a)
- Surgery (b)
- Bacteriology (c)
- Pathology (d)
- Pharmacology (e)
- Physiology (f)
- Anatomy (g)
- Physiology (h)
- Preventive and Public Health (i)

A. Hospital Management

The expense of hospital management is one of the most important factors. The nature of cost items operating from various hospitals is to a great extent in many hospitals explained by different methods of accounting. There is also no doubt that much is debated about the administrative economy and effectiveness of these in direct charge of the Hospital Management.

The estimate of cost is entered as follows:
The University of Chicago  
CHICAGO, ILLINOIS  
Office of the President  

<table>
<thead>
<tr>
<th>Total number of beds</th>
<th>200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number occupied by patients paying in full</td>
<td>15</td>
</tr>
<tr>
<td>Remainder</td>
<td>185</td>
</tr>
<tr>
<td>Proportion occupied</td>
<td>80%</td>
</tr>
<tr>
<td>Total cost per day, all expenses</td>
<td>$6.00</td>
</tr>
<tr>
<td>Proportion paid by patients</td>
<td>40%</td>
</tr>
<tr>
<td>Balance to be paid by University</td>
<td>$3.60</td>
</tr>
<tr>
<td>Cost per year of 90% of 185 beds at $3.60 per day</td>
<td>$194,472</td>
</tr>
</tbody>
</table>

5. The Buildings

The University is of the opinion that the buildings to be erected should provide both for the hospital and for the laboratories and teaching rooms of the departments of Pathology and Physiology, and that they should be so constructed that, when enlargement becomes necessary, the whole or any part of the space at first given to these departments may be adapted to hospital purposes with a minimum of expense for alterations.
<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>History</td>
<td>500</td>
</tr>
<tr>
<td>Literature</td>
<td>50</td>
</tr>
<tr>
<td>Philosophy</td>
<td>50</td>
</tr>
<tr>
<td>Science</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>700</td>
</tr>
</tbody>
</table>

The University is of the opinion that the printed title of each paper should be printed on the title page and that a list of the departments and professors engaged in the research and teaching work of the department should be printed. The space of first page of each department may be occupied by notes or references.
III. FUTURE DEVELOPMENT.

The figures given under I "Summary Statement" above represent what the University regards as immediate needs, equipment and endowment necessary in order that the full term (four years) medical course at the University may be organized on a sound scientific basis. It scarcely needs to be said that the future development will call for additional equipment and endowment. Among such developments which are already in sight, and which it is desirable to provide within five years are

(a) Extension of the Hospital.

While it is at present contemplated that the Hospital should provide for 200 beds this number should undoubtedly be increased within five years to 300.

(b) Additional space for the development of the Library, either as a separate medical library or in connection with the University Library of Biology and Chemistry.

(c) An Institute of Pediatrics to be established in close connection with the building now to be erected or in a separate building near at hand.

(d) An Institute of Psychiatry.

(e) The Lying-in Hospital.

While temporary arrangement can probably be made with some neighboring institution which will provide students with the necessary training in obstetrics it is undoubtedly desirable
that the University should expect at an early date to own and control a small Lying-in Hospital of perhaps 50 beds.

(f) Nurses Training School.

Plans should be formulated for the early organization of a Nurses' Training School of the highest standard. Contiguity of the Hospital to the other University buildings will make our situation in this respect unusually favorable for the development of the best type of nurses' training and for educational experiments in this field.
that the University would expect at an early date to own and
control a small Training Hospital of perhaps 50 beds.

(2) **Nurses Training School**

Plans should be formulated for the early organization
of a Nurses' Training School of the highest standards. Continually
attention in this respect must be given to the development of the type of nurses, training and for educational training of nurses in this field.
May 18, 1923.

General Education Board,
61 Broadway,
New York, N.Y.

Gentlemen:

As is known to your Board, in the fall of 1917 the University of Chicago raised $3,300,000 in order to secure the pledge of $1,000,000 each from the General Education Board and the Rockefeller Foundation to establish a Medical School of research and teaching with full time staff at the University of Chicago. Subsequent information indicated that this amount at the time was probably inadequate. In any event, in consequence of marked increase in cost of building and administration, the amount now proves to be entirely inadequate.

The University is eager to go on with the plans and establish the School, and after careful study of the situation by committees of the Faculty and of the Trustees, and with repeated conferences with the officers of the General Education Board, the attached statement of the situation has been formulated, together with an estimate of the cost of the project.

The University believes the maximum estimate is the only safe one to figure upon. A determined effort has been made to secure the best available man for the position of Director of the School, but since negotiations have no yet been concluded, it has been deemed unwise to make final decision as
to the proposed hospital plans. On that account, and because an expense of around $75,000 is involved, detailed and working drawings, which would permit of taking bids and making accurate estimates for construction, have not been made.

The University, while recognizing the necessity of building with the utmost measure of economy consistent with efficiency, permanence, and reasonable architectural standards, yet believes that the larger estimate is the more likely to prove correct. If happily it should prove possible to build at a lower cost than this estimate, any balance remaining would be promptly applied to the successive steps already outlined for the necessary future development of the School and Hospital in the field of research and instruction.

The fund previously raised now aggregates $6,000,000, which leaves $6,000,000 still to be raised toward the sum. The Trustees of the University of Chicago, through the Acting President of the University and the President of its Board, beg leave to request the General Education Board of itself or in connection with the Rockefeller Foundation, as the General Education Board shall arrange, to contribute $4,000,000 on condition that the University will undertake to raise $2,000,000 additional.

Respectfully submitted,

Harold D. Lurie
President
Board of Trustees

Ernest D. Burton
Acting President of
The University of Chicago.
Summary Statement of Money Needed for the Establishment and Maintenance of a School of Medical Science at the University of Chicago.

<table>
<thead>
<tr>
<th>Annual Expense</th>
<th>Capitalization</th>
</tr>
</thead>
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<tr>
<td>Salaries</td>
<td>$177,400</td>
</tr>
<tr>
<td>Departmental Supplies</td>
<td>47,000</td>
</tr>
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<td>Hospital Expense</td>
<td>194,472</td>
</tr>
<tr>
<td>Dispensary (net)</td>
<td>15,000</td>
</tr>
<tr>
<td></td>
<td>$433,872</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$8677,440</strong></td>
</tr>
</tbody>
</table>

Capitalization of above annual expense: $8677,440

Erection of Hospital, including provision for Pathology and Physiology:
- Lower Est. - 4,600,000 cu. ft. at 60 cents - $2,760,000
- Higher Est. - 4,600,000 cu. ft. at 75 cents - $3,450,000

Equipment of Hospital: 150,000

Equipment of Physiology Laboratory: 40,000

Nurses Home: 25,000

Total: $11,652,440

Deduct money raised in 1917 and interest: 6,000,000

Net: $5,652,440
II. COMMENTS AND DETAILED ESTIMATES.

1. Objectives and Organization.

As is well known to the General Education Board from previous correspondence and communications the aim of the University of Chicago Medical School will not be primarily to increase the number of practitioners. The proportion of physicians in the United States is at present one to seven hundred of the population, which is a larger ratio than in most other countries. In Great Britain, for example, it is 1 to 1100; in Scandinavian countries 1 to 2,000. American medical schools now graduate almost 3,000 annually, a number which both replaces the annual loss of 2,400 physicians through death and provides for the needs of an increased population. On the other hand further progress in medicine depends on the advance of medical knowledge, and it is believed that the University of Chicago is in a peculiarly favorable position for the promotion of research and the training of investigators in the medical sciences. The strength of the basic departments of Physics, Chemistry, and Biology and the research spirit with which these departments are imbued; the measurably complete organization of the pre-clinical departments which already exists; the unusual opportunity for developing hospitals, research institutions, clinical departments, and medical library, in close contiguity to
The University of Chicago
CHICAGO, ILLINOIS
Office of the President

the present scientific laboratories; the strategic position of Chicago and its probable influence in its medical development throughout the Middle West and the South, are all reasons for believing that the University of Chicago should develop a medical school having for its chief aim the advancement of medical science.

To this end it is the intention of the University, (a) that appointments to the teaching staff of the Medical School be made on the same basis as other University appointments, namely on the understanding that the full working time of the appointee will be devoted to teaching and research; provided however that lecturers in special fields may also be appointed, as is customary in other departments of the University; (b) that admission to the Medical School be in the near future limited to graduates of approved colleges or scientific schools, or be based upon an entrance examination representing a standard not lower than this; (c) that the number of students be limited for the present to a maximum of 50 in each class.

2. Salaries.

The estimates for salaries are by departments as follows:

(a) Medicine: $60,000
(b) Surgery (including Gynecology and Obstetrics): 60,000
(c) Pediatrics: 25,000
(d) Physiology: Additional: 1,300
(e) Physiological Chemistry: 9,000
(f) Pharmacology: 7,100
(g) Anatomy: -
(h) Pathology: 15,000
(i) Bacteriology: -

$177,400
The Board of Trustees of the University of Chicago,

Chicago, Illinois,

[Handwritten text not legible]

[Table with handwritten entries]
The University of Chicago
CHICAGO, ILLINOIS
Office of the President

The estimate of $60,000 for the department of Surgery is that of the head of that department, and it is his strong opinion that it is none too high. It must be remembered that a new department must in the nature of the case, pay higher salaries to get strong men than departments that have been operating for some time. It is our experience that the new man always costs more than the man on the ground.

It has not seemed wise to put the estimate for Medicine lower than that for Surgery.

3. Departmental Supplies and Expense.

These are estimated by departments as follows:

<table>
<thead>
<tr>
<th>Department</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Medicine</td>
<td>$15,000</td>
</tr>
<tr>
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</tr>
<tr>
<td>(c) Pediatrics</td>
<td>5,000</td>
</tr>
<tr>
<td>(d) Physiology</td>
<td>2,000</td>
</tr>
<tr>
<td>(e) Physiological Chemistry</td>
<td>1,500</td>
</tr>
<tr>
<td>(f) Pharmacology</td>
<td>1,500</td>
</tr>
<tr>
<td>(g) Anatomy</td>
<td>2,000</td>
</tr>
<tr>
<td>(h) Pathology</td>
<td>4,000</td>
</tr>
<tr>
<td>(i) Bacteriology and Public Health</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$47,000</strong></td>
</tr>
</tbody>
</table>

4. Hospital Maintenance

The expense of hospital maintenance is one of the most uncertain factors. The range of cost figures obtained from various hospitals is so great that it is undoubtedly in part explained by different methods of accounting. There is also no question that much depends upon the unremitting economy and watchfulness of those in direct charge of the hospital management.

The estimate of cost is arrived at as follows:
Total number of beds 200
Number occupied by patients paying in full 15
Remainder 185
Proportion occupied 80%
Total cost per day, all expenses $6.00
Proportion paid by patients 40%
Balance to be paid by University 3.60
Cost per year of 80% of 185 beds @ $3.60 per day $194,472

5. The Buildings

The University is of the opinion that the buildings to be erected should provide both for the hospital and for the laboratories and teaching rooms of the departments of Pathology and Physiology, and that they should be so constructed that, when enlargement becomes necessary, the whole or any part of the space at first given to these departments may be adapted to hospital purposes with a minimum of expense for alterations.
The University of Chicago Press

1155 E. 57th Street
Chicago, Illinois 60637

October 1982

Preparation of Manuscript for Submission to

The University of Chicago Press

The University of Chicago Press is the publisher of this document and is responsible for its formatting and presentation.

Any corrections or changes to the manuscript are the responsibility of the author or the author's editor, and must be submitted in a manner that is consistent with current policies and procedures.

Because necessary, the errors at this point of the manuscript after

Editorial Note: This is a sample document for reference.
III. FUTURE DEVELOPMENT

The figures given under I "Summary Statement" above represent what the University regards as immediate needs, equipment and endowment necessary in order that the full term (four years) medical course at the University may be organized on a sound scientific basis. It scarcely needs to be said that the future development will call for additional equipment and endowment. Among such developments which are already in sight, and which it is desirable to provide within five years are:

(a) Extension of the Hospital

While it is at present contemplated that the Hospital should provide for 200 beds, this number should undoubtedly be increased within five years to 300.

(b) Additional space for the development of the Library, either as a separate medical library or in connection with the University Library of Biology and Chemistry.

(c) An Institute of Pediatrics to be established in close connection with the building now to be erected or in a separate building near at hand.

(d) An Institute of Psychiatry

(e) The Lying-in Hospital

While temporary arrangement can probably be made with some neighboring institution which will provide students with the necessary training in obstetrics it is undoubtedly desirable that the University should expect at an early date to own and
III. AUTOMATIC DEVELOPMENT

The[illegible] phase makes the University libraries as informative bases for research and development necessary to obtain what the[illegible] (on[illegible] and[illegible] science of the University can be organized[illegible] as a new[illegible] field. If possible, more of this[illegible] and the future development will[illegible] to additional development and encouragement toward new developments(are[illegible] to be continued with[illegible] any purpose) in[illegible] to keep University libraries as informative and[illegible] to keep[illegible] of proper, written lines here:

(a) Extension of the Library

With[illegible] in the present[illegible] and, if possible, of the University libraries, the University libraries will[illegible] 100 pages. The proposed plan is[illegible]:

1. Increase with the year to 100 pages.
2. [illegible] space for the development of the literature.
3. [illegible] be[illegible] important in the field of the University to[illegible]
4. [illegible] on[illegible] to replace or to[illegible] in cooperation with[illegible]
5. To improve the University, now to be prepared or in[illegible]
6. To insert new facts.
7. The Prime-Library

[illegible] commentary[illegible] for[illegible] to make it more

[illegible] information[illegible] at the University[illegible] to provide some necessary information to be inserted in the University Library at an early date.
control a small Lying-in Hospital or perhaps 50 beds.

(f) Nurses' Training School

Plans should be formulated for the early organization of a Nurses' Training School of the highest standard. Contiguity of the Hospital to the other University buildings will make our situation in this respect unusually favorable for the development of the best type of nurses' training and for educational experiments in this field.
contact a Fermi President Hospital or Department of State

(4) General Training Progress

Please notify the University for the early registration
of these training courses in the upper semester. Additionally,
the University is responsible for all other preparations
for the semester to be taken seriously and for all additional
work of the past three or four years. Training and further preparation
are important for these years.
President Ernest D. Burton  
University of Chicago  
Chicago, Illinois

My dear Dr. Burton:

I beg to enclose herewith our check No. 43412 drawn on The Equitable Trust Company of New York, made payable to the University of Chicago for $12,500.00, to cover interest at the rate of 5% on the Board's appropriation made for the establishment of a Medical Department. Interest is figured at the 5% rate on $1,000,000.00 from January 1, 1923 to March 31, 1923.

Cordially yours,

[Signature]

Check Enclosed.
EAB/HHS.
My dear Dr. Patten:

I beg to enclose herewith our offer No. 5323 made on the University Press Company of New York, which is to take charge of the University of Chicago for $1,000 per annum for the next three years, with the option of extension for another three years at the same rate.

Sincerely yours,

[Signature]

C. E. Root
MEMORANDUM OF INTERVIEW WITH Dr. Rufus Cole of
Rockefeller Institute, Monday, May 28, 1923.

This interview was held at Dr. Cole's suggestion, and mainly to
supplement and in particular, modify what he previously said about Dr. Cohen. He
wished to make it clear that from the point of view of scientific ability, personal
character, and everything except his Jewish name and physiognomy, Dr. Cohen was
preeminently fitted for the position of Professor of Medicine, and probably
superior to any other available candidate.

He called Dr. Cohen into the office and we had an extended con-
versation, but not with reference to the possibility of Dr. Cohen's coming to
Chicago. It was merely to furnish an opportunity of forming an impression of
Dr. Cohen. I have no doubt that Cohen is all that Cole says of him. But I am
equally clear that he is not the man to head our department of medicine. His
Jewish physiognomy is not as pronounced as I had been led to expect from what
Cole had said, but he does not seem to me to possess the qualities that would
fit him to be Head of a department, and still less, General Director of the school.

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

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

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

From: Mrs. Whitehead
To: Dr. Cooper

The information was brought to my attention by the recent report of the survey of the area. It appears to me that from the point of view of community service, the problem of overcrowding and the need for more housing accommodation is a matter of great concern. The survey committee's report emphasizes the necessity for the provision of facilities for medical and educational purposes.

Support for the survey committee committee was given by the
council. To quote the report, the need for housing and accommodation in the area is urgent and pressing.

The committee, and myself, are of the opinion that the possibility of acquiring an opportunity for a new location is paramount. It is essential that steps be taken to ensure the adequacy of the available facilities.

Dr. Cooper, I understand that the issue of overcrowding and the need for more housing accommodation are of great concern to you. I hope you will consider the matter further.

The committee has recommended that a study be made of the current facilities and that steps be taken to improve the existing conditions.

Dr. Cooper, I am confident that with your guidance and support, we can address the concerns effectively.

Yours sincerely,

Mrs. Whitehead
quite clear in their affirmations that in most medical schools, even the good ones, there was a curriculum so definitely prescribed that every student did exactly four years' work, and took in those four years, exactly the same studies; was taught very largely by a method of impartation rather than of investigation. I remember my brother's telling me that this was the case in Rush Medical College when he was a student there. But if these men are to be believed, it is still the case at Rush, and, I should judge, at most other medical schools.

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

The whole matter is one which I judge calls for very careful inquiry.
There seemed to make extra that medical examination seemed from
the point of view of the welfare. a patient's examination is the information
of the examiner physical to the selection of courses of the patient and a maker
for treatment of examination. of course, the examiner would not have effect
when if seemed to it that the combination that there was no
of least needs for accuracy from the beginning to the official height.

The more matter is one which I judge calls for much care.

Indicates
On previous visits to New York I had failed to meet Dr. Simon Flexner, he being always engaged or out of the city. I discussed with him only the question of men in medicine, but this, at considerable length.

His opinion of Cohen was entirely similar to that of his brother and of Dr. Cole. He spoke as frankly of his Jewish characteristics as did Abraham, and the same way. He marked off the slate entirely such men as McKinzie, Austin and the men from Cincinnati and Iowa. The only three men he thought really worthy of consideration, Meakins being left out, were the three discussed also by Cole. As between Blake and DuBois he was even more emphatic than the others, saying that DuBois was not at all in the same class with Blake.

Blake has worked chiefly in the infectious diseases, which are really our most important diseases. His special work has been in pneumonia and measles. He is at the right age, has executive ability, will not exaggerate the importance of building and equipment, and will be reasonable financially. Everything is in his favor.

Cohen is master of his field — diseases of circulation, heart, lung and kidneys — He has the best foundation of any of the men, knows something of infectious diseases, is a good physiologist, has administered his own department at Rockefeller Institute as well, is of broader sympathies than DuBois.

DuBois, he knows well. His work has been in nutrition, and especially in calorimetry. He is not very highly trained, but is an
On the position of the Jewish people in the city.

The Jewish people are a part of the fabric of the city. They have contributed significantly to the cultural, social, and economic life of the city. They have faced challenges and discrimination, but have persevered and continue to thrive.

The city of New York is a melting pot where people from different backgrounds come together. The Jewish community is an integral part of this diversity.

The Jewish community has and continues to play a significant role in the city's life. They have made important contributions to the arts, sciences, and politics.

Despite the challenges they have faced, the Jewish community remains resilient and continues to enrich the city of New York with their unique perspectives and traditions.
able man with limited knowledge, no knowledge of infectious diseases, 
no foundation of knowledge in chemistry. He would do a good job, would 
get good men; but not in the same class with either of the other men.

On the whole, Blake is his first choice. DuBois would not 
be a poor choice. Intellectually, Cohen is miles ahead of DuBois.
This could not be said of Cohen and Blake. Cohen is more widely 
cultured than either of them.

In answer to the question whether, aside from race prejudice, 
he would prefer Cohen to Blake, he replied, "I am not sure that I would. Blake's field is wider." On the whole he did not favor 
Lundsgaard. He also said, "I am not sure you would want Palmer if 
you could get him. He has not yet made good where he is."
MEMORANDUM OF CONVERSATION WITH Mr. Abraham Flexner and Mr. Trevor Arnett, in New York, Monday, May 28, 1923.

Mr. Flexner said that the Request of the University of Chicago for a conditional gift of $4,000,000 for the medical school could not be acted upon at present for various reasons: first, that in the absence of Mr. Vincent, the Rockefeller Foundation was not in a position to take decisive action; and second, because the figures given for various items of the proposal were not even estimates, but only guesses, and there were no data available on the basis of which trustworthy estimates could be made.

Moreover, he said it would be necessary to secure the men, meaning, I suppose, in particular, the heads of departments of medicine and pediatrics, before accurate estimates of cost could be made.

The next thing, therefore, is to secure the heads of the departments of medicine and pediatrics. These men will not demand more definite financial statements than you are able to make. You are already in a position to take this next step of securing your men.

What is important is not that you have a definite grant of a large sum of money, but that you know that you will have the necessary money for the successive steps of your development. Of this you may be assured. The General Education Board is as much interested in the development of medical education at Chicago as the University itself.

You are in a position now to say to any man whom you may want that you have the funds with which to develop his work. When, with the help of these men, you have worked out the plans for these buildings, you find you have not enough money to develop them and build them, come to the General Education Committee and we will help you. When the buildings are up, operate them for a year, using for this purpose the accumulated
The letter starts with the writer expressing their appreciation for the university and the position.

They mention the importance of partnerships and the need for cooperation and support. The writer emphasizes the value of collaboration and the need for a collaborative effort.

They also discuss the need for clear communication and the importance of understanding each other's perspectives.

The letter concludes with the writer expressing their gratitude and looking forward to working together.

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The letter is a formal communication aimed at fostering a collaborative relationship.
interest on the funds you already possess, and on the basis of the accurate knowledge which you will then have come to us again and we will help you on the financial side of the matter. In short, you may be assured of the cooperation of the General Education Board in the whole enterprise. The Board has never yet turned down a recommendation of its officers, and there is no reason to fear that it will in this case.

From another point of view, this plan of proceeding step by step rather than by the grant of a large initial sum is preferable. If it is evident that you are certainly going forward it ought to be the case, and probably will be, that various organizations in Chicago will cooperate with you. If it were possible, it probably is not, it would be desirable to move the Presbyterian Hospital into the vicinity of the University of Chicago, and thus put the maintenance of the hospital upon the existing agency rather than upon the university. Since this is, however, probably impracticable, the best plan is to develop the departments of medicine and pediatrics and then gather around these departments other institutions already in existence and movable, or still to be developed.

Washington University at St. Louis has had great success in organizing a Woman's Auxiliary which has undertaken first to support a hospital by payment of current expenses, and then to raise endowments, and the University of Chicago ought to follow some such plan as this.

But, in the whole process, the University may be assured of the cooperation of the General Education Board.

To this statement, Mr. Arnett, both before the interview and after, gave hearty confirmation, stating that the first time the University will have definite need of money is when we have our plans for building and there is no doubt that then the General Education Board will help.
The general financial question disposed of, Mr. Flexner turned to speak of men. He emphasized the admirable qualifications of Dr. Cohen, recognizing that his Jewish race was a handicap, but that except for this he was in every respect, an admirable man for us to consider.

Meakins he indicated was out of the reckoning in view of the fact that the Rockefeller Foundation had just made a proposition for the support of his work at Edinburgh, or for work at Edinburgh which they were expecting to associate with him. He did not expressly say that we were thus debarred from seeking him, but he gave that impression.

Of the remaining men, only two seemed to him to be worth considering, namely, Blake and Dubois, and Blake he regarded as decidedly superior to Dubois.

In reference to Pediatrics, Flexner spoke at length, saying that Dr. Holt was the real originator of pediatrics as a special department of medicine. He was a successful practitioner in children's diseases and directed attention to this field as a distinct one. He was not a man of scientific attainment, but by his special attention to the field, he set other men to work who did become men of scientific attainment. The two most eminent of his pupils or followers were Howland, of Johns Hopkins, and Hess, of New York University and Bellevue Hospital.

Howland, in turn, developed pupils among whom are various men, some good; some not so good.

Hess, apparently, has been less successful in stimulating other men to work. At least Flexner did not mention any pupils of Hess.

He strongly criticizes Howland as selfish, saying that he ignored Hess' work, although Hess was, perhaps, as eminent as himself. In recommending men for work, Howland recommended his own pupils whether they were good or bad. Hess, on the other hand, recognized the value of Howland's work and was much more generous and unselfish in his attitude.
It was evidently Flexner's opinion that Howland was, for these reasons, much the less desirable man.

Of the pupils of Howland he spoke most favorably of Parke, of New Haven; Marriott, of St. Louis: the latter the better, but the former nearly equal. He mentioned also, Blackfan.

It is, perhaps, not altogether clear that Flexner's judgment in this matter is entirely unprejudiced.

I did not get from Dr. Cole any expression of opinion on the men in Pediatrics.
Is my neighbor Maxwell's opinion that Homing art for these

languages was the true aesthetic sense.

Of the breeding of Homing he spoke more favorably of Europe of

many He mentioned the French.

If, however, not altogether clear that Homing is languages in

this matter to another to his advantage.

I give not for this to give an expression or opinion on the

way by which it comes.
THIS AGREEMENT, made this 1st day of June, 1923, by and between THE UNIVERSITY OF CHICAGO, an Illinois corporation (hereinafter called the "University") and THE TRUSTEES OF THE RUSH MEDICAL COLLEGE, also an Illinois corporation (hereinafter called the "College"),

W I T N E S S E S, AS FOLLOWS:

WHEREAS, the University and the College, after extended and careful consideration of the subject of medical and surgical education and the existing condition of the same, and of the best course to pursue in order to advance, improve and enlarge the facilities for such education, and make same more efficient, and thereby promote the well-being of the public believe that the making and carrying out of this contract is the best course to pursue to attain the desired objects, and will render the work of the parties in connection with medical and surgical education more effective than it otherwise would be, and will broaden the scope of the same, and will also tend to economy, and greatly benefit the cause of medical and surgical education and the public; and

WHEREAS, the University of Chicago is already conducting and has for some years conducted a medical school on its campus on the south side of the City of Chicago which medical school is doing the work of the first two years of a medical curriculum for the M. D. degree, Rush Medical College doing, by agreement with the University of Chicago made in 1908, the last two years of medical work for the M. D. degree; and

WHEREAS, the University has obtained subscriptions aggregating approximately Five Million Three Hundred Thousand Dollars ($5,300,000) to be used and applied by it to the work of medical and surgical education; and

WHEREAS, the University intends, out of the moneys obtained from said subscriptions or from other sources, to develop its Medical and Surgical School near its present campus situated on the south side of the City of Chicago, so as to provide a full four-year curriculum, and in connection therewith to construct and equip a hospital contain-
THIS AGREEMENT, made this day of

A.D. 1950, by and between THE UNIVERSITY OF CHICAGO, as Illini System

and THE TRUSTEES OF THE UNIVERSITY (hereafter called the "University") and the TRUSTEES OF THE

RUSH MEDICAL COLLEGE, of the Illini System Corporation (hereafter called the "College").

AS FOLLOWS:

WHEREAS, the University and the College, after extensive and

collegial consideration of the subject of medical and surgical education and the existing conditions of the same, and of the past course of their

policies in order to improve and promote the facilities for more

efficient and accurate medical education, and especially promote the well

being of the people of Illinois, have come to the conclusion that the medical and additional features of the medical school and hospital of the

University be located at the Rush Medical College, and that the medical and additional features of the College be incorporated into the medical

school and hospital of the University and

WHEREAS, the University has agreed to provide financial

support to the College in order to improve and promote the well

being of the people of Illinois, and

WHEREAS, the University has agreed to provide financial

support to the College in order to improve and promote the well

being of the people of Illinois, and

therefore, it is agreed that the University and the College shall cooperate in

the establishment of a medical school and hospital for the University, and

in the establishment of a medical school and hospital for the College, in such manner as shall be mutually agreed upon by the University and

the College.
...two hundred (200) beds, and to make all necessary and proper provision for the operation and maintenance of said Medical and Surgical School and said hospital, it being contemplated that the members of the Faculty and teaching and research force of said Medical and Surgical School shall, if and as required by the University, give their full time to the work of said School and not engage in outside medical or surgical practice or other professional or commercial activity; and

WHEREAS, the University has also been intending to establish and maintain a school for advanced medical and surgical education and research on the west side of the City of Chicago and near the present site of the College, and in connection therewith and as a part thereof, to construct, equip and maintain a new Laboratory building, costing with its equipment not less than Four Hundred Thousand Dollars ($400,000) to be occupied and used for the purposes of such school, the Faculty and teaching and research force of said school to be organized either upon a full time plan, or the part time plan, or both, as the University may from time to time determine; and

WHEREAS, the College now owns the real estate, situated on the west side of the City of Chicago, described as follows, to-wit: all of the West two (2) feet of Lot Eleven (11) (except that part thereof occupied by the Senn Building) and all of Lots Twelve (12) to Sixteen (16), both inclusive, all in McKay’s resubdivision of Block Eleven (11), in Ashland Addition to Chicago, together with that part of the South One-half (S½) of vacated East and West alley lying immediately North of and adjacent to said Lots Thirteen (13), Fourteen (14), Fifteen (15) and Sixteen (16) and West of the West wall of the Presbyterian Hospital Building, in Section Eighteen (18), Township Thirty-nine (39) North, Range Fourteen (14) East of the Third Principal Meridian, in the County of Cook and State of Illinois; (and also The Senn Building and the Laboratory;) and

WHEREAS, the College has heretofore constructed a building and improvements on said above described real estate, and equipped the same as a medical and surgical school, and occupied and used the same for such purposes for a period of more than
WHEREAS, the College was the last college standing on the west side of the City of Buffalo, comprising as follows: Mill of the West two (2) feet of Mill Lane (II) School of Arts and Science (I) to Faculty (I) and

WE HEREBY do hereby pass the following resolution: 1. The College shall be re-established and the name "Mill of the West" shall be retained. 2. The College shall be open to all students without regard to race or religion. 3. The College shall continue to be governed by the Board of Trustees.

RESOLVED, that the College be re-established and named the "Mill of the West College."
NOW, THEREFORE, it is mutually covenanted and agreed between the parties as follows:

1. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed to develop its said Medical and Surgical School near its said campus on the south side of the City of Chicago and to construct, equip and maintain said hospital containing approximately two hundred (200) beds, and to get the same in operation, and that it will complete such organization, equipment and construction with all convenient speed.

2. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed at its own expense to tear down the building now on said real estate and thence construct and equip a new Laboratory building, capable of occupancy and use as a school for advanced medical and surgical education and research, said building with its equipment to cost not less than Four Hundred Thousand Dollars ($400,000) said building and equipment to be in accordance with modern methods for the construction and equipment of laboratories for advanced medical and surgical education and research, and to be completed with all convenient speed, and the University further covenants and agrees that it will from and after its said medical and surgical school on the south side of the City of Chicago is organized and said hospital containing approximately two hundred (200) beds is constructed, as aforesaid, operate and maintain
WHEREAS, the University is willing to cooperate with the New Mexico College of Agriculture and Commerce and mutually cooperate in various educational and scientific programs; and

NOW, THEREFORE, the parties agree as follows:

1. The University and the College agree to cooperate and exchange faculty members, students, research materials, and other academic resources.

2. The University and the College will exchange offices and conduct joint research programs.

3. The University and the College will share facilities and equipment.

4. The University and the College will offer joint programs of study.

5. The University and the College will collaborate on joint publications and research projects.

6. The University and the College will provide joint training opportunities for students.

7. The University and the College will exchange faculty members and staff.

8. The University and the College will offer joint academic and administrative services.

9. The University and the College will exchange information and data.

10. The University and the College will cooperate in other areas of mutual benefit.
now occupying and using the same for such purposes, and

WHEREAS, the value of said real estate (apart from said building and improvements) does not exceed

__________________________ Dollars, and the value of said building and improvements does not exceed

__________________________ Dollars; and

WHEREAS, Rush Medical College desires that the work inaugurated and hitherto conducted by it shall be continued upon a permanent basis and upon the highest attainable scientific and humanitarian standards and desires to perpetuate the name of Rush Medical College in connection therewith; and

WHEREAS, the University is willing to co-operate with Rush Medical College in the achievement of these purposes,

NOW, THEREFORE, it is mutually covenant and agreed between the parties as follows:

1. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed to develop its said Medical and Surgical School near its said campus on the south side in the City of Chicago and to construct, equip and maintain said hospital containing approximately two hundred (200) beds, and to get the same in operation, and that it will complete such organization, equipment and construction with all convenient speed.

2. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed at its own expense to tear down the building now on said real estate and thereon construct and equip a new Laboratory building, capable of occupancy and use as a school for advanced medical and surgical education and research, said building with its equipment to cost not less than Four Hundred Thousand Dollars ($400,000) said building and equipment to be in accordance with modern methods for the construction and equipment of laboratories for advanced medical and surgical education and research, and to be completed with all convenient speed, and the University further covenants and agrees that it will from and after its said medical and surgical school on the south side of the City of Chicago is organized and said hospital containing approximately two hundred (200) beds is constructed, as aforesaid, operate and maintain
WHEREAS, Rensselear Polytechnic Institute has been granted by the Board of Regents of the University the authority to approve the establishment of a new Laboratory of Marine and Oceanic Engineering, and
Furthermore, Pursuant to the provisions of Section 5106 of the New York Education Law, the University is hereby authorized to approve the establishment of a new Laboratory of Marine and Oceanic Engineering in connection with the University of New York, and

WHEREAS, the University is willing to cooperate with Rensselear Polytechnic Institute in the accomplishment of these purposes,

NOW, THEREFORE, IT IS MUTUALLY CONSTRUCTED AND EXCORIATED THAT THE PARTIES HERETO

1. The University with the approval of the Regents of the University of the State of New York, hereby authorizes the establishment of a Laboratory of Marine and Oceanic Engineering by Rensselear Polytechnic Institute.

2. The University of New York, in turn, agrees to cooperate in the establishment of the Laboratory of Marine and Oceanic Engineering, and

3. The parties agree to enter into an agreement, mutually binding, and

4. The University of New York and Rensselear Polytechnic Institute agree to cooperate in the establishment of the Laboratory of Marine and Oceanic Engineering.

In witness whereof, the parties have executed this agreement as of the day and year first above written.

(Seal)
A new Laboratory building and equipment and pay all of the expenses of any and every kind and nature whatsoever, of such operation and maintenance.

3. The College hereby covenants and agrees that, upon the execution of this agreement, it will quit-claim and convey to the University the title in fee to the above described real estate by deed in the ordinary form, except that said deed shall contain a provision that if the contractual relations, created by this instrument, between the parties shall for any reason determine after the commencement of the destruction of the present medical building, the University shall pay to the College a sum equal to the then value of said above described real estate (exclusive of all the improvements which the University may have made thereon) and on making such payment, the University shall hold the title to said real estate as its own absolute property.

4. The College hereby covenants and agrees to, and hereby does, assign and transfer to the University, subject to the consent of the other parties to said contracts, all the following contracts between the College and other institutions, to-wit:

(1) Contract dated January 2, 1884, between The College and the Presbyterian Hospital of Chicago;

(2) Contract dated October 20, 1916, between the College and the Trustees of the Otho S. A. Sprague Memorial Institute;

(3) Contract dated__________________ between the College and the McCormick Memorial Institute for Infectious Diseases;

(4) Contract dated June 9, 1875, between the College and the Central Free Dispensary of West Chicago;

(5) Contract dated July 27, 1911, between the College and the Home for Destitute Crippled Children;

(6) Contracts dated__________________ between the College and St. Joseph's Hospital;
The College paraeducators and paraeducators must now apply for the position of Paraeducator. It is important to note that the University's position for the position of Paraeducator is not open to all students. Each student must meet specific criteria to be considered for the position. The criteria for consideration include: (1) Completion of the College's requirements for admission; (2) Completion of the College's requirements for graduation; (3) Completion of the College's requirements for the Paraeducator endorsement; and (4) Completion of the College's requirements for the Paraeducator certification. If you meet these criteria, please apply by following the application process. If approved, you will be notified of the position and the date of your interview.
(7) Contract dated

between the College and the Orthogenic Institute;

(8) All other similar contracts between the
College and other institutes.

And the University hereby assumes and agrees to perform
each and all of the covenants of the College contained in each and
all of said contracts mentioned in this subdivision 4 and to indem-
nify and save harmless the College from any and all liability on any
of the same.

5. Until said Medical School is developed, as aforesaid,
by the University on or near its campus on the south side of the City of
Chicago, and said hospital containing approximately two hundred (200)
beds is constructed and equipped, the College may give undergraduate
instruction to medical and surgical students, (and shall not be limited
or confined to the giving of advanced medical or surgical education) and,
in connection therewith, the College shall have the right to occupy and
use its present building and improvements on said above described real
estate for medical and surgical educational purposes to the extent that
such occupancy and use does not interfere with the construction of said
new Laboratory building, so to be constructed thereon as aforesaid, and
also, for the same purpose, to occupy and use said new Laboratory build-
ing, when completed, and such parts thereof as may from time to time dur-
ing the construction of said building be available for such use and
occupancy. And until said medical school of the University is developed
as aforesaid, the College shall have the right to select the members of
the faculty and teaching and research force who are to do work in connec-
tion with said undergraduate instruction and to confer degrees upon students
who have received such instruction, in the name of the Rush Medical College.

All fees and all other moneys paid by students for such under-
graduate instruction shall belong to the College.

Until the time when, as aforesaid, the University shall commence
the giving of advanced medical and surgical education, the College shall
pay all of the expenses of every kind and nature whatsoever attendant
upon the giving of such undergraduate instruction, including all salaries
Faculty and teachers, agents, servants and employees, and all the
interests of the management and operation of its said building and im-
provements and of said new Laboratory building, to the extent that it
occupies and uses the same.

6. When the University of Chicago shall have constructed and
equipped said hospital containing approximately two hundred (200) beds,
and shall have so organized and developed its medical school at or near
its campus on the south side of the City of Chicago so that it shall be
conducting at that site an undergraduate medical school with a full four-
year curriculum or shall be prepared immediately to do so, then upon
notification from the University that it is conducting such work or pre-
pared immediately to do so, the College shall cease to conduct a school
of medical education and the University shall thereafter conduct medical
education both for undergraduates in medicine and for graduates in medi-
cine; and shall maintain for a period of not less than twenty years a
school for graduates in medicine on the west side of the City of Chicago,
at or near the present site of Rush Medical College.

7. In case the University of Chicago shall not by October 1,
1928 have established its medical school for undergraduates in medicine
with a full four-year curriculum, at or near its campus on the south side
of the City of Chicago, in that case, on the request of Rush Medical Col-
lege, the University shall then and thereafter until such time as it shall
established its four-year medical course on the south side of the City of
Chicago, assume full responsibility for the conduct and maintenance of
medical education for undergraduates at the site on the west side, sup-
plementary to its work on the south side and, together with it, to con-
stitute a four-year medical course; such undergraduate work as is done
on the west side being in addition to the advanced medical and surgical
education above referred to.

8. On and after October 1, 1923, and for such period as Rush
Medical College shall under its contract conduct the work of a medical
school, undergraduate or advanced, it is agreed that it shall submit its
budget to the University of Chicago in advance for each year, and that the
University of Chicago will underwrite this budget to an amount not exceed-
I hereby appoint you, John Doe, as the executor of my estate under the will. In the event that you are unable to serve, you may appoint another person.

The will also states that I have given a bequest of $50,000 to the Charity Organization.

You are responsible for disseminating this information to all beneficiaries and ensuring that the will is carried out according to its provisions.

Sincerely,

[Signature]

John Doe

[Date]
9. On and after October 1, 1928, or any earlier date at which the conditions indicated in Paragraph 6 have been fulfilled, namely, that the University of Chicago is conducting a four-year medical course on the south side and in consequence Rush Medical College shall have ceased to conduct medical courses, then, in either event, the University shall be responsible for all expenses of both medical schools, both schools being conducted in its own buildings and by faculties appointed by the University.

10. During such period as Rush Medical College shall be conducting undergraduate work on the west side it shall do so under its own name "Rush Medical College" and when the University of Chicago shall establish and conduct on the west side its aforesaid school for advanced medical and surgical instruction it shall do so under the name of "Rush Postgraduate Medical School of The University of Chicago" or other similar title including the word "Rush" and "Medical", and this title shall continue to be used so long as the conditions of Paragraph 6 exist.

11. This contract shall be in force for a period of ten years without right of cancellation by either party, and thereafter in perpetuity provided, however, that it may be terminated by either party at the end of any ten-year period, dating from July 1, 1923, on notice by that party given not later than June 30 of the ninth year of such ten-year period. Upon the termination of the contract in the manner above indicated, the University shall pay to the College a sum according to the then value of the land referred to in paragraph 2 of this contract, exclusive of all the improvements which the University may have made thereon, and on making such payment, the University shall hold the title to such real estate as its own absolute property, and the leases under which the University may have held any other buildings owned by the College shall terminate, and Rush Medical College shall be free thereafter to conduct medical education in the name of Rush Medical College, and to confer degrees in accordance with its charter, and the University shall cease to use the name "Rush" in connection with any medical school which it
The College continuing to receive the tuition fees
and paying the expenses and other obligations
of or after October 1, 1926, or any event, date of
which the conditions specified in Paragraph B have been fulfilled,
shall give the University of Chicago to commuting and non-commuting a
year-keeps.

1. The University of Chicago may not on the south side to come by name and establish a
medical college or school of medicine for the purpose of establishing a
college and excluding from the same the University of Chicago and
any or the entire sponsorship of the University.

2. To prevent said board to name of medical colleges shall be com-

on account of the University of Chicago, and the University of Chicago and
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may conduct.

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

ATTEST:

__________________________________________
Secretary

THE UNIVERSITY OF CHICAGO

By

President of its Board of Trustees

ATTEST:

__________________________________________

TRUSTEES OF RUSH MEDICAL COLLEGE

By

President
may continue.

In Witness Whereof the parties hereto have severally caused
this Agreement to be executed by their respective Attorneys, and the
same is hereinafter and forever to be regarded as the complete and
effective agreement, made in consideration of the promises and
agreements hereinafore contained, to the best of their respective
knowledge and belief, and to all intents and purposes of the same.
June 6, 1925.

My dear Mr. Flexner:

I have been thinking seriously about your generous suggestion that you and Mr. Arnett might attend the meeting of our Board of Trustees June 14, and say to them things similar to those which you said to me on the occasion of my last visit to New York. I am reluctant to impose upon you so much of a burden especially in view of the fact that I think I am very likely a little later to need to ask for considerable of your time and possibly, if you can make it, a visit to Chicago. I wonder therefore, whether I might not prepare such a statement of what you said to me as when approved by you would meet the situation and avoid the necessity of the long journey on your part.

With this in mind I have prepared a brief report of my interview with you so far as pertains to the financial side of the matter, and am enclosing it herewith. I shall be very glad if you would correct it in any respect in which it does not represent your statements or in which you do not wish me to communicate it to the Board of Trustees.

I have not forgotten my request that you would write me a letter and your intimation that you would try to do so after Mr. Vincent’s return from South America. Of course, if you are able to write such a letter embodying the attitude of your Board and of Mr. Vincent as President of the Rockefeller Foundation that would be even more to the point than approval of such a statement as I am sending you. I am sending the statement, however, in view of the possibility that Mr. Vincent’s return may be so delayed as to make necessary also some delay in your letter.

If, therefore, you are willing I should be glad if you would look over the enclosed statement and give me your approval or correction of it.

One other matter: In the President’s Quarterly Statement to be read at Convocation, June 12, I wish, if possible, to make a statement about the Medical School that will at the same time convince the University and, so far as we reach them, the Chicago public, that we are
June 4, 1935

Your letter received. I have been thinking and confiding about your coming and the...
certainly going forward with the enterprise and yet leave strongly upon their minds the impression that we need their help financially. With this in mind I had thought that I should say something to the effect that the University is now in a position to say that it would develop a Medical School of the type which we have discussed, but must look to its Chicago friends for large financial cooperation. Following such a statement as this it would be permissible for me to also say that we have the assurance of the offers of the General Education Board that if the citizens of Chicago would come to our help, the General Education Board on its part will cooperate with us and with Chicago in the development of a Medical School, of which we shall all be proud. Of course I shall not feel at liberty to make such a statement as this without your permission, but I should be glad if you would authorize me to say this or something that you suggest that would have a somewhat similar effect.

Very truly yours,

E.D.R.

Acting President.

Mr. Abraham Flexner,
61 Broadway,
New York City, N. Y.

RDB/EO
Not a valid response.
Matters To Be Tended To In Event of Decision That University Shall Take Over Control of "Rush" Work

1. Conference with Dr. Billings and, through him, with the faculty on their attitude and willingness to cooperate.

2. Formulation of the statement to be made to the faculty as to policy of the University, especially in reference to the tenure of office of present members of faculty, and way in which new expenses in conduct of the school will be met.

3. Study of the present budget with a view to how ascertaining the necessary expenses for the first year under University management can be met.

4. Study of probable expenses in respect to new equipment during period in which the Rawson Building is being built.

5. Probable cost of equipment of the Rawson Building.

6. Confirmation of attitude of New York to the plan of University taking over west side work at once.
NETTLETON TO BE TAKEN TO IN FAVOR OF PARCHESE

I. Consequence with various interests and attitudes to concur in cooperation.

II. Participation of the Board of the University, especially in reference to the premises of all members of faculty, and may in which new expenses in connection of the school will be met.

3. Study of the present budget as a view to

4. A study of proper expenses in respect to new development, giving priority to those of the present and future

5. Property cost of equipment of the present college

6. Commitment of attitude of New York to the plan

Of University Scrying over next nine work of course.
Palmer not so good. Blinks on the small horns.

Jabins is still China - in shade. Woolgat is his inferno.

Palmer put rat in the ruck - organizing new Rod Club for PPS (Columbia).
Good with least with hour.

Just married - Mrs. Sims. Good not yet heard of.

Getting a good deal more money than he ought to. More than he.

1577 50 prints. 7 57 50 from Koch.

Marginal address

Helen 6/18/23
[Handwritten text that is not legible due to the nature of the handwriting]
H. H. S. and Posh

2. Message to Blake?
4. Sending our men abroad. Carlton young post. Relieve him for a year?
5. Ethylene and in London in November. Search all the British medical journals.
6. Meeting with Max Epstein.
7. Which school shall bear the name of Rush?
8. Annette.

[Handwritten notes:
- Ask Albert to Balch
- See Otto + Mr. Blake at once.]

6/18/23
2/4/81

1. Title: Date: 2/4/81

2. Introduction to Cardiac Rhythm

3. Comparison of New System with

4. Discussion of Results

5. Further Experiments

6. Conclusion

7. Acknowledgments


P. D. M."
Reason pro + con
Taking new Rush in 1923 or Jan. 1924.

Pro

1. The whole situation is complicated and the possibility of new delay + new complications attached.

2. The opinion amonst the Alumni that Rush will die down, when once the issue is settled.

3. Those who are saying, why doesn't the University do something in the meantime, the situation will be amended.

4. The University can carry into effect it contracts with St. Francis unless they insist that these can go into effect only when the new hospital is actually built on the South side. In either case they can be so drawn in to become effective in the event of the hospital being built. In either case former contracts with the University shall not affect Rush.

5. The Union will be under less pressure to do things with re-
desirable haste. We do not want to close down, but we do want to be free to do things we will rather, then e.g., a small review.

6. It will put us in much better shape to solicit money for its medical work. It will be an institution, and in just ten years clear what we need, 6,000,000 when meeting time.

7. It will involve making a new contract with all the partnerships involved within. This is involved in every sense that.

We are all gathered in for this purpose.
1. It will involve additional financial responsibilities.
   Every student is now self-supporting. Do they really understand why it should not be so under their management?

2. It will make it harder to device new members for the faculty work we do require assistance from the faculty.
   Our new faculty must prepare and face that.

3. It will involve a decision on the question of whether the work of the West side undergraduate will be the same in the West side professional school.
   This will help us to solve this question.

4. It will involve a decision on which school should return the student final answers.
I don't know if I will cancel the trip. I'm not sure what I'll do at any time.

I don't know how the situation will develop. I need more time to think about it.
County Procedure in Medicine

1. Secure Blake

2. Have him come to us as soon as possible + subsidize with Jan 1924 in consultation on plans for the school and the building.

3. Inaugurate the fourth century men among the study. Begin with Carlson.

4. Send Blake abroad in Jan to remain till Sept 1924 to study methods with Ed. Meantime finish plans.

5. Make new contract with Rome & if possible to send them work in West Side Oct 1923.

6. Continue search for other men for South Side School.

7. Plan to break ground for new building on South Side July 1, 1924.

8. Plan to begin dirt fill work on South Side Oct 1, 1925 & to have it done completely Oct 1, 1926.
9. Continue undergraduate work on West Side as follows:
   1923-24 - Freshman year
   1924-25 - "   "
   1925-26 - Freshman year only

10. Begin postgraduate work on West Side, Oct 1, 1925.
Palmer + Blake

Palmer was extensive training more modern has gained ground has written much about work carried out by a number of corporations. A bit too commercial has sold back to his men Blake a bit younger but fundamentally a strong man with progress in

Palmer saling possibly $15,000 - goal.

Recently married Mrs. Valde - home in Belltown.

2. Rock. 3rd. St. 4th Ave. 40th St.


No objection to taking over Rush Med. College all once.

But

1. You can do it better.

2. Obviates having to do a lot of work.

3. Sillier claim of men who want to know why something is not done.

Still in prequake stage. Still man is.
The Religion of the Campus
By a Harvard Student
Outlook July 13, 1929