To start at the bottom and acquire the facilities we already possess would certainly cost you very near the following estimates:

**College buildings and appliances**

**Hospital**

Endowment to new hospital

Endowment to pay present teaching salaries

10 professors 1980 hours
5 associate professors 800 hours

18 to 20 lecturers demonstrators 960 hours

25 to 30 instructors 1200 hours

Assume that six from students will pay running expenses and for improvements.

To this above of estimating for a new institution there should be added an endowment sufficient to raise $17,000, per annum for directors of special laboratories.
FACULTY.

DELAŚKIE MILLER, A. M., M. D., PH. D., 446 Chestnut St
Emeritus Professor of Obstetrics and Diseases of Children.

EPHRAIM INGALS, M. D., 34 Herod St
Emeritus Professor of Materia Medica and Medical Jurisprudence.

DANIEL T. NELSON, A. M., M. D.,
Emeritus Professor of Clinical Gynecology.

EDWARD L. HOLMES, M. D., LL. D., President, 530 Adams St
Professor of Diseases of the Eye and Ear.

HENRY M. LYMAN, A. M., M. D., Treasurer, 200 Ashland Ave
Professor of the Principles and Practice of Medicine.

JAMES H. ETHERIDGE, A. M., M. D., Secretary, 1634 Michigan Blvd
Professor of Obstetrics and Gynecology.

WALTER S. HAINES, A. M., M. D., 46 Lorine St
Professor of Chemistry, Pharmacy, and Toxicology.

JAMES NEVINS HYDE, A. M., M. D., 2406 Michigan Blvd
Professor of Skin and Venereal Diseases.

NORMAN BRIDGE, A. M., M. D.,
Professor of Clinical Medicine and Physical Diagnosis.

ARTHUR DEAN BEVAN, M. D., HOTEL METROPOLIS
Professor of Anatomy, Descriptive and Surgical.

NICHOLAS SENN, M. D., PH. D., LL. D., 532 Dearborn Ave
Professor of Practice of Surgery and Clinical Surgery.

E. FLETCHER INGALS, A. M., M. D., Registrar,
Professor of Laryngology and Diseases of the Chest.

DANIEL R. BROWER, M. D., 34-36 Washington Street.
Professor of Mental Diseases, Materia Medica, and Therapeutics.

JOHN B. HAMILTON, M. D., LL. D., US Marine Hospital
Professor of Principles of Surgery and Clinical Surgery.
RUSH MEDICAL COLLEGE

John M. Dodson, A. M., M. D., Professor of Physiology and Demonstrator of Anatomy.

Sanger Brown, M. D., 837 Washington Blvd Professor of Hygiene and Medical Jurisprudence.

Truman W. Brophy, M. D., D. D. S., Professor of Dental Pathology and Surgery.

W. T. Belfield, M. D., Professor of Bacteriology and Lecturer on Surgery.

D. W. Graham, A. M., M. D., Clinical Professor of Surgery.

Harold N. Moyer, M. D., Adjunct Professor of Medicine and Chief Assistant to the Neurological Clinic.

Alfred C. Cotton, A. M., M. D., Clinical Professor of Diseases of Children and Adjunct Professor of Materia Medica and Therapeutics.

Henry P. Merriman, A. M., M. D., Adjunct Professor of Gynecology.

James B. Herrick, A. B., M. D., Adjunct Professor of Medicine.

J. H. Salisbury, A. M., M. D., Adjunct Professor of Medicine.

John A. Robison, M. D., Adjunct Professor of Medicine.

H. B. Stehman, A. M., M. D., Clinical Professor of Obstetrics.

Phillip Add ath, M. D., Clinical Adjunct to the Chair of Gynecology and Superintendent of Clinics.

Eugene S. Talbot, M. D., D. D. S., Lecturer on Dental Pathology and Surgery.

F. H. Montgomery, M. D., Lecturer on Dermatology and Genito-Urinary Diseases and Chief Assistant to the Dermatological Clinic.

Frederic S. Coolidge, A. M., M. D., Lecturer on Gynecology and Surgery.
RUSH MEDICAL COLLEGE.

Dr. John Edwin Rhodes, A. M., M. D., Lecturer on Laryngology and Diseases of the Chest.

Dr. Geo. H. Weaver, M. D., Assistant Demonstrator of Anatomy and Instructor in Laryngology and Diseases of the Chest.

Dr. G. F. Butler, M. D., Lecturer on Medical Pharmacy and Demonstrator of Materia Medica.

Dr. Albert I. Bouffleur, M. D., Lecturer on Anatomy and Assistant Demonstrator.

Frank Staehle, M. D., Demonstrator of Obstetrics.

S. L. Weber, M. D., Lecturer on Materia Medica and Therapeutics.

Dr. Albert J. Ochsner, B. S., M. D., F. R. M. S., Demonstrator of Pathology and Assistant to the Chair of Practice of Surgery.

Archibald Freer, M. D., Demonstrator of Physiology.

Wm. B. Marcusson, M. D., Assistant to the Chair of Principles of Surgery.

Dr. A. M. Corwin, A. M., M. D., Demonstrator of Physical Diagnosis.

Ignatz Lange, M. D., Chief Assistant to the Clinic for Diseases of Children.

Willis C. Stone, M. D., Clinical Assistant to the Chair of Gynecology.

Alfred Hinde, M. D., Ophthalmologist to the Neurological Clinic.

George Henry Cleveland, M. D., Assistant to the Chair of Medicine.

Cassius D. Wescott, M. D., Instructor in Diseases of the Eye and Ear.

D. D. Bishop, M. D., Instructor in Microscopy and Curator of Museum, Rush Medical College.

E. R. La Count, M. D., Instructor in Microscopy.
J. J. Tuthill, M. D.,
Clinical Assistant to Chair of Laryngology and Diseases of the Chest. 837 West Van Buren Street.

C. J. Whalen, M. D.,
Chief Assistant to the Clinic for Diseases of the Nose, Throat, and Chest. 237 North Clark Street.

J. Howard Slater, M. B., C. M.,
Instructor in Gynecology. 31 Washington Street.

Henry D. Hemenway, M. D.,
Instructor in Laryngology and Diseases of the Chest. Evanston.

Frank S. Churchill, A. B., M. D.,
Clinical Assistant to the Chair of Diseases of Children. 271 North Clark Street.

D. Lee Shaw, M. D.,
Assistant Demonstrator of Anatomy. 577 Congress Street.

John Sutherland, M. D.,
Assistant Demonstrator of Anatomy. 70 State Street.

W. L. Bouchard, M. D.,
Assistant Demonstrator of Anatomy. 364 West Adams Street.

Charles A. Parker, M. D.,
Assistant Demonstrator of Anatomy. 894 West Lake Street.

George McConnell, M. D.,
Assistant Demonstrator of Anatomy. 481 Ogden Avenue.

B. M. Linnell, M. D.,
Presbyterian Hospital, Rush Medical College.

S. R. Slawmaker, M. D.,
Instructors in Physiology, Rush Medical College.

F. A. Olney, M. D.,
Cook County Hospital, Rush Medical College.

F. A. McGrew, M. D.,
Rush Medical College.

Mr. Frank Jordan Gould, College Clerk.
Venetian Building.
36 Washington Street.
Suite 1209-18.
Chicago. March 20/94

My dear Dr. Harper,

Thank you for the invitation for April 3rd. I hope to be there.

May I ask you, in furtherance of our desires, to have invitations sent to all the included list that I have not marked off.

Yours sincerely,

O. Dugals

Dugals
My dear Doctor Harper,

I am a favorably impressed by the response from New York. I think it would be well for you to correspond with them at once. It is my intention to come to dinner with me some evening in the near future. It is my belief that they may ask all the questions they wish. Please think of this and when I see you I will tell you some of the things they want to know.

Yours sincerely,

[Signature]
Venetian Building.
36 Washington Street.
Suite 1209
Chicago. Feb 7/94.

My dear Mr. Kaplan,

Have you anything to tell me? I have to go out of the city this evening but will be back about noon tomorrow.

Having thought over the proposition you suggested yesterday, I want to urge you not to make it, and not to let any of my colleagues know that such a thought ever entered your head.

Do not forget that altering our education is in many
instances in different directions from that of some of your faculty, we justly hold ourselves the peers of any. It takes all manner of men to make up a world, and numerous specialties to make up the faculties of a great University.

Yours sincerely,

[Signature]
Venetian Building.
36 Washington Street.
Suite 1209-18.
Chicago.

P.S. I received another letter from Dr. Bowditch of Harvard yesterday which modifies the statement made in the letter sent you yesterday. It is as follows:

"In the Harvard School Teachers are appointed by the President and Fellows (the Corporation) with the advice of the Board of Overseers on the nomination of the Medical Faculty."
This right of nomination is not expressly confined by the University Statutes but it is an unwritten law which is very strictly observed."

H.P. Broadish
prent it. Of the proposition finally decided on Saturday evening could be adopted without change next Tuesday.

The contract could be signed at once. Then all anxiety would be over. This I think you can manage. I now think I will have a printed signed copy which you may call for Tuesday after having discussed the same with my first partners in an informal way. The action of Saturday night I will communicate to you Sunday if you can arrange the time.

Yours truly,
E. Hitchen Ingalls

Venetian Building.
36 Washington Street.
Suite 1209-18.
Chicago

Feb 2/92

My dear Doctor Harper,

The meeting of last night resulted as I had expected - a great deal of discussion pro con and finally adoption of the included propositions.

Some feeling was aroused by trying to have but one department of surgery which was overcome by the changes made in P. so that I think will...
trust you. There has come to be a great deal attached to this meaning, I had proferring in the minds of some that caused jealousy at once. The plan now proposed is to have you fill the blank as you think will be best for all and to have you select your own men from the professors, but to manage it in such a way that the men who go into the senate have no inferiority to the counsel.

of the dean who does not I should think it would be well for you to follow out the intent of your statutes & give us several deans who would go into the council.

We decided to have another meeting at 6:30 Saturday evening in order to be sure that we are all satisfied with the propositions. If you have anything to suggest before that time I can
you think best, but we think he would very much like to go in first as a Professor. As for any other reason I think his influence would be worth the honor. I have also added slightly the wording of the second paragraph to make it legally and rhythmically correct.

My dear Doctor Harper,

Ralph Wines last evening called to my mind the incident in the letter which I received in 1892 from Harvard the institution that is taken as a model.

I have no further argument to make and have perfect trust in the President and Trustees of the University but the feeling about the right to nominate is so strong in the faculty that I hope you may find it in your heart, to of your own petition screen the field by your board, after inquiring...
also has been acted upon for a
class similar to the following. "Appointments to
the medical faculty will benefit
be made in the same manner
as to other faculties and
the University agrees that no
one shall be appointed who is
not acceptable to a majority
of the professors.

I feel confident that you
could easily carry such a
resolution and that its effects
on our faculty would be of
the most beneficial character
establishing in their minds
a firm belief in the generos
and wisdom of the University.

They can be made to see the
force of your arguments, and
will probably accept the
situation as it now is; but
not with the enthusiasm that
they would if they could feel
assured as to the future. I
will not mention this and
therefore if you can get to do
anything of the kind it will
not be the result of pressure
from our side.

Yours Sincerely,

[Signature]

P.S. At the suggestion of some of the faculty
I have made a change regarding the
Bridge which I hope will meet
with your approval. It can be
made an inclosure at any other time.
personal guarantee of several responsible men that the whole debt shall be paid off within five years, without expense to the University."

I am yours very truly,

E. Fletcher Ingals.

P.S. I think our meeting will be next Thursday evening.

E.F.I.
personal guarantee of several responsible men that the whole debt
shall be paid off within five years without expense to the
University."

I am yours very truly,

[Signature]
My Dear Doctor Harper,

Please have section 2 and section 4 modified to read as follows, and be sure to plan some way so that I can see you for a little time, to be sure that our propositions are likely to be such as will be accepted.

2nd "The property and good will of Rush Medical College to be transferred to the University of Chicago on condition that it shall always be maintained as a broad, scientific school of medicine, as this term shall be understood by the majority of educated physicians throughout the world."

4th "All of the property, and good will, of the College shall be turned over to the University free from inombrance, or with the
My dear Doctor Harper,

I am writing to express my concern regarding section 5 and section 6 of the bill. As I have mentioned in my previous letter, the proposals contained in these sections are fraught with potential issues.

I have been informed that the section 5 and section 6 provisions are intended to address a particular concern, but I am not convinced that the approach outlined in the bill is the most effective or just solution.

I would appreciate it if you could provide me with more information on the rationale behind these provisions and any evidence or data that supports their implementation.

Sincerely,

[Signature]
Venetian Building.
36 Washington Street.
Suite 1209-18.
Chicago.

Jan 16th

My dear Mr. Hayber,

Can you give me an idea of the probable date of our conference at Union League. I happen to have some approaching evening engagements that I would like to arrange.

Besides this, I confess that the uncertainty and delay interfere so much with my nervous point.
as to cost me considerably sleep. This is confidence
for men never ought to be
offended. I am constantly
expecting to cure that
moral trouble (in the
distant future)

Your sincerely,
E. Whittier Ingalls
Jan 27, 1914

My dear Doctor Harper,

I have your notice for Wednesday evening 6:30 at Union League and have invited the other gentlemen there in number to be there at that time. I find that I will not have time to write out the proportions to transmit to you as I had expected, but I will have them clear as possible and if opportunity offers...
will show them to you beforehand. I will ask you to sign upon your trust in the necessity of considering this matter confidential, for as soon as it shall become known, whatever is done or not done, it will start two or three hundred people to doing everything they can to circumvent our desires. The proposition I will submit as a basis for negotiation or debate is essentially what I have gone over with you before though it leaves out much of the detail.

Yours Sincerely,

E. H. Euler Kjellsen

P.S. Dr. Holmes is still timid about Lake Forest and hospital relations, but later kindly to my suggestion, that if we can effect a union we must before it is made public put in a lot of missionary work with our lift-hill friends and bring them in also.
Venetian Building.
36 Washington Street.
Suite 1209-18
Chicago. Jan 21 64

My dear Doctor Hayden,

Since writing you yesterday I have had another conference with Mr. Kilbourn and I find him hearty in sympathy with the movement, but suggesting that the debt be all wiped out at once & believing it can be done in thirty days - even volunteering to give $500 himself to that end.
His support of the measure of course depends on your approval. He suggests that I get two or three others of our trustees to meet your trustees at the conference this week to accompany you and I will invite Dr. E. Dugals, Ed Holmes and Dr. Arthur Miller with your permission. He wished me to have written out a concise proposition to talk to. I will do it later in the day and send you a copy so that you may see whether it needs amendments.

I am Yours sincerely,

[Handwritten Signature]
Venetian Building.
36 Washington Street.
Suite 1209-18.
Chicago

My dear Doctor Harper,

We will probably have a meeting a week from tonight at Minn. League.

I am going to have some trouble with a few about the right of nomination, and I wish very much you or Goodspeed could come in about 9 PM to make any one ful all right.

I think your success with the doctors at
My house favors that you could persuade every one.
I would like you much to see me before this to go
over the points and determine upon the line of action.
I could give you any evening excepting Monday or Tuesday
or almost any afternoon from five to six at my office. If I knew the
office before hand, Yours

Sincerely

E. Hitchcock Ingalis
favourably received.

Come in Sunday if you can for your treatment.

Yours sincerely,

O. F. Ingalls.

P.S. Brown to have Dr. Godspeed present at the conference at 6:00.

Venetian Building.
36 Washington Street.
Suite 1209-18.
Chicago.

Jan 7, 1894

My dear Doctor Harper,

I have had a conference with Mr. Kohlsaat this morning. I wish an affirmative over the gentlemen you referred to, at the Union League Club, any evening after Wednesday. Mr. Kohlsaat will be with us. I did not have time to
go into the matter thoroughly with him, but must far enough to know that he would consider it very favorably if we could wipe out the whole debt at once; and I think he would do so well if we could not do quite so well as this; because we can pay it off ourselves easily, by the money saved from interest, in a very few years. Try to get a meeting for Thursday evening if you can. Mr. K thinks that Maj. Rust is not so wedded to a party that he would oppose it on that ground. Please include in your invitation, besides Mr. Kohlsaat, such other gentlemen as would be necessary to carry the measure if it should be
with the assurance of present and future harmony, you can readily understand how an unhappy appointment, in opposition to the wishes of more than half of the professors in any school would be an element of discord that would from mischievous to the whole body, whereas if a minority objects, it would be of much less moment.

Yours sincerely,
E. Hutchinson Angals

P.S. Could you get to the club by 6 PM Wednesday so that I could talk with you a moment before others came in?

My dear Doctor Harper,

Dr. Haling again brings up the matter of nomination of the faculty and thinks many of the faculty will consider it a very important matter for the future. Will bring of the school.

In thinking over the matter last night the following suggestion occurred to me, which would obviate the difficulty and which I hope will meet with
your approval. I certainly
should have no fear in
the matter while you live,
but on an building for the
distant future.
I would suggest the following
as the 8th & last proposition:
I will have to present

"Appointments of professors
and other instructors in the
medical faculty shall be
made in accordance with
the President, already established
in the university viz.
The president of the U
after consultation with the
head professors and cards shall recommend to the
trusts" professors best suited
for this work, but as one
shall be appointed, who
is not acceptable to a
majority of the professors.

This is the best practical
working if your rules and
will continue to be while
you are at the head and
I can see no objection to
stating it in black & white.
I think it would remove
all fear and knit the
whole fabric closely together.
Venetian Building, 36 Washington Street, Chicago Dec. 93

My dear doctor Harper,

Your received. I think we ought to have two or three quiet hours to go over this matter together. If so, under the circumstances it would take a million or two. If I look at it right and I feel confident that the arrival of a cancerous friend of mine, noted for his excellent judgment, is very rare, he said "it is such an amazing as will not occur again in a century." If the objections urged last winter by Mr.
Kokoda stand in the way
I would like to try to count
him. I think that if you
are "truly counted" or have not
fallen from the grace of last
writing, that you I could
convince Mr. Ryerson, and
by the aid of Mr. Kokoda I
think Mr. Hutchinson could
be convinced. As to the union
of schools it becomes entirely
unnecessary on the island
imposed; and without it we
will probably have nearly
a thousand students within
2 or 3 years. Rush college
is today, as I am told by a
gentleman from NY,
Venetian Building.
36 Washington Street.
Suite 1209-18.
Chicago.

Dec 28, 93

My dear Mr. Harper,

I received your note written on the

un of your departure

and hope to see you

soon on your return.

Hoping your mission

may be wholly successful

and looking hopefully to

the accomplishment of...
What seems to me of paramount importance to the people of this North West Land.

Yours sincerely,

[Signature]

E. [Illegible]
My Dear Dolly Harper

Mr. Kohlsaat told me this morning that he was going East tonight & return Thursday or next week. He promised to devote an evening to the matter under consideration shortly after his return.

If you & Mr. Goodspeed stand by me as you intended last night, I feel that we will accomplish our end.

It is encouraging also to know that this morning
the gentlemen who promised me 5000s. said maybe he would do more. We will have to delay the general conference I presume until after Mr. Kohlsaat's return.

Yours sincerely,

[Signature]

Wilder Legate.
My dear Dr. Harper,

Last evening one of our Alumni called to see me about leaving in his will $10,000 to found scholarships in Rush. I advised him to found two fellowships, he agreed to do it.

I don't count much on the money but
it opens a field which with our 5,000 or 6,000 alumni would appear favorable for cultivation.

Wishing you a happy new year. Dam, yours sincerely,

E. Walter Ingalls.
Venetian Building.
36 Washington Street.
Suite 1209-18
Chicago. Mar 2-94

My dear Sir,

I received your note this morning, and tried to see you at the club, but was detained until too late. If you get a favorable reply from Mr. Ingalls, I think it would be best for you to let me know what they will do and whether our proposition back to Mr. fairight changes & signatures.
I would like to confer with you as to these changes before it again goes before our Trustees. I am very anxious for you to talk with Sir H. of our men before that time. I believe we are right in this matter, and if we are nothing should be sufficient to balk us now. Obstacles there may be but they must be overcome.

Yours sincerely,

[Signature]
My Dear Mr. Harper,

Your letter from Mr. Bates places the matter in a position where it will not be difficult to let it rest until you can see Mr. Rockefeller, for I think my colleagues must see the reasonableness of it. I have no doubt modifications to meet legal requirements would be necessary in the proposition made, indeed, the lawyers I have consulted think that it would be necessary for our organization to be preserved, but for a majority of our trustees to retire and elect an equal number that you might suggest, if your own trustees or others as you should think best.

Instead of an absolute transfer of everything they think a contract for a definite time some where from 99 to 999 years would be necessary. Dr. Holmes on the contrary gives it as his legal opinion that we would have to give up our organization, cancel our charter etc. I don't pretend to know anything about the legal phases of the case.

Our lawyers have been working on a form of agreement which I would like them to go on with judge Theory, or any one else you might desire, to discover what is practicable.
be satisfactory. I have a hope for Rochester after hearing the whole matter from you will worthily resolve it. If it becomes necessary to wait indeterminately let us try to devise some plan which will not "burn our bridges."

We must get the work done on our new college announcement. My room and should have them published before the 15th of May. Everything with bodies of this size takes about ten times as long as it ought to. Therefore no time can be lost if we are to do any thing this year. If you R should favor the union but wish it delayed for a definite time I think that an understanding could be arrived at which would permit of retaining negotiations. Hoping you may have a pleasant trip to Colorado I am

Yours sincerely

E. Titchell Kellogg
My dear Mr. Harper,

Thank you for the letter. The word from NY is satisfactory. I will write you soon fully later.

I do not wish to be thought very important about this matter. For personally I am not, but I felt great anxiety about my colleagues. I think our latest letter will help them quiet.

Yours truly,

[Signature]

Venetian Building.
36 Washington Street
Suite 1209-18
Chicago, Dec 7 / 94
Venetian Building.
36 Washington Street.
Suite 1209-18
Chicago. May 7, 1904

My dear Doctor Harper,

I have taken occasion
to see some of our trustees this
morning and I feel it
very important that this matter
be attended to quickly. Your
plan of telegraphing is good
but this matter is of such
great importance that if
you have Mr. Rockefeller
it would be better if you
would go down and see
him right away. Can't
you go today or tomorrow?
You could get a decided answer from him which is of the utmost importance, and you would be apt to get a more favorable answer than a simple telegram.

All of the arguments in favor of the Union are clearly in your mind, and they cannot be clearly in the other mind.

If you possibly can now and I will pay your expenses.
My dear doctor Harper,

As already suggested some of our friends, in my capacity as a lawyer, think the legal complications of a union can be overcome by a contract limited to say 199 years - the majority of our board of trustees resigning and being replaced by men of your selection. It is thought the organization should be maintained to secure our hospital rights, to enable us to grant college degrees, and to retain our charter. This could make no possible difference to the U, and I would suggest that at the end of the period the affairs be settled by arbitration. This would, I think, conciliate one or two of our trustees. I would suggest also a clause that in case the U failed to fulfill its part of the contract the faculty should all quit at once. Such a course would naturally follow in law, but to state it thus would conciliate at least one other trustee.

In your talk about the faculty, you suggest a limited contract which I subsequently saw would antagonize them at once. The way out of this difficulty for you, has already been provided...
by Providence. We have lost five or six by death in the last four years. The proper and
wise changes and vacant chairs as fast as necessary to you and have no possible
measures from this source. I wish
Judge Burns could go over this matter with
Mr. Johnson, who has been looking it up
carefully for us, and eliminate all
legal difficulties before you go to lay. This
would I think fix our problem thoroughly.

Our board is now in a position that will require
a great deal of work from us unless Mr. R—shoud
happen to oppose the cause heartily and perhaps make
some statement of what he proposes to do some
time in the future; but unless Mr. R— is
opposed to it I believe that we can and must
carry it through eventually. All is well for
the present & we can Yours Sincerely
afford to wait.

I hardly think Mr. R— will want a Homœopathic school
when he realizes the light in which such an institution
would be looked on by all the whole world, and by 6/7 of
the profession and 6/7 of the whole population in this
country. It is a fact in this connection that this
Homœopathic party is steadily decreasing unfortunately in
this country. In years ago they graduated but 12% of all the
students in this country and now only about 8%. These figures
may not be quite correct but show this relative decrease.
Chicago, March 25, 1894.

My Dear Doctor Harper:

In order to overcome the legal objection discovered by Mr. Murray, and certain objections that have arisen in the minds of some of my colleagues, my attorneys have drawn the enclosed propositions which I hope will meet with your favor. After reading them through you will find that they are in spirit the same as the former proposition, though the end is attained in a different way. The objection to continuing the organization of the college indefinitely is met by giving your Board a majority of the Trustees, and after a little it would have practically all of them. Dr. Holmes still sees an objection in this, fearing that at some time in consequence of your Board being one that changes every three years and ours one that is elected for life, it might happen that a considerable number of Trustees on the College Board would not be harmonious with the University Trustees. I do not think such a condition at all likely to occur within two centuries, but my attorneys suggest that the matter might be remedied by legislative action so as to make the term of our Trustees the same as that of yours. However, Dr. Holmes objects to this, with the statement that none of these old charters can now be changed. Everything else in this proposition will, I think work out the same as the other, but some things are here written that were there understood in order to overcome the objections of some of my colleagues. There is only one exception to this, that is with reference to the appointment of the Faculty, and I have here introduced the suggestion which I at one time made to you, that your Trustees should agree never to appoint any one who was not acceptable to a majority of the Faculty. I know your
Chicago, March 27, 19—

My dear Doctor Harker,

I was pleased to see your note that you had arrived at the Institute and that you would have arrived also at the University. I hope you will find the work interesting and that you will be able to make some progress in your study. I have been working hard on my research and have made some progress. I hope you will be able to contribute to the work in your own way.

I had intended to write to you earlier, but I have been so occupied with my work that I have not had time. I have been working on the problem of the Institute and have been able to make some progress. I hope you will be able to contribute to the work in your own way.

I have been working hard on my research and have made some progress. I hope you will be able to contribute to the work in your own way.

I hope you will be able to contribute to the work in your own way.

I am, as ever,

[Signature]

[Note: The handwriting is legible, but some words are not clearly visible due to wear and tear on the page.]
arguments against this, but I feel sure that this would be your policy at any rate, for the University would be as much interested in the Medical School as any one else and certainly would not wish to antagonize its Faculty. I think that for the sake of overcoming the objections of two or three of our Trustees, it would be wise to let this stand and I hope you will so consider it. This proposition I feel confident could be carried with our Board, and I feel hopeful that when fully considered, as you will have time to do in making your trip East, that it will be acceptable to you.

Hoping the trip to New York may be successful in furthering our desires, and wishing you a pleasant journey,

I am yours very truly,

Dictated.

E. Flattus Ingalls
I feel quite certain that I shall find the money to pay for the work in the school as well as the other expenses. I am sure you will do your best to ensure the financial stability of the project.

I hope you will find the proposal I sent acceptable. I am confident that your agreement will be beneficial to both parties. I look forward to working with you.

I am writing to inform you that I will be moving to New York next month.

Yours sincerely,

[Signature]
April 17, 94

My dear Doctor Harper,

I enclose letters referring to Dr. Davis, Dr. Kinzie, and Dr. Charlestor.

I am much impressed with Dr. Kellogg recommendation of the latter.

Yours sincerely,

[Signature]
Venetian Building.
36 Washington Street.
Suite 1209-18.

Chicago. May 27, 1894

[Signature]

In looking over the long written entry (similar to the one sent you) of the rough draft of new petitions that my attorneys made, I find that it is not well arranged but that it gives the essential.

It is not stated, as it should be, that the property is being in consideration of what the U— is to perform & that all expenses including any possible taxes or assessments are to be borne by the U—
On page 9, blanks 5 and 6 should be filled by any solicitors, if there are any. The hospital matter is taken care of elsewhere.

Blanks 5 should be filled by the $87,000 in bonds, which are to be paid off.

There may be a question about the legality of § 2, which I hope 2. Ask Mr. Murray about it and how to remedy it.

Yours sincerely,

E. Hitchcock

The last 2 lines of § 4, page 3. I called your attention to yesterday. This is all that occurs upon this subject so far. I sincerely hope it may meet your approval. It certainly would not modify the present policy if the U. S. it seems to me it could never stand in the way of a good policy.
favor it, and the institution having such a man on its corps, teachers would find that a large body of the medical men throughout the country (who by the way tell students when to go) would cease to support it. On the other hand suppose you wish to discover an able leader, but a man who had a few minor in the medical faculty. He could not be successfully opposed because it would be a minority only who objected. The trustees certainly ought to have the appointing and removing power, but I fully believe this provision would be beneficial to the University. Dr. Harper has always been open and fair, but we have any anxiety about it without this provision.

"In 1894, Dr. Harper sent the following letter to President James Bushnell given it is said that the faculty should welcome."

"My dear Doctor Harper,

Yours of 31st ult. just received. Our plans just received. Our plans may not be realized but I do not give it up yet. In support of the proposition suggested it is urged that the faculty at the Columbia University "The University insists that the faculty should nominate, and that this custom, though not written, is followed uniformly at Harvard."

Yours truly,

[Signature]

Venetian Building.
36 Washington Street.
Suite 1209-18
Chicago Apr 2/94

Ingalls"
It is certainly that the lady do well know who is an uncial, and that their change of hand can only be that of a single hand. A quick like one who is dead for example, all who is in a country, and certainly not in a hundred view.
My dear Doctor Tafer

Yours with confidence

was forwarded me and I will pay it at once before Prof. Itinerant, who is temporarily filling the chair of botany in Rush. I am glad to hear such good words for the applicant.

I wish you could have spent the last few days with me in the Ypsilanti. It was superior to anything I ever heard or in face, talk or any of the funeral language or for exceeded any pleasures ever suggested by Anatomy, chemistry & physiology.

Yours sincerely
E. Potter Ingalls,
Venetian Building.

W. R. Harper Esq.
My dear Mr. Harper

Your favor of the 16th received. I can only say that if you would surrender your physical self to some higher authority than the President I think there is no doubt of the ability of the Medical profession to benefit you. I would suggest
that the Board of Trustees of
the University request the
President to appoint
and his medical attendant.
As I have already said I
would take pleasure in doing
anything I could in the
matter.

You will be interested to
know that notwithstanding
the greatly increased burden
placed on our students,
we have already over 100 this
winter and before the last
Chicago, Apr. 22, 1895.

President W. R. Harper,
Chicago University, City.

My Dear Sir:

Your letter received, contents noted. From very reliable sources, I have to report that there seems to be no prospect whatever of the Chicago College of Physicians & Surgeons will succeed in its effort to attach itself to the State University. I may be over confident, but think I have good reason for my belief. I am glad to know that you have made progress on the donations for the Physiological Laboratory. I think it is very important that you should attend to the personal matter of which you write, and I shall be very glad to see you Tuesday afternoon.

I might suggest again that the Trustees appoint a committee to look after the President of the University, in order that he should take reasonable care of his health. I am

Yours very truly,

[Signature]
Chicago, Oct. 23, 1898.

President R. Harper,

Chicago University, City.

My dear Sir:

Your letter regarding the committee noted that in your report that the President of the University and the Secretary of the University will proceed to the University of the State University with the object of the latter to secure the college of Normal Science.

I am very grateful, and think I have heard you of the progress you have made progress on the programme for the physical laboratory and I think it is very important that you should attend to the business matters of which you write, and I shall be very glad to see you Thursday afternoon.

I might suggest again that the Trustees supporting a committee to take a new scheme of the University in order that it may be

Yours very truly,

[Signature]
have tried to think how I should feel if, upon being called to a presidency of a new college or university, within thirty days of my arrival the faculty should hold a faculty meeting without my being notified, and discuss rumors and misrepresentations of what had been proposed.

(3) My only purpose in accepting the Presidency in February was to be in a position in which I could render help in the raising of the money. So far as I can see the members of the present faculty have no interest in this subject. Not a word has been said; no action has been taken. Instead of taking hold of this matter, the time has been spent in recrimination and misrepresentation.

(4) It seems quite clear to me that the gentlemen are not yet ready for the movement, the purpose of which will be to bring the college into line with university work. Of course it is impossible for me to work with any other purpose. I am inclined to think therefore that it is best to let matters rest until therefor can be made to carry out such a proposition.

I wish to add that I have placed my resignation in the hands of the Secretary of the Board, to take effect March 15th. It is understood that the senior Dean will be acting president until action may be taken by the Board of Trustees.

Yours very truly,
March 15th, 1900.

Dr. T. J. Morgan,

New York.

My dear Dr. Morgan:-

Your kind letter of March 8th has been received. I am sure that the policy of the Home Mission Society in reference to the negro teachers is an excellent one, and I wish to assure you that we should be glad to co-operate with you in every possible way. There is a difficulty in the fact that we have not enough money for scholarships and fellowships. However, Prof. Wesser of the Theological Seminary will be entitled to all the privileges of a theological student. This means a room in the divinity dormitory without rent, the charge being a small one for light, heat and care, and there will be no tuition fee. There would be a matriculation fee of $5.00. In this way you will see that the expense is reduced to a minimum. He can secure board for $2.50 a week upward. If you have some strong man who is an instructor in one of the colleges, not a theological seminary, I could arrange for him a Summer quarter scholarship. Anything that we can do to help in what we believe to be one of the most important things the church to-day, will gladly be done.