MEMORANDUM FOR DISCUSSION OF THE ORGANIZATION OF
THE RUSH POSTGRADUATE SCHOOL OF MEDICINE

OBJECTS: To advance medical knowledge and scholarship.
To afford opportunity for advanced training of physicians.

TYPES OF WORK: The central idea of the school to be to offer
opportunity for study and investigation by graduate
physicians who are willing to spend from one to three
years in preparing themselves either for practice or
teaching or to continue investigation, or combinations
of these. The grade of work to be equivalent to that
in other graduate departments of the University and to
lead, in suitable cases, to admission and granting of
the Master's degree and the Doctor's degree (Ph.D.).
In addition to the above it will be desirable to offer
a limited number of shorter courses for physicians who
wish to improve their equipment for practice. It is
recognized that these shorter courses will be undertaken
as soon as opportunity presents, but it is understood
that this work will not interfere with the main object
of the postgraduate school in the training of men over
longer periods.

DEGREES: Further discussion of degrees to be had with the Ogden
Graduate School.

DEPARTMENTAL PROGRAMS: Graduate study is already being prosecuted
in some of the special departments such as Otolaryngology,
Ophthalmology and Dermatology. It is proposed to develop
graduate work of the type above outlined in other depart-
ments including Medicine, Surgery, and Pediatrics. In
view of the special type of training to be offered, oppor-
tunity is to be afforded for the more special branches of
surgery including genito-urinary surgery, and it is re-
commended that such special branches of surgery be given
representation on the faculty of the postgraduate school,
and that opportunity be given for the development of sub-
departments with a suitable number of beds in the Presby-
terian Hospital so that patients studied in the Dispensary
may be followed by instructors through all periods of ne-
cessary treatment.

SPACE: (a) Adequate laboratory space be set aside in the Rawson
Building in connection with the departments concerned.
Specifically this would mean desk room for two to four men
in each department.
(b) The development of laboratories in the Laboratory
Building south of Harrison Street.
EQUIPMENT: The gradual accumulation of equipment as needed and as funds are available. It seems impractical to outline specific request for equipment, pending the more specific requests of Chairmen of Departments.

FELLOWSHIPS: It is recommended that fellowships be established from $600.00 to $750.00 for the present with the hope ultimately of increasing the size of these fellowships. The number of these fellowships to be determined later as is warranted by the work of the several departments, these fellowships to carry with them remission of other fees.

FEES: For the present to be the same as those in Rush Medical College.

ORGANIZATION: The faculty of the postgraduate school. It is recommended that the officers of the postgraduate school be the President of the University, Dean of the Faculties, Dean of the School, the Chairmen or Acting Chairmen of Departments and Sub-Departments, and other persons substantially half of whose work is in the graduate school.

In addition it is recommended that a full time man trained in preclinical branches such as physiology, physiologic chemistry or chemistry be secured to form a nucleus for the development of research laboratories, in which students or members of any or all of the departments may carry on such of their work as requires this type of facilities.

It is recommended that the organization of the postgraduate school be effected at as early a date as possible.
The Executive Committee of the Columbia University Graduate School of Business has decided to allocate funds to support research and creative work in the field of business administration. The funds will be awarded through a competitive process to encourage the development of new ideas and to promote interdisciplinary research. Applications for funding will be accepted on a quarterly basis, and recipients will be required to submit progress reports every six months. The committee hopes that this initiative will foster innovation and contribute to the advancement of knowledge in the field of business.
CHICAGO April 30, 1925

Dr. Ernest D. Burton

President, The University of Chicago

Chicago

Dear Doctor Burton:

We hereby renew our offer of fifty LaVerne Noyes scholarships for students of Rush Medical College, for the year 1925-26, under the same terms and conditions as for the year 1924-25.

We shall be pleased to have your acceptance of this offer as promptly as possible.

Yours truly,

ESTATE OF LA VERNE NOYES

BY Lewis C. Walker
May 6, 1925.

Estate of Laverne Noyes,
2500 Roosevelt Road,
Chicago, Ill.

Attention of Mr. Lewis C. Walker.

My dear Mr. Walker:

Your letter of April 30th addressed to President Burton has come to me for answer on account of Dr. Burton's illness.

On his behalf and that of the University I am writing to express appreciation of the offer in your letter to renew fifty Laverne Noyes scholarships for students of Rush Medical College, for the year 1925-26, under the same terms and conditions as for the year 1924-25.

In this connection I understand that Mr. James Harper, Registrar of Rush Medical College, has already informed you over the telephone of the increase in tuition for students of Rush which has been adopted by the Board of Trustees of the University. This increase, which is at the rate of $10 per Quarter, or $30 for the ordinary academic year, makes the tuition for the coming year $90 per Quarter, or $270 for the year.
May 6, 1956

My dear Mr. Waterman:

Your letter of April 20th addressed to President Brinton has come to me for answer. As no answer of Dr. Brinton's

includes on the part of the University I am willing to express consideration of the offer in your letter to renew Mary Lawrence's fellowship for another year at Wabash Medical College. For the year 1953-54, under the same terms and conditions as for the year 1952-53.

In this connection I understand that Mr. James Harker, Registrar at Wabash Medical College, has already in

formed you that the Board of Trustees of the University have made no changes of the list of eligible students at a rate of $100 per quarter, or $400 for the academic year, or $600 for the year.

I am, however, the opinion that the committee has not yet

accepted the proposal.
This increase is made in view of the greater opportunities to be offered to students in the new building now under erection, and of the improvement in instruction made possible by the appropriation of $25,000 from University funds for this purpose, and for other additional expenses involved in the operation.

With this understanding I am pleased to accept on behalf of the University your liberal offer for fifty scholarships for the ensuing year.

Very truly yours,

J. H. Tufts.

JHT:CS
This increase is made in view of the greater opportunities to be offered to students in the new publication now under consideration and of the improvement in instruction made possible by the appropriation of $5,000 from University funds for this purpose and for the other efficient expenditure involving in the operation.

With due consideration and I am pleased to report on

part of the University now in progress for this purpose

safety for the academic year.

Very truly yours,
[Signature]

[Date]
Extract from the minutes of the Board of Trustees
April 9, 1925

Vice-President Tufts, for President Burton, reported that it is important to organize the postgraduate work in medicine and to improve the undergraduate work in medicine to make it worthy of University standards. He believes that for this purpose it is necessary and appropriate to use income from medical funds of the University in addition to whatever amount may be received from tuitions.

The Committee on Instruction and Equipment recommends that the Board authorize the use of $25,000 from the income of the medical funds for the work of Rush Medical College, and that this amount may be counted upon in preparing the budget of the college for the year 1925-26; the specific allocation of the funds to graduate and postgraduate work to be made at a later date.

It was moved and seconded to concur in the recommendation and to authorize the use of $25,000 from the income of the medical funds for the work of Rush Medical College, as proposed, and, a vote having been taken, the motion was declared adopted.
Subject to the Minster of the Board of Trade.

With reference to the President's report, the Ministry of Food have decided to increase the production of bacon by 20%.

In order to achieve this, the production of bacon is to be increased by 20%.

The Ministry of Food have decided to increase the production of bacon by 20% in order to meet the demands of the market.

I am writing to inform you of the Ministry of Food's decision to increase the production of bacon by 20%.

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in the name of the Dean of the College

The College is planning to undertake a major expansion of its facilities, including the construction of a new art wing. The projected cost for this project is estimated to be $5,000,000. The Dean has requested that the faculty and staff consider contributing to this important initiative. Your support will be crucial in ensuring the success of this endeavor.

Thank you for your consideration.

[Signature]

Dean of the College
MINUTES - FACULTY MEETING - MAY 14TH, 1925.

The regular meeting of the Faculty of Rush Medical College of the University of Chicago was held May 14th, at the City Club, at 7:30 P.M., with Dean Irons in the Chair.

The following seventy-one members were present:

Dr. J.E. Allegretti  Dr. K.R. Harrington  Dr. A.H. Parmelee
" T.D. Allen  " D.B. Hayden  " D.B. Phenister
" C.W. Bacon  " H.S. Heaney  " C.O. Kinder
" H.L. Baker  " R.H. Herbst  " M.G. Schroeder
" E.J. Berkheiser  " S.J. Hess  " K. Schulhof
" W.L. Buhman  " T.W. Holderman  " L.D. Snorf
" F.W. Burcky  " A. Hoyne  " G.A. Solam
" F.A. Chapman  " H.L. Huber  " K. Speed
" M.O. Cole  " E.E. Irons  " E.J. Stieglinz
" R.A. Colwell  " G.H. Jackson  " F.H. Strauss
" C.B. Davis  " F.B. Kelly  " A.F. Stevenson
" E.M. Davis  " E.K. Kerr  " G.F. Sutherland
" G.W. Duvall  " H.L. Kreischmer  " W.A. Thomas
" M.H. Ebert  " R.E. LeCount  " T. Ticken
" G.W. Ellis  " L.H. Loeb  " R.W. Trimmer
" J.D. Ellis  " W.F. Lyon  " Dean Tufts
" J.B. Eylerly  " E.L. McGwen  " Dr. R.T. VanTuyll
" J. Fawill  " W.D. McNally  " T.G. Walsh
" P.C. Fox  " G.L. McWhorter  " R.W. Webster
" R.C. Gamble  " E.M. Miller  " W.H. Wilder
" Gatewood  " J.H. Mitchell  " Mr. Harper, Registrar
" L.C. Gateswood  " A.H. Montgomery  " Acting as Secretary.
" C.G. Grulee  " P.B. Moorehead
" E.W. Hagens  " H.A. Oberhelmen
" G.W. Hall  " O.S. Ormsby

The minutes of the February meeting of the Faculty held February 5th, the minutes of the meeting of the special meeting of the faculty of professorial rank held at the University Club, Monday, April 6th, and the minutes of the special meeting of the Executive Board and members of the Faculty of professorial rank held May 12th, were read and approved.

The Dean announced the appropriation of $25,000.00 to the Rush budget by the University and the contemplated raising of the tuition fee to $30.00 a quarter effective with Additional $25,000.00 Budget - Raise in tuition fees
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Address</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Smith</td>
<td>President</td>
<td>123 Main St.</td>
<td>555-1234</td>
<td><a href="mailto:john@email.com">john@email.com</a></td>
</tr>
<tr>
<td>Jane Doe</td>
<td>Treasurer</td>
<td>456 Elm St.</td>
<td>555-5678</td>
<td><a href="mailto:jane@email.com">jane@email.com</a></td>
</tr>
<tr>
<td>Mr. Johnson</td>
<td>Secretary</td>
<td>789 Oak St.</td>
<td>555-9876</td>
<td><a href="mailto:john@email.com">john@email.com</a></td>
</tr>
</tbody>
</table>

The following are the members of the executive committee of the executive committee:

- John Smith (President)
- Jane Doe (Treasurer)
- Mr. Johnson (Secretary)

The total membership of the executive committee is 9 members.

John Smith has been a member of the executive committee since 2010.

The committee meets bi-monthly at 7:00 PM in the executive lounge.

The following are the results of the recent board meeting:

- The budget for the next fiscal year was approved.
- The new office space has been secured.
- The committee voted to increase the annual membership fee by $50.

The next meeting will be held on the 15th of next month.

If you have any questions, please contact John Smith at john@email.com.
the Autumn Quarter, 1925.

Dr. Ormsby read the memorandum for discussion of the organization of the Postgraduate School of Medicine.

Dean Tufts stated that this memorandum was presented to the Trustees at their April meeting. It was by them referred to the Committee on Instruction, Equipment and Budget, which committee has not acted upon this report but Dean Tufts believed that it would be approved.

(Memorandum attached)

Dr. Phemister read the memorandum of the meeting of the Committee on Curriculum held April 17th, giving modifications in required courses and changes in curriculum.

(Memorandum attached)

Dean Tufts stated that the University voted to appropriate $6,000.00 for interior decorating of the new Rawson Library.

Dr. Crulse presented the following report of the Committee on Student Health.

(Report attached)

Dr. Herbst read the following report of the Committee on Fifth Year held April 15th - recommendations approved.

(Report attached)
The Dean called attention to the custom of holding annually an Alumni and Faculty dinner, stating that this practice would be continued.

The Dean pointed out the advisability of postponing the dedication of Rawson Laboratory Building until the autumn.

Dr. Wilder called attention to an oversight in the recommending for appointment of Herman Porter Davidson, as Assistant Attending Ophthalmologist in the Presbyterian Hospital. On motion this appointment was recommended to the Board of Managers of the Hospital.

The Dean reported that a noticeable reduction had been made in the number of students receiving three G's in the Winter Quarter.

The Dean read a letter from Mr. Payne, Recorder-Examiner of the University, enclosing a copy of a new system of grading, stating the desirability of having a uniform grading system. This system has been approved by the Committee on Grading System at the University. It was moved and seconded that the faculty of Rush adopt this system—carried.

(Copy of Letter and System attached)

The Dean distributed copies of the preliminary budget for 1925-26 to the Chairmen of Departments calling attention to the fact that this covers four quarters and asked them to submit to him the names of the members of
The year 2023 was a significant year for the automotive industry, with a record number of electric vehicle sales. The rise of sustainable transportation has sparked a global movement towards greener modes of transport. This trend has led to the development of new technologies and innovations in the field of automotive engineering. The industry has been transformed, with traditional manufacturers investing heavily in electric vehicle research and development. The government has also offered incentives to encourage the adoption of electric vehicles, further propelling the growth of the market. The automotive industry is poised for continued growth as the world embraces sustainable mobility solutions.
their departments to receive salaries, in order that recommendation may be made to the University at once.

The Dean stated that in the plan for Postgraduate instruction work in the sub-departments will be arranged, i.e., surgery to have a Genito-Urinary section. It will be necessary to arrange for suitable courses in each of the departments.

Dr. Wilder suggested that discussion be deferred until all programs have been handed in and to make sure Rush would be able to obtain the necessary fundamental courses at the University. Dean Tufts suggested that a group concerned with Anatomy (Harvey), Physiology (Bensley), etc., be asked to meetings to cooperate in group meetings of those interested. Dr. E. W. Hagens stated that the department of Oto-laryngology has had postgraduate students working at the University for some time. The courses in Anatomy, particularly the anatomical dissection have been found most satisfactory. It has been frequently impossible to arrange for the class hours in the other departments at a time when Rush students could attend. The departments at the University have willingly cooperated in this work but it is not possible to change undergraduate courses for the benefit of two to four postgraduate students. If there were a sufficient number of graduate students perhaps courses in Anatomy, Neurology and Physiology could be arranged. A few years ago there was a neurological course given in the special senses which was well
liked by our students, but it has been discontinued due to the resignation of the instructor.

The Dean suggested that further discussion be referred to the Committee, Chairmen of Departments and additional men from the University meeting to deal with the question during the coming weeks and throughout the summer, and that this committee be given power to act and report at the faculty meeting in October. Dr. Wilder moved that the Committee be continued with power to act. Seconded.

The Dean introduced Dr. George W. Duvall, Superintendent of the Central Free Dispensary.

The Dean again called attention to the examination for attending staff at the Cook County Hospital.

On motion the meeting adjourned.
The Board recommends that further consideration be taken of the information presented in this report. The Board endorses the nomination of Mr. D. W. Thompson for the position of the secretary-treasurer of the university, and requests that this nomination be submitted to the Board for appointment at the next meeting in October. Mr. Thompson has served the University with Hon. to 1965. President.

The Board has reached the decision to appoint Mr. Thompson to the position of the secretary-treasurer of the university.
MEMORANDUM FOR DISCUSSION OF THE ORGANIZATION OF
THE RUSH POSTGRADUATE SCHOOL OF MEDICINE

OBJECTS: To advance medical knowledge and scholarship.
To afford opportunity for advanced training of physicians.

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In addition it is recommended that a full time man trained in preclinical branches such as physiology, physiologic chemistry or chemistry be secured to form a nucleus for the development of research laboratories, in which students or members of any or all of the departments may carry on such of their work as requires this type of facilities.

It is recommended that the organization of the Postgraduate School be effected at as early a date as possible.
MEMORANDUM OF MEETING OF THE COMMITTEE ON CURRICULUM,

Friday, April 17th, 1925.

Members present were:

Dr. Bevan
Herrick
Phemister
Grulce
Irons
Heaney
Bassoe

The following modifications in the required courses and other changes in the curriculum were agreed to by Chairmen of Departments concerned.

INTERNAL MEDICINE - The following courses to be required: 0, 0A, 2, 5, 6, 50, 61. Course 55 changed the title to read "Therapeutics." Course 55A changed title to read "Toxicology and Materia Medica." It was agreed that the time devoted to the laboratory should be shortened and an increase allowed in the lecture and conference hour.

NERVOUS DISEASES - The following courses to be required: 22, 22A and either 3D or 21.

PEDIATRICS - The following courses to be required: 1, 4, 4A or 4B, 7 or 50.

SURGERY - The following courses to be required: 1, 2, 5, 6, 50. 16, previously required, made elective. Courses 14, 17, 30 made elective and to be placed on the same basis as other courses in General Surgery.

OBSTETRICS AND GYNECOLOGY - Condense courses 1, 2, and 3 into courses 1 and 2, reducing the required credit in these courses from 1.8 majors to 1.2 major. It was agreed also that work of obstetrics and gynecology now confined to Wednesday and Saturday be given two days more per week in which to offer courses. This was agreed to by the Department of Surgery.
MEMORANDUM OF THE COMMITTEE ON<br>ADMISSION OF THE VISITING OF THE<br>COMMUNITY ON OCTOBER 20.

MEMORANDUM OF THE COMMITTEE ON THE COMMISSION ON

The following motions to the commission are hereby:

1. The following committee to be reduced:
   - The following committee to be reduced to 0 of 0, 0, 0, 0, 0.
   - The committee to be reduced to 0 of 0, 0, 0, 0, 0.
   - The committee to be reduced to 0 of 0, 0, 0, 0.
   - The committee to be reduced to 0 of 0, 0, 0.

2. The following committee to be reduced to 0 of 0, 0, 0.

3. The following committee to be reduced to 0 of 0.

4. The following committee to be reduced to 0 of 0.

5. The following committee to be reduced to 0 of 0.

SUBJECT: THE FOLLOWING COMMITTEE TO BE REDUCED.

The following committee to be reduced to 0 of 0.

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The following committee to be reduced to 0 of 0.
REPORT OF THE SUB-COMMITTEE ON EXERCISE AND RECREATION OF
THE MAIN COMMITTEE ON STUDENT HEALTH

The following statistics are compiled from approximately
two hundred (200) replies from Rush Medical students on the en-
closed questionnaire. It is altogether likely that these replies
were given very honestly, as the boys seemed to be greatly inter-
ested in the survey that is being made, we, therefore, have every
confidence in presenting these, as they represent very closely
the proper answers to the questions asked.

These replies will be given in the form of averages and
we will follow the outline presented.

1.- Hours per week available for recreation:
   (a) Before 6:00 P.M.  3.8 hours
   (b) After 6:00 P.M.  6.1 hours

2.- Types of recreation most enjoyed (answered in order of pre-
    fe rence) Tennis, theatres, walking, swimming, basket-ball,
    music, golf, baseball, skating, dancing, calisthenics, cards,
    billiards.

3.- Time per week spent in recreation other than exercise 6.55 hrs.
    (11% spend no time in recreation)

4.- Time per week spent for exercise 3.4 hours (31% spend no time
    in exercise)

5.- Types of exercise most practiced 25% do nothing, others arranged
    in order of preference - walking, calisthenics, swimming,
    basket-ball, handball, skating, running, golf, boxing, dancing,
    indian clubs, bowling, wrestling.
The following are the conclusions of the committee on the topic of

[Text continues on the next page, partially visible and not legible]
6. Types of exercise most desired - 9% desire no exercise - order of preference for the others is as follows: swimming, tennis, basketball, gymnasium work, walking, golf, baseball, skating, boxing, football, wrestling, handball.

7. Do you in your opinion get enough exercise? No - 91%, Yes - 9%.

8. Do you favor intramural contests, athletic or otherwise? Yes = 83%, No = 13%, No answer = 4%. If so, what? Basketball, baseball, tennis.

9. Would you take time, if officially allotted, for exercise? Yes = 97%, No = 13%.

10. What suggestions can you offer regarding a physical training program at Rush Medical College? The following suggestions have been divided into groups. 1 - Great necessity for gymnasium facilities, swimming pool, recreation rooms, gymnasium classes, etc.

2 - Intramural competition.

3 - Regular periods of athletics.

4 - An even division on the question of compulsory or non-compulsory physical exercise.

5 - Need for tennis courts.

6 - The question of whether there is too much work for them to take gymnasium work.

7 - Periodical physical examinations.

8 - An athletic board of faculty members and students.

In respect to these suggestions we may say that the first is on the road to completion with the building of the new Y.M.C.A. Building, corner Wood and Congress Streets; the second is already
in the process of formation and an effort is being made to provide a cup for intramural competition and the students are making an effort to organize for this competition. The third seems hardly possible of accomplishment under present conditions though a more exhaustive investigation of schedules may make this possible. The fourth the committee hardly feels it desirable to advise compulsory physical exercise at the present time.

Fifth, Provision is, at the present time, being made for the organization of a Tennis Club, with the development of tennis courts behind the present Clinical Building. These courts have been used previously by the nurses of the Presbyterian Hospital but since they now have courts of their own have not used these recently. There will be no difficulty in obtaining them for the students. Sixth - the Committee at present does not feel itself capable of determining whether or not there is too much school work for the students to take regular gymnasium work. It would seem from their answer to question that it might be possible for them to put in an hour a day, however, it is not clear from the answers received that the hour for exercise does not also include time spent at meals. Seventh - is at present being arranged for and should be under way in the near future. Eighth - the constitution of such an athletic board as is suggested would seem to the Committee to be advisable if it is thought wise to go forward with the program herein contained and respectfully submitted.

(Signed) Clifford G. Crulce
Donald P. Abbott
H. A. Oberhelman
G. L. McWhorter
In the progress of formation and in effort to point each part of.

the report of the Committee and the effort to point each part of the plan.

The Committee was composed of responsible and able members. It has been

noted that the Committee's report is full of valuable information and is

based on extensive investigation of the matter.

There is a possibility that the Committee's report may serve as a

guide for future action. It is hoped that the report will be of great

value in determining the course of action to be taken.

(Signed) C. H. Watkins

Chairman of Committee
Meeting of the Fifth Year Committee Held April 15th

Case of Hsi C. Chang to be allowed to take year of research in Department of Physiology in lieu of year of internship.

Hospitals Approved

California Lutheran Hospital, Los Angeles, Calif.
Edwards Sanatorium, Naperville, Ill. - 3 months
Massachusetts General Hospital - Children's Medical Service - 6 months credit.

Meeting of Fifth Year Committee held May 12th

Recommendation of Students serving hospital internships for the degree at the June Convocation.

Hospital Approved

Johnston-Willis Hospital, Richmond, Va.
Meeting of the Stittville Hospital Planning Board

Case of the Stittville Hospital Planning Board to present their report for the purpose of informing the board of their findings and recommendations.

Stittville Hospital Planning Board

Meeting of the Stittville Hospital Planning Board for...
May 1, 1925

The Deans of
The Graduate Schools of Arts, Literature & Science
The School of Social Service Administration
The Divinity School
Rush Medical College.

I enclose herewith copy of a marking system which has been approved for the undergraduate divisions of the University. Inasmuch as uniformity is of the highest degree of importance in matters of this kind, I shall be under obligations if you will submit this to your faculty at its next meeting. Meanwhile, if more detailed information concerning the change is desired, I shall be glad to submit it upon your request.

Yours very truly,

(signed) Walter A. Payne

Recorder-Examiner

WAPeD.
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April 1, 1925


The Committee on the Grading System, appointed by President Burton recommends that the "Proposed System" described below be substituted for the one now operating, the change to take effect July 1, 1925, and that the Recorder be instructed to make the necessary editorial changes in published announcements of regulations.

<table>
<thead>
<tr>
<th>Present System</th>
<th>Proposed System</th>
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<tbody>
<tr>
<td>A 6 grade points</td>
<td>A Excellent 6 points</td>
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<tr>
<td>A- 5 grade points</td>
<td>B Good 4 points</td>
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<tr>
<td>B 4 grade points</td>
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<tr>
<td>B- 3 grade points</td>
<td>C Fair 2 points (Av. req. for grad.)</td>
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<tr>
<td>C 2 grade points</td>
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<tr>
<td>C- 1 grade point</td>
<td>D Poor; given half or full cr. at discretion of instr. 0 points</td>
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<tr>
<td>D 0 grade points</td>
<td>E -1 grade point: F Failure -2 points</td>
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<td>E -2 grade points</td>
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The Committee believes that the "Proposed System" is superior to the "Present System" in that, while it has a sufficient number of gradations to show real distinctions in accomplishment, it is not so detailed as to call for the determinations of distinctions which are not significant. The Committee believed that the "Present System" does this last thing, and that it therefore puts undue emphasis on grades by promoting discussion and thought over distinctions which are not significant.

Signed:

For the Colleges of Arts, Literature, and Science:
Wellington D. Jones (Chairman)
Ernest H. Wilkins

For the College of Education:
Guy T. Buswell
Frank N. Freeman

For the School of Commerce and Administration:
Lloyd W. Mints
William H. Spencer

Walter A. Payne, University Recorder and Examiner.
My dear Dr. McLean:

The Committee of the Trustees on Instruction and Equipment approved in principle the enclosed outline for Organization of the Rush Post-Graduate School of Medicine. It was suggested, however, that before the public announcement of any plan it would be well for you to show the outline to representatives of the New York Boards who have been interested in our development.

In doing this I think it would be well to emphasize what I should regard as the essential feature, namely, that the main emphasis will be upon the opportunities for serious advanced study by those who are willing to spend from one to three years.

As an example of what Dean Irons has in mind, he said that he would like to give Doctors Dick space in the laboratory, and beds in the Hospital, for investigations similar to those which they have so successfully conducted in Scarlet Fever. A limited number of fellows and graduate students would be assigned to work under their direction. Other men who have the interest and capacity for directing advanced work would be given similar opportunities.
The Graduate of the University of Chicago

Chair of the Board

May 28, 1936

If need be, M.E.:

The matter of the Graduate of Chicago is an important one,

Departmental work in the Control of the University and the

inclusion of all its members in the Graduate faculty, should be

considered.

It is well known that the graduate faculty is increasing,

however, the larger the number of graduate students,

the greater their need. This, however, does not mean that we

should rely too much on the number of graduate students but

must carefully consider the qualifications of each.

To obtain this I wish to make this report to the

Board.

May I present some facts on the academic qualifications of

the full-time graduates which I have kept separate. I am

willing to show how we are performing and to

discuss the present situation.

I am anxious to make clear to our graduates and to

our Board the importance of their work in the Graduate

Department.

It is well known to us all that the Graduate

Department plays an important role in the University.

A detailed report of its activities is included in

my report to the Board. I would like to present to the

Board the graduate students who have been successful in

their work and also to describe the advantages to

students who choose to continue their studies.

We believe that our graduates are well prepared for

differing careers and that our courses make

them versatile.

I would like to emphasize the importance of

the Graduate Department in our University and to

ask for your support in this work.

Very truly yours,

[Signature]
As regards the full time man trained in preclinical branches, who was mentioned in the next to the last paragraph, the idea is that the student who has received his M.D. and has had his clinical work is now in a position to profit from certain aspects of preclinical work, of which he could not really apprehend the significance when he was first beginning his medical course. Hence it is desirable to have such a man to work in connection with the advanced clinical work in the back and forth study of problems.

It is, I think, desirable to be able to announce our general plan as soon as possible. So I should be glad if you could take an early opportunity to confer with the proper authorities.

Very truly yours,

[Signature]

Vice President.

Dr. Franklin C. McLean,
Rockefeller Institute Hospital,
65th St. and Ave. A,
New York City.

You have probably seen the newspaper report as to President Burton's condition. I think Dr. Phemister is not hopeful.

J.H.T.
Dear Mr. Tufts:

I saw Mr. Flexner today and discussed the Rush Post-Graduate School memorandum with him. It developed that he had no objection to it, with the exception that he objected to the reference in the second paragraph to the Master's and Doctor's degree.

I do not believe that he fully understood it, but he feared that that statement might involve the University in providing at once the kind of staff in each department capable of supervising the Ph.D. degree.

I have accordingly telegraphed you today suggesting that since the matter is already amply covered in Statute 13, Article VI, Part II, Section 2, it might well be left out of this memorandum. In any case the memorandum, in the third paragraph, leaves the question of degrees open for further discussion with the Ogden Graduate School.

Sincerely,

[Signature]
Dear Mr. Tuttle:

I saw Mr. Flexner today and
 acquainted him with my plan to develop what I regard as a reconsideration of the examination in the second year of medical schools with the Master's and Doctor's degrees.

I am not prepared to put the question to the Senate right now. I have not thought it possible to bring to the Senate at the present time any definite proposal. How I propose to handle the matter, I am not yet sure, and I thought I might call your attention to the matter in case you are interested in it.

Yours sincerely,

[Signature]
MEMORANDUM FOR DISCUSSION OF THE ORGANIZATION OF

THE RUSH POSTGRADUATE SCHOOL OF MEDICINE

------------------

OBJECTS: To advance medical knowledge and scholarship.
To afford opportunity for advanced training of physicians.

TYPES OF WORK: The central idea of the school to be to offer opportunity for study and investigation by graduate physicians who are willing to spend from one to three years in preparing themselves either for practice or teaching or to continue investigation, or combinations of these. The grade of work to be equivalent to that in other graduate departments of the University and to lead, in suitable cases, to admission and granting of the Master's degree and the Doctor's degree (Ph.D.). In addition to the above it will be desirable to offer a limited number of shorter courses for physicians who wish to improve their equipment for practice. These shorter courses will be undertaken as soon as opportunity presents, but it is understood that this work will not interfere with the main object of the postgraduate school in the training of men over longer periods.

DEGREES: Further discussion of degrees to be had with the Ogden Graduate School.

DEPARTMENTAL PROGRAMS: Graduate study is already being prosecuted in some of the special departments such as Otolaryngology, Ophthalmology and Dermatology. It is proposed to develop graduate work of the type above outlined in other departments including Medicine, Surgery, and Pediatrics. In view of the special type of training to be offered, opportunity is to be afforded for the more special branches of surgery including genito-urinary surgery, and it is recommended that such special branches of surgery be given representation on the faculty of the postgraduate school, and that opportunity be given for the development of sub-departments with a suitable number of beds in the Presbyterian Hospital so that patients studied in the Dispensary may be followed by instructors through all periods of necessary treatment.

SPACE: (a) Adequate laboratory space be set aside in the Rawson Building in connection with the departments concerned. Specifically this would mean desk room for two to four men in each department.
(b) The development of laboratories in the Laboratory Building south of Harrison Street.
MEMORANDUM FOR DISCUSSION ON THE ORGANIZATION OF
THE MURPHY POSTGRADUATE SCHOOL OF MEDICINE

OBJECTIVE: To advance medical knowledge and cooperation in
research opportunities for training in medicine.

TANGENT: The center idea of the concept and realization of
medical opportunities for training and teaching is to
provide an opportunity for the student to learn from the
practicum in the department of medicine in cooperation
with the medical school faculty. This will enable the
student to gain an understanding of the medical field and to
prepare for the profession of medicine. The purpose is to
provide opportunities for the development of medical
knowledge and cooperation in the field of medicine.

DEPARTMENT OF MEDICINE: The department of medicine
is in charge of the medical practice and supervision of
students. It is responsible for the education of students
who are enrolled in the medical school in cooperation
with the department of medicine. The department
coordinates the medical practice and supervision of
students with the faculty of medicine to ensure that
students are provided with the necessary knowledge and
opportunities for the development of medical
knowledge and cooperation in the field of medicine.

APPROPRIATION: The appropriation for the medical school
is in direct proportion to the number of students enrolled
in the school. The department of medicine is responsible
for the allocation of funds for the medical school.

PROFESSIONAL STANDING: The professional standing of
the medical school is determined by the faculty of
medicine. The faculty of medicine is responsible for
maintaining the professional standards of the medical
school.

MEDICAL SHOP: The medical shop is responsible for the
preparation and distribution of medical supplies. The
medical shop is located on the campus of the medical
school and is staffed by medical personnel.

DEPARTMENT OF MEDICINE: The department of
medicine is responsible for the supervision of medical
practice and the education of students. The department
of medicine is located on the campus of the medical
school and is staffed by medical personnel.
EQUIPMENT: The gradual accumulation of equipment as needed and as funds are available. It seems impractical to outline specific request for equipment, pending the more specific requests of Chairmen of Departments.

FELLOWSHIPS: It is recommended that fellowships be established of from $600.00 to $750.00 for the present with the hope ultimately of increasing the size of these fellowships. The number of these fellowships to be determined later as is warranted by the work of the several departments, these fellowships to carry with them remission of tuition fees.

FEES: For the present to be the same as those in Rush Medical College.

ORGANIZATION: The faculty of the postgraduate school. It is recommended that the officers of the postgraduate school be the President of the University, Dean of the Faculties, Dean of the School, and the Chairman or acting Chairman of Departments and Sub-departments, and other persons substantially half of whose work is in the graduate school.

In addition it is recommended that a full time man trained in preclinical branches such as physiology, physiologic chemistry or chemistry be secured to form a nucleus for the development of research laboratories, in which students or members of any or all of the departments may carry on such of their work as requires this type of facilities.

It is recommended that the organization of the postgraduate school be effected at as early a date as possible.
The Kentucky agricultural experiment station

a department of the University of Kentucky

The purpose of the experiment station is to provide experimental facilities for research in agriculture. This includes the cultivation of crops, the breeding and selection of livestock, the study of soil types, and the testing of agricultural production methods.

The organization of the experiment station is as follows:

1. The research station
2. The testing laboratory
3. The breeding and selection of livestock
4. The study of soil types
5. The testing of agricultural production methods

In addition, the experiment station conducts educational programs for the training of agricultural scientists and technicians.

The experiment station is funded through a combination of state and federal grants, as well as private contributions. The station is committed to providing high-quality research and educational programs to support the needs of the agricultural community.
MEMORANDUM OF THE SECOND MEETING FOR DISCUSSION OF
THE POST GRADUATE SCHOOL

This meeting was held in the Presbyterian Hospital, July 8th, 1925. Those present were:

Dr. Post
" Dick
" David
" Abbott
" Herbst
" Phemister
" Irons

Discussion Concerning the Inter-Relations of the School, Hospital, and Dispensary. It was pointed out that obviously a close relation must exist between the several organizations. The need of organized clinics was emphasised.

The following Committee was appointed to study the Billings and Phemister reports submitted a year ago, and to consider methods of utilizing facilities already available and of obtaining other necessary facilities. The Committee was asked to submit a plan of organization.

Dr. V.C. David - Chairman
" G.F. Dick
" D.B. Phemister
" R.T. Woodyatt.

The Personnel of the Faculty. It was emphasised that while it would probably be advisable to keep the number of the faculty small at the outset, that there is no intent to restrict membership in the faculty. The essential requirement is the
ANNOUNCEMENT OF THE SECOND MEETING FOR DIRECTION OF

THE FIRST GRADE SCHOOL

This meeting was held in the Administrative Building, April 8th.

1935. Those present were:

Dr. Jones
Mr. Williams
Mrs. Brown
Mr. Thompson
Miss Lee

The theme of the meeting was the improvement of the learning environment at the school.

The following actions were approved to support the improvements:

1. Increasing the number of libraries and study areas
2. Implementing a new curriculum
3. Forming a PTA committee

The committee was tasked to support a plan of action.

V.P. — Administrator
O. P. — Treasurer
W.P. — Principal
M.P. — Secretary

The secretary of the minutes. It was agreed that these minutes be

made public to make it easier for the students of the school

acquaintance with the leadership. The essential recommendations to the
ability to direct and aid the work of the School, and devote the necessary time to this work.

The desirability of including Roentgenology as one of the subjects in the Post Graduate School was emphasised, such a department probably to be a sub-department of one of the other departments for the present.

The next meeting to be held Wednesday, July 15th, at 10:30 A.M. in Mr. Raw's Office in the Presbyterian Hospital.

Special Matter for Discussion. Preliminary report from Dr. David's Committee.
MEMORANDUM OF DISCUSSION OF THE POST GRADUATE SCHOOL

In proceeding with the organization of the Rush Post Graduate School, which has been authorized by the Trustees of the University of Chicago; it has been felt that a series of informal meetings to which all members of the faculty are invited would be of value in determining the first steps of organization and the formulation of the plan and policy. Inasmuch as many of the members will find it inconvenient or impossible to be present at all meetings, it is proposed to record the discussions at each of these meetings so that they will make as continuous a series as possible.

The preliminary meeting was held on July 2nd, at 10:30 A.M., in the Presbyterian Hospital. Those present were:

Dr. Grulee
" David
" Dick
" Phemister
" Horbst
" Irons

1 - General Discussion of Relations of the Three Medical Schools (1) Rush Medical College of the University, (2) Medical School on the Quadrangles of the University organized in the Ogden Graduate School, (3) Rush Post Graduate Medical School.

2 - Type of Work. The central idea to be graduate work of the grade of that done in the other graduate departments of the University leading to degrees of M.S. and Ph.D. It is
In preparing with the organization of the School

Graduate School, which has been supported by the trustees of
the University of Chicago, I have been told that a series of the
larger meetings to which all members of the faculty are invited
would be of value in determining the lines along which the organization
would go on its way. To determine the lines along which the organization
would go on its way, I have been asked to recommend the lines of organization
and the communication of the plan and policy. Information to which the
members of the School have been asked to recommend the organization
of each of these meetings so that each will make a continuous
a series of projects

The remaining meeting was held on April 9th of

Dr. Clute
Dean
Dick
Registrar
Registrar
Registrar
The present meeting

Abstract

1. General Discussion of Relation of the School to the Medical

Schools: (1) Study Medical College of the University; (2) University
Sciences to the Organization of the University.

2. Type of Work: The content and scope of the graduate department of

the University leading to a degree of M.D. and M.D. It is

recognized that perhaps but a small number of those doing graduate work will desire or be able to qualify for admission as candidates for the higher degrees, but the grade of work in the several departments of the Rush Post Graduate School should be equivalent to that leading to a degree. The emphasis is on the quality of work.

3 Organization of the Faculty. The faculty provided for in the statutes of the University is as follows: President of the University, Dean of the Faculties, Dean of the School, Chairmen of Departments, and such other instructors substantially half of whose work is in the Graduate School in order that the work of the School may progress particularly along investigative lines. It is desirable that those in the Faculty should devote sufficient time to the work of their departments so that the work of students may be properly supervised and standards maintained.

The next meeting will occur on Wednesday, July 8th, at 10:30 A.M., in the Presbyterian Hospital.
I. Introduction of the Project: Theレポートの概要

このレポートでは、様々なプロジェクトの概要を紹介します。これらのプロジェクトは、様々な分野で実施されています。プロジェクトの概要を紹介し、その目的や内容を理解するために、以下の各項目を解説します。

1. 123号プロジェクト

このプロジェクトは、123号のテーマについての研究を行いました。目的は、123号の基礎的な理解を深めることであり、そのために様々な手法を駆使して実施しました。プロジェクトの内容は、以下の通りです。

1. 123号プロジェクトの目的

このプロジェクトの目的は、123号の基礎的な理解を深めることであり、そのために様々な手法を駆使して実施しました。プロジェクトの内容は、以下の通りです。

2. 123号プロジェクトの内容

このプロジェクトの内容は、以下の通りです。

2. 123号プロジェクトの実施

このプロジェクトの実施は、以下の通りです。

3. 123号プロジェクトの成果

このプロジェクトの成果は、以下の通りです。

4. 123号プロジェクトの今後の展開

このプロジェクトの今後の展開は、以下の通りです。

The next meeting will occur on Wednesday, with the

3:00 PM to 5:00 PM in the Presbyterian Hospital.
MEMORANDUM OF THE FOURTH MEETING FOR DISCUSSION OF
THE POST GRADUATE SCHOOL

The fourth meeting was held in Mr. Shaw's office in the Presbyterian Hospital, July 24th, 1925, at 10:30 A.M.
Those present were:

Dr. Hektoen
" LeCount
" R.C.Brown
" H.K.Nicoll
" Dick
" Grulee
" Woodyatt

Dr. David
" Phemister
" Apfelbach
" Irons
Mr. Bacon
" Honsel

Two matters came up before the Committee:

1 - Report of the Committee on the Organization of the Post Graduate School. This report was presented by Dr. David, and concurred in by each of the members of the Committee, all of whom were present. On motion the report was approved and the Dean was requested to submit the recommendations of the Committee to the University.

2 - At the request of the Dean the Committee on Laboratories of the staff of the Presbyterian Hospital, consisting of Drs. Hektoen, LeCount, Dick, Woodyatt, and Apfelbach, submitted their proposed plans for the reorganization of the Presbyterian Laboratories to the group considering the Post Graduate School in order that no plan may be put in operation which would conflict with the larger plans of the Post Graduate School. After considering this report it was agreed that the recommendations for changes in the plan of the Presbyterian
MEMORANDUM OF THE BOURNEMOUTH PUBLIC LIBRARY

THE BOARD OF TRUSTEES

The Board of Trustees meet on the first Monday of each month at 8:00 a.m.

The following is the agenda:

1. Report of the President.
2. Report of the Secretary.

The meeting will adjourn at 12:00 noon.

Respectfully submitted,

[Signature]

Secretary.
Hospital contain nothing that would not fit in with the plans of the School, so far as physical properties are concerned.

The proposal of the Hospital to extend its staff of technicians with an adequate budget was approved. It was recommended, however, that the higher paid persons, such as bio-chemist, and bacteriologist, would properly become members of the staff of the Hospital, and, therefore, should be members of the faculty of the School. This was agreed to.

The next meeting of the Committee will be on Friday, July 31st, 1925, at 10:30 A.M., in Mr. Shaw's Office in the Presbyterian Hospital.
MEMORANDUM OF THE THIRD MEETING FOR DISCUSSION OF
THE POST GRADUATE SCHOOL

The third meeting was held in Mr. Shaw's Office in
the Presbyterian Hospital, July 15th, 1925, at 10:30 A.M.
Those present were:

Dr. David
" Dick
" Phemister
" Apfelbach
" Kretschmer
" Brown
" Post
" Irons

Relations of the University with the College and the
Dispensary were discussed by Dr. Post. It was pointed out that
the University of Chicago in its statement of affiliation with
respect to the medical schools was committed to the development
of the Medical Schools on the Quadrangles of the University and
of a Post Graduate School on the West Side.

After discussion of the report of progress by Dr. David,
Chairman of the Committee to formulate a plan of organization, it
was the opinion of the group that the Committee might properly
include in their plan a definition of the staff of the School,
a statement of what a "service" should include, and should also
include in the plan provision for co-operation between the several
organizations - i.e. Hospital, Dispensary, College and Post
Graduate School.
It was agreed that the next meeting will be on Friday, July 24th, 1925, at 10:30 A.M., in Mr. Shaw's Office in the Presbyterian Hospital.
DR. DAVID'S REPORT

Your committee which was appointed to formulate a plan for the establishment of post graduate instruction in Rush Medical College have conscientiously reviewed the factors which they believe are essential to the successful establishment of a Post Graduate School.

The transition from an undergraduate school to one which is divided between undergraduate and post graduate instruction and which eventually is given over entirely to post graduate instruction, involves many questions of procedure which require careful thought. What can be done in post graduate instruction at present will of necessity be little in comparison with the work given in a fully developed curriculum. However, the steps which are taken now, should be fundamentally sound and fit into an ideal plan to be realized in the future. Your committee feels that no move should be made in the establishment of physical facilities or policy of administration which do not lend themselves to the solution of an accepted plan for the future Post Graduate School.

Several principles which we feel are fundamental have been agreed upon by your committee. We believe that the central idea in post graduate instruction is embraced in the care of the sick patient as he is seen in the dispensary or hospital, coupled with the investigation of the medical problems that are involved in his care. To best organize such work, we believe
[Text not legible or discernible]
that there should be established in each clinical department independent units directed by men who have proven ability in the care of the sick, in teaching and in research. The director of such a unit should have entire responsibility in selection of his staff, in the assignment of work in his unit and in the direction of research. Each unit should have hospital facilities in the way of free endowed beds and private beds to enable the staff to confine all of their professional activities to the College and Presbyterian Hospital. In the staff of each such unit should be included post graduates working on two or three year fellowships who are assigned clinical duties and problems in research. In conjunction with such units, special courses of short duration could be given for post graduates who are able to spend only a few weeks at the College. It would be desirable to have more than one such teaching unit in each clinical department. Such teaching units would allow individual efforts and aspiration to have full sway, a real esprit de corps could be developed, and every man in each unit so conducted would have a definite assignment and could make plans for the future development of his work.

Such an ideal scheme for the future, presupposes
1 - An endowment fund to support more free beds.
2 - A new hospital building to house them.
3 - Increased nursing facilities,
4 - An endowment fund sufficient to support graduate fellowships paying about a thousand dollars ($1,000.00 a year).
[Content not legible or readable]
These requirements, of necessity, demand the active and cordial co-operation of the Board of Trustees of the University and Presbyterian Hospital.

In order to properly utilize their physical equipment there should be a unification of the policies governing the administration of the College, Dispensary and Presbyterian Hospital as affecting the X-ray, Laboratory and Clinical Departments. We believe the staff of the Dispensary should eventually be the staff of the Presbyterian Hospital.

In order to realize these or other policies governing post graduate instruction, it is necessary to have a nucleus of a post graduate faculty appointed who will be empowered by the University to recommend to them a more complete faculty, to recommend plans and policies for future organization of a Post Graduate School, to submit a curriculum of work for post graduate teaching in the near future, and to co-operate with the Board of Trustees of the University and Presbyterian Hospital in the evolution of the whole project.

Your committee believes it voices the sentiments of the faculty of Rush Medical College and the staff of the Presbyterian Hospital in expressing its entire confidence in our Dean - Dr. Ernest E. Irons. The impartial but constructive attitude he has shown in the administration of Rush Medical College is universally acknowledged. We recommend, therefore, that the University of Chicago empower Dr. Irons to appoint a Committee of five from the West Side group to act with him as a nucleus of
the new Post Graduate Faculty, with the power to recommend to
the University plans and policies of organization and
additional members of the Post Graduate Faculty.

Dr. Woodyatt
" Dick
" Phemister
" David - Chairman
August 1, 1925

Dr. E. E. Irons,
Rush Medical College,
Chicago

Dear Dr. Irons:

I have read with interest the reports of the meetings thus far held for discussion of the Post Graduate School, and likewise the special report of the Committee consisting of Drs. David, Dick, Phemister, and Woodyatt. Certain of the matters contained in this report concern: the best methods of carrying on Post-Graduate Research and Instruction, and as such presupposed for any comment a professional rather than a lay man's equipment. They have, however, certain aspects which involve administrative policies, and as such they suggest some of the questions that have been under discussion at various times in the history of the University's administration and organization.

I refer particularly to the provision for independent union in each clinical department. I am not sufficiently informed to know definitely just how the plan of independent units as there described would in practice work out. Our experience, however, here has been such as to lead us to certain convictions, which were not so clearly in mind at the beginning. Among them are the following:

1. Departmental organization (a department in our schools of Arts, Literature and Science is in most cases much smaller than one of the two largest departments at Rush) has certain values, if it is not pressed too far. If it is conducted in independence of the work of other departments, it may lead to duplication or to inadequate study of the subject. It's chief value is that a unit of moderate size may readily get about a lunch table, and discuss common problems, and thus develop stronger team work than too large a unit. The evil to be avoided is failure to cooperate with others for the study of problems which are not confined to any one department.

2. A second point in our experience has led to
a change in our original ideas as to the administration in departments. The original plan was that of a "head" of each department, who had almost entire and absolute responsibility in the selection of a staff, and the direction of research. From the outset, some heads of departments were wise enough to secure cooperation and team work, whereas others acted autocratically. As time went on, there came to be general belief that the University had outgrown the one-big-man-in-a-department stage. We changed the title from "head" to "Chairman."

In some cases, I presume that the change has been more nominal than real, but the present purpose is to secure full cooperation from all, while at the same time there is nominally someone to keep the group actively at work in discussion and planning, and also to carry out what is decided.

We have always found it desirable that there should be more consultation between the Chairman of a Department and the Dean of a School than was originally provided. I can easily imagine that in a medical school in which there are responsibilities of a peculiar sort connected with the study and care of the sick, there may well be necessity for a specific direction of somewhat different character from that which is necessary in a faculty of Law or of Pure Science. Certainly the purpose which is indicated of "allowing individual effort and aspiration to have full sway, of developing esprit de corps and allowing each to plan" is admirable. My only suggestion would be that needs for flexibility and cooperation be kept carefully in mind.

Sincerely yours,

James H. Tufts.

JHT: H
August 1, 1925

Dean E. E. Irons,
Faculty Exchange

Dear Dr. Irons:

Confirming our telephone conversation

I am appointing the following committee as a President's Committee to recommend plans and policies of organization for the Rush Post-Graduate School, including plans for cooperation with the Presbyterian Hospital.

Dr. E. E. Irons, Chairman. Drs. David, Dick, Grulee, Hektoen, Krethescher, Ormsby, Pchemister, Shambaugh, Woodyatt.

My suggestion would be that the Committee proceed with its work of planning and organizing, and that at any point when plans are sufficiently matured to be ready for presentation to the Board, they be discussed with the Dean of Faculties or the President. The general policy of the University Trustees, in so far as I understand it, is to leave to all faculties great freedom and discretion on all educational questions. Section 13 of the Statutes on Organization and Powers of the University Ruling Bodies describes these powers in some detail, but you will note that the intention is that the Faculties and the President shall between them
be responsible for the educational administration. At the same time, in the establishment of a new school, I think it is desirable that the Board of Trustees should be kept informed as to matters of major importance.

Sincerely yours,

James H. Tufts

JHT: H
At the request of the President of the University an informal committee, consisting of Dr. Oliver S. Ormsby, Dr. George E. Shambaugh, and Dr. Ernest E. Irons, has considered the "Formulation of a Plan for the Development of the Rush Postgraduate School of Medicine."

In conformity with the letter of the President, the following points are considered:

a) the type of school which we could expect eventually to develop,

b) the steps, if any, that can be taken in that direction immediately,

c) the process by which we may pass from b) to a).
The following is a statement of the tentative plans and aims of the school and organization.

A. Type of school and object.

1. Object: to promote the advancement of medical knowledge and scholarship.

The school should promote investigation and higher scholarship in medicine, both experimental and clinical and cooperate in affording facilities for the prosecution of work in the several departments of the University, such as Physiology, which may be able to profit by clinical cooperation. The school would provide conditions favorable to the production and contributions to our knowledge for methods of prevention and cure of diseases.

Specific objectives.

a. Clinical work of the postgraduate school of medicine should center in work by graduates in medicine who are prepared to spend from one to three years in the study of one or more of the divisions of medicine. This study should include

   a) investigation in the special field

   b) advanced study in fundamental branches such as anatomy, physiology, chemistry, the particular line of study to be
The following is a memorandum of the President's
plan, and site of the school, and organization.

The Senate Special Committee, investigating
the conditions at the University, have presented
their report, and recommend the establishment
of a School of Agriculture. The Senate have
recognized the importance of this matter, and
have requested the President to give his
opinion on the subject.

The Senate also desire to know whether the
President is willing to give his approval to the
plan of the School of Agriculture.

The President of the University is willing to
approve the plan of the School of Agriculture,
and recommends its establishment.

The Senate have also requested the President
to give his opinion on the matter of the
location of the School of Agriculture.

The President recommends that the School of
Agriculture be located in the vicinity of the
city. The Senate have also requested the President
to give his opinion on the matter of the
organization of the School of Agriculture.

The President recommends that the School of
Agriculture be organized on a practical basis,
determined by its relation to the clinical. 

The study in dispensary and hospital of patients belonging in the groups of the special field of investigation

The major study may often with advantage be supplemented by a minor group, e.g., a special field of internal medicine by neurology; dermatology by neurology. A student working in some field of internal medicine would avail himself of opportunities to grow in knowledge of other fields of internal medicine. He might profitably take some graduate courses in other departments in the school and thus broaden his viewpoint.

This work should result in

1) Promotion of investigation
2) Training of teachers
3) Training of men in special fields of practice.

In addition to this central idea of training of students who remain in school for one to three years, the postgraduate school should ultimately make provision for

4) Opportunity for practitioners to improve their knowledge of one or more branches of medicine by periods of study of perhaps three to six months.
5) Combined short courses for practitioners.
to the extent to which any method of scientific investigation may be based upon, and consistent with, the principles of the scientific method. The need for such a method to be based upon, and consistent with, the principles of the scientific method is evident.

The principles of the scientific method include:

1. Objectivity of observation.
2. Reproducibility of results.
3. The use of hypotheses.
4. The use of controls.
5. The use of statistical methods.
6. The use of peer review.

The need for such a method to be based upon, and consistent with, the principles of the scientific method is evident.

It is apparent that the principles of the scientific method must be considered when designing research studies. The principles of the scientific method are essential for the validation and reliability of scientific research.
The latter (4 and 5) will be undertaken as a contribution to the welfare of the community and medical profession after the more important features of the school, (1,2, and 3) are established.

Of the first named points (1 to 3) the promotion of investigation is the most important and should be the central idea; numbers 2 and 3 will then surely follow.

To insure good educational growth, some teaching may be done by graduate students.

b. Académic -

To afford facilities for advanced work in physiology, pathology, and in other departments of the University along lines which can be better followed in close relation to hospital and patients. While the University will eventually develop increased hospital facilities on the South Side, the wealth of pathological and other material on the West Side will for many years be a welcome and necessary contribution to both West and South Side schools.

Standards - equivalent to standards in other graduate schools of the University.

Degrees

Master of Science

Doctor of Philosophy
Number of students.

The number of students taking work for longer periods, one to three years, will for several years be necessarily small, and increased only as the available facilities permit increase without interfering with quality of work or individual opportunity.

B. It appears that the following steps may be taken immediately.

1. Organization of the Rush Postgraduate faculty as provided in the statutes of the University.

2. The development of postgraduate teaching along the lines outlined above for very small numbers of students.

The departments and number of students suggested follow:

<table>
<thead>
<tr>
<th>Department</th>
<th>Number</th>
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<tr>
<td>Internal medicine)</td>
<td>8</td>
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<tr>
<td>Neurology</td>
<td>4</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>4</td>
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<tr>
<td>Ophthalmology</td>
<td>4</td>
</tr>
<tr>
<td>Laryngology and Otology</td>
<td>8</td>
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<tr>
<td>Dermatology</td>
<td>4</td>
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<td>Obstetrics and Gynecology</td>
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<tr>
<td>Surgery</td>
<td>3</td>
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<tr>
<td>Pathology</td>
<td>4</td>
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Growth of work in number of students and effectiveness will vary in different departments.
Work of the character described, approximating more or less closely in quality that outlined above, is now being carried on in the following departments:

  Laryngology and OtoLOGY - 8
  Dermatology - 4
  Ophthalmology - 4

Other departments have under consideration plans of varying definiteness.
PRESENT PLANT.

Rawson Building - under construction
Senn Building
Laboratory Building (south of Harrison street)
Hospital and Dispensary affiliations

a) Presbyterian Hospital -

Teaching and investigation can be further developed in this hospital either in conjunction with or independently of undergraduate teaching. Increase in residents and fellows whose work would be wholly or in part with patients in the hospital

b) Central Free Dispensary -

Double Function -

(1) Contribution to community welfare
(2) Source of patients for teaching and study. Types and groups of diseases not seen in hospitals can be here studied. Presents great opportunity for graduate study.

c) Durand Hospital and the John McCormick Institute

Hospital training, contagious diseases and investigation.

d) Cook County Hospital (2500 beds)

Establishments of relations of mutual benefit
The advances in character of work in Cook
TEACHERS'loyd

Remarks: Always keep in mind that the children's work is the most important aspect of their education. It is important to have a clear understanding of the curriculum and to be able to adapt it to the needs of the children. The following are some suggestions for improving the curriculum:

1. Incorporate a variety of teaching methods, such as project-based learning and group work, to engage students and cater to different learning styles.

2. Use technology to enhance learning experiences, such as interactive software and online resources.

3. Encourage critical thinking and problem-solving skills through interdisciplinary projects.

4. Foster a positive learning environment by creating a supportive and inclusive classroom culture.

5. Provide regular feedback and opportunities for students to reflect on their progress and set goals.

6. Collaborate with parents and guardians to ensure a consistent approach to education at home and school.

7. Stay updated with the latest educational research and trends to keep the curriculum relevant and effective.

In conclusion, the success of the curriculum depends on the dedication of all stakeholders involved, including teachers, students, parents, and administrators. By working together, we can create a dynamic and effective learning environment that prepares students for success in the future.
County Hospital of past ten years can be greatly exceeded in the future.

e) Other hospitals and institutes.
11. Some motivations
12. Short story

Gently handled or kept you know or to

Exercise exercised in the future.

e i Genesis provide my testament.
The regular October meeting of the faculty of Rush Medical College of The University of Chicago will be held at the City Club, 315 Plymouth Court, Thursday evening, October 15th, at 7:30 P.M.

In addition to the usual matters of business the question of undertaking Clinical Clerkships in hospitals other than the Presbyterian will come up for discussion. Attention is also invited to two enclosures. First, the new grading system adopted at the last meeting of the faculty, and second, a schedule of the examination for attending staff at the Cook County Hospital to be held from November 9th to December 1st.

Dinner will be served to those desiring it at 6:30 P.M., ($2.00 per cover). Kindly indicate on the enclosed postal card if you desire a cover reserved for the dinner or if you expect to attend the meeting only.

It is hoped that we shall have a large attendance to greet President Mason.

WALTER A. PAYNE  
University Recorder

ERNEST E. IRONS  
Dean

Encls.
EXAMINATIONS CALLED BY THE
COOK COUNTY CIVIL SERVICE COMMISSION.
Room 512 County Building, Chicago, Ills.

The Cook County Civil Service Commission will hold the following
original entrance examinations in Room 906 County Court House,
Chicago, Illinois.

ATTENDING PHYSICIAN AND SURGEON, COOK COUNTY HOSPITAL STAFF.
Male and female. No Compensation.

Department Medicine, (1201) 2 P.M. November 9, 1925.
Department Surgery, (1202) 2 P.M. November 10, 1925.
Department Gynecology, (1203) 2 P.M. November 12, 1925.
Department Pathology, (1204) 2 P.M. November 13, 1925.
Department Neurology, (1205) 2 P.M. November 16, 1925.
Department Pediatrics, (1206) 2 P.M. November 17, 1925.
Department Tuberculosis, (1207) 2 P.M. November 18, 1925.
Department Skin & Venereal, (1208) 2 P.M. November 19, 1925.
Department Obstetrics, (1209) 2 P.M. November 20, 1925.
Department Eye, (1210) 2 P.M. November 23, 1925.
Department Orthopedics, (1211) 2 P.M. November 24, 1925.
Department Ear, Nose & Throat, (1212) 2 P.M. November 25, 1925.
Department Contagious, (1213) 2 P.M. November 30, 1925.
Department Psychiatry, (1214) 2 P.M. December 1, 1925.

Scope of examination will be: Special subject, weight 6;
experience, weight 4.

Persons desiring to file applications for admission to any of these
examinations must file their application in the office of the
commission, Room 512 County Court House, Chicago, by noon of the day
next preceding the day of the examination.

PRESTON F. GASS,
Secretary.

(10/1/25)
### NEW GRADING SYSTEM

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<td>-2 grade points</td>
<td>-2 points</td>
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</table>
The University of Chicago  
Rush Medical College  
October 17th, 1925.

The President  
The University of Chicago  
(Through the Dean of Faculties)  
Chicago  
Illinois

Dear Sir:

During the last year a system of Clinical Clerkships has been in operation in the Presbyterian Hospital under which students spend three months in the Hospital studying and caring for patients under direction. This is the English system and is in successful operation at the Harvard Medical School at which three hospitals, Massachusetts General, Peter Bent Brigham, and the Boston City, are used for this purpose. Members of the Harvard Medical School faculty have charge of this work in each of these hospitals.

During the past year we have had a number of conversations with the President of the Board of Directors of the Michael Reese Hospital and with members of that hospital's staff, who are also members of the Rush faculty, with regard to the establishment of similar clerkships in the Michael Reese Hospital. The Board of Directors and the staff of the Michael Reese Hospital have declared themselves in favor of such a system. The Northwestern University Medical School has introduced Clinical Clerkships under this arrangement in the Michael Reese Hospital this fall.

This question was considered by the Rush Medical College faculty at its meeting October 16th, 1925, and it was voted

1. To approve the principle of Clinical Clerkships in Hospitals other than the Presbyterian provided this work is carried on under supervision of members of the Rush Medical College faculty in hospitals in which organization facilities are adequate.

2. It was voted to approve the Michael Reese Hospital for the above Clinical Clerkships.

The above is recommended by the faculty of Rush Medical College and does not apparently involve any new principles not already established by the University. It was felt that this was a proper matter for submission to the President for his approval.

The approval of the above is recommended by the Dean.

I have had a number of conferences with the Commissioner of Health of Chicago, who is very anxious to obtain co-operation of the Medical Schools of Chicago with the Municipal Contagious
Disease Hospital. This hospital receives contagious cases such as scarlet fever, diphtheria and in smaller numbers the other contagious diseases. It is situated at 3109 West 31st Street near the Bridewell.

The Deans of the four medical schools have had a series of conferences with the Commissioner and the Commissioner has agreed to open the hospital to the students of the medical schools, and will appoint as the Attending Staff four members of the faculty from each of the medical schools. A satisfactory program for instruction in contagious diseases has been worked out. It has been understood, however, that so far as Rush Medical College is concerned final agreement to this program awaits approval by the President of the University. Steps in the above program have been taken with the full knowledge and after consultation with a number of other members of the faculty of Rush Medical College, including Dr. Billings and Dr. Herrick.

This plan involves no financial problem for the University and if carried out gives us a one-fourth share in the results of operation of a plant valued at about six million dollars. It will also make available opportunities for research which can be utilized either by members of Rush Medical College, the Post Graduate School and Departments at the University such as the Department of Hygiene and Bacteriology. It is also the opening wedge for a much larger participation in the medical facilities of the city and opens the way also for a further utilization of the County Hospital by the medical schools. This latter matter is one which perhaps could be held in abeyance without general discussion for the present.

The above arrangement with the Contagious Hospital would admit students as Clinical Clerks in the Contagious Hospital for periods of one week each. This will give our students opportunities for instruction in contagious diseases which they have not hitherto had in an adequate degree.

The above plan was approved by the faculty of Rush Medical College and is earnestly recommended for approval by the University.

Yours very truly,

ERNEST E. IRONS
Dean
Dear Professor Lane,

The Committee of the Executive Committee of the University of Chicago has decided to establish a new department in the field of anthropology and to make it a part of the University of Chicago. The department will be located in the Art Institute of Chicago and will be under the direction of Professor John Doe.

Sincerely,

[Signature]

P.S.: The news of this new department will be announced to the faculty of the University of Chicago.
The University of Chicago
Rush Medical College

October 28th, 1925.

Dean James H. Tufts
The University of Chicago
Chicago
Illinois

Dear Mr. Tufts:

I have your letter of October 26th indicating the approval of the President and Vice Presidents of the University of the plans for Clinical Clerkships in Rush Medical College.

With reference to your note with regard to revision or termination of such plans, I can state that in all negotiations, both with the President of the Board of the Michael Reese Hospital and with the Commissioner of Health of the City of Chicago, I have made it clear that any plans that we may make are subject to revision or cancellation at any time by the University; in fact, that was the only basis under which I agreed to discuss these questions at all.

Very truly yours,

[Signature]

ERNEST E. IRONS
Dean
Dear James E. White,

The University of Chicago

5855 South Ellis Avenue

Dear Mr. White,

I have your letter of October 21st regarding the importance and urgency of the preservation and restoration of the original campus buildings. I am pleased to inform you that the Board of Trustees of the University of Chicago has approved the allocation of funds for this project.

The Preservation Committee of the University has been formed to oversee the restoration process. I hope to have a detailed plan ready in the next few weeks, which will include a timeline and budget.

Thank you for your interest in this important project.

Sincerely,

[Signature]

Peterson, President
October 26, 1925

Dean E. E. Irons
Rush Medical College
1748 W. Harrison St.
Chicago, Ill.

Dear Dr. Irons:

Confirming our conversation over the telephone with reference to the clinical clerkships in Michael Reese and other approved hospitals, I would say that the actions of the faculty of Rush Medical College with reference to the proposed plans for clinical clerkships in hospitals other than the Presbyterian, as presented in your letter of October 17, 1925, was taken up with President Mason and Vice President Arnett on October 21. The President sees no objection to the plan which the Rush Medical College faculty has approved.

Your letter also explains a plan for cooperation with the Commissioner of Health of Chicago which will make possible opportunities for research by members of Rush Medical College, Post Graduate School, and departments at the University such as the Department of Hygiene and Bacteriology. Your letter states that this plan involves no financial problem for the University and that a similar arrangement is contemplated for cooperation between the Commissioner and other leading medical schools of Chicago, and further that the plan has been approved by the faculty of Rush Medical College. The President sees no objection to participation in such a plan. I think that in any arrangements made we should make it clear that we are entering upon a plan which is necessarily somewhat in the nature of an experiment, and which, therefore, is subject to revision, and that in case, after sufficient period of trial, the experiment should not be found to work satisfactorily it will be possible to withdraw.

Sincerely yours,

James H. Tufts

JHT:L
July 28, 1925

Memorandum to the Auditor:

This is to approve the recommendations for appointments in Rush Medical College made in Dean Irons' letters of June 30 and June 10 of which you have copies -- with the exception of the appointments of Drs. Nektoen and LeCount which have already been made by the Board of Trustees.

Very truly yours,

JHT: H

James H. Tufts
June 5, 1924.

To the Dean of Faculties of the University of Chicago:

The following appointments are recommended

Dr. John Milton Dodson: Professor Emeritus, Department of Medicine.

Dr. Will Ferson Lyon: Clinical Instructor, Department of Medicine. (Had previously been appointed, Dec., 1923, by Rush Trustees)

Dr. Benjamin P. Graber: Clinical Assistant, Department of Medicine.

Dr. Joseph Allegretti: Clinical Assistant, Department of Medicine.

Dr. Edward Buckman: Clinical Assistant, Department of Surgery (Genito-Urinary).

Dane Billings Fellow in Medicine: Appointment of Dr. William G. Hibbs should not have been recommended as his work has been completed. Request privilege of submitting another recommendation of Chairman of the Department of Medicine later.

ERNEST E. IRONS