CHICAGO, Jan. 7, 1898.

My Dear Dr. Harper:—

I wish you would tell us, as I suggested when I last saw you, at what times we may call you up with the least inconvenience to yourself and what things you would prefer to have us write instead of speaking to you. I realize that your time is fully occupied and would like to relieve you of all interruptions. We know the things we write you go first through Mr. Shepardson's hands, so that they may take less time than the telephone. As I said this morning, I think it would be best in the near future, that is, within a few weeks to remodel the Faculty on the plan adopted by the University. This would bring us more closely in harmony with the University and would make you less labor. Dr. Hyde spoke to me of this matter this morning of his own volition, so that I feel the more certain that it could be done now without any friction. I believe that anything you suggest as desirable will be promptly carried. Dr. Hyde suggested that our first Faculty meeting should have the whole corps of instructors. I am under the impression that it would be better to have one meeting of the old Executive Faculty first, but after that to include all instructors in the same way that you do at the University.

I wish that you would formulate at once the duties of each of the new officers of the College and send copies to each of us. Our stenographer at the College could make the copies or could write it out for you at first if convenient. If any reason were needed for suggesting the remodeling of the Faculty, I think the statement that it would bring it closer to the University and would finally impress
Dear Mr. Webster,

I hope you will not feel as I suggested when I first saw your name at what time was my only contact with the faculty you are representing in the University. I have been instructed to write you to inquire whether you would be interested in receiving some of the information I had in mind.

I know your name and I look forward to meeting you in person. I am not sure what role you play in the faculty, but I believe it is most important to have your input on the matters of the University.

I understand that you are not in charge of the University's activities, but I believe it is important to have your perspective on the issues that concern the faculty. If you are interested, I would be happy to discuss the matter further.

Sincerely,
[Your Name]
the authorities with the advantages of the College would have considerable weight. I will ask you also to consider the matter of College Athletics. Though I have been in favor of Athletics heretofore, I have some question now in my own mind, whether it would not be better for our students to concentrate all of their enthusiasm upon the Athletics at the University and act as "rooters" for the University Clubs, rather than try to support any of our own. I think our students would be glad as soon as practicable to adopt the University colors, with such modification as seem best for the College. At present we have the black, ruby red and orange; two of these, as I understand, representing the College and one the Lake Forest, but I am not quite certain which color or colors belong to either institution.

At the time you propose a reorganization of the Faculty on the University plan, (and I would suggest that this be done at the first meeting that is called) it would be well for you at the same time to state that the present Executive Faculty were all considered essential to the welfare of the College. This statement I think would settle the fears of one or two of the members and bring them all heartily to approve of the reorganization. This matter, however, should be delayed until after Prof. Senn's return, which will be early in February. I have ready the draft of a letter that might be sent by the Secretary of the Board of Trustees to each of the Professors and Instructors in the College, that would avoid misunderstanding when the time comes to ask them for their resignations in order that the reorganization may be made. After you have suggested
The situation has changed. The management of the College would have
consequences. We felt I will seek your advice to continue the matter of
College's affairs. However, I have been informed that the College is not
willing. I have some concern about my own mind, whether it would not
be better for our students to concentrate all of their energies to the
question in the absence of the University and not to become involved
with unnecessary problems. I am writing this to explain to you the
situation and to seek your advice on how to proceed.

At this time, you probably are considering the implications of the situation
involving the College. I am writing to seek your advice on how to move
towards a solution. It would be better for you to concentrate on the
management of the College. The matter, however, I have been the Chief of
the Administration. I have sought the approval of the Administration.

Recently, I have received the approval of a joint plan. It will be
done by the Secretary of the Board of Trustees to move to the
renovation and modernization of the College. This plan has been
approved and is underway. I have asked the Chief of a joint plan.

Please consider the renovation may be made. After you have considered

the remodeling of the Faculty and before resignations are asked for, I would suggest that you write each member of the Executive Faculty asking them to take a catalogue and go carefully over all the departments including their own, and the whole list of names of teachers, and give you confidentially whatever suggestions they think would be for the betterment of the College, either in their own department or any other. After you had received their replies, I am sure that your tact would enable you to adjust everything advantageously and harmoniously, concerning the preliminary requirements of the College.

I send you herewith sheets from the catalogues of Yale, Columbia, Harvard and the University of Pennsylvania. I think it would be about right for us this coming fall to require what will be demanded by the University of Pennsylvania, and I think we should send out the notices very soon, together with a circular letter to our Alumni concerning the affiliation. Please see that these sheets are not lost. The requirements of Rush College you will find noted in the catalogue on pages 22-23 and 24. The schedule of studies you will find on pages 12 and 13. My own impression is that one of the most difficult requirements for western students and perhaps one of least importance, is that of modern languages; therefore, I think well of the option given by the University of Pennsylvania, of solid geometry in place of modern languages. I am,

Yours very truly,

Dictated.
COMING

The reorganization of the faculty and personnel arrangements are ready for
an early start. I would like to make a proposal to you regarding your continuing
involvement with the department of physics.

As you know, your present position as Professor of Physics at the University
of Pennsylvania is well respected and highly esteemed by the academic community.

I believe that your expertise in the field of theoretical physics would be
valuable to the graduate students in our department.

I have discussed this matter with the Dean of the College and he is
interested in having you join our faculty.

The position would entail teaching courses in theoretical physics as well
as conducting research.

I am writing to you to express my interest in your joining our faculty.

I would be happy to discuss this matter further if you are interested.

Thank you for your consideration.

Yours sincerely,

[Signature]
that Dr. Graham must be summarily expelled from the faculty but he seems to have in some way adjusted his differences at least temporarily with Dr. B... Dr. Bouffleur would very much like the Anatomy. I believe both of these changes would be very desirable for the college if they could be brought about pleasantly. Prof. Brown is a splendid surgeon and a superior teacher who would grace the Chair of Regional anatomy and Clinical Surgery.

Dr. Bouffleur taught Anatomy very acceptably 2 yrs. While Prof. Brown was away he taught it in the Woman's school & aspire to nothing different for years to come. He is in a quiet way one of the most influential men we have ever had with the county politicians, and in the last few days has about accomplished the opening of the hospital for bedside instruction. I may talk...
to you of this. This evening but want you to have
these memorandums.

Yours truly,

Matthew Hepburn.

Venetian Building.
36 Washington Street.

Jan 28/98

Mar Dear Doctor Harper

From other points occur to me about Faculty.

Prof. Brown is anxious to give up most of the
anatomy all except origin and ovants
Clinical Surgery as a part of his title in the
place now held by
Dr. D. W. Graham. Last
Full Prof. term insisted.
Chicago, Jan. 17, 1898.

Dr. W. R. Harper,

Chicago University, Chicago.

My Dear Sir:

Two or three people have spoken to me about the desirability of obtaining a release from the Lake Forest University immediately, in order to avoid a rather awkward condition at the time of our Commencement. If you think it desirable, it seems to me probable that Dr. Miller and Dr. Lyman could secure such release.

What would you think of a conference of the various regular colleges here, to determine what would be best to do about the New York requirements. According to their circular it would be impossible for any one who has graduated from any of the colleges in this city at any time to go to New York and take the examinations to permit them to practice, unless the college from which they graduated should make requirements from this time on, corresponding to their demands. As far as preliminary requirements were concerned, there would be no difficulty in this matter; but they do not allow credits for any work done outside of an accredited medical college. This would prevent any credits for bachelors degrees. The President of the P. & S., Dr. Quine, would favor the conference. Dr. N. S. Davis, Jr., Secretary of the Northwestern, I think would favor the conference though I did not ask him about it. He was not at first in favor of trying to meet the New York requirements, but after considering the effect he concluded that we had better do it. I am,

Dictated.

Yours very truly,

[Signature]
Two or three people have spoken to me about the general field of engineering and a desire to have a better understanding of the time of our Commission. If you think it desirable, I see no reason to propose that Mr. Miller and Mr. Pomeroy continue as such.

What would you think of a conference of the various agencies?

Your recommendation according to your criterion would be important to me. Let only one who has graduated from any of the colleges in this city or any time to go to New York and take the examinations to perform. I am told that colleges from which many graduates were withdrawn for precautionary reasons at time of examination were concerned and would be no difficulty in this matter. And so go on with your advice.

I would prevent any attempt for precautions against the President of the P.E.B. Dr. Gurney would have the conference. Dr. W. E. Davis would be secretary of the New York recommendation. I think I am taking the conference of the Technical Board is of great importance if we want to meet the New York recommendation, and after consultation the effect of considering if we want to do it.

Yours very truly,

[Signature]

Dean
My dear Doctor Harper,

Dr. Osburn is an excellent surgeon and I think would be a superior teacher for small classes. I fear he would not be well fitted for the lectures as he is a poor talker. We all suspected that Prof. Dunn dropped him from his list of assistants, and we can never able to understand the reason. There is no question in my mind that he would make a much better teacher than the gentleman whom Prof. Dunn has selected to give the clinics but whether I think approach in any way one who might be around if Prof. S— I would consent. Prof. Dunn is of great ability, but I ought not to be jealous of another approaching him in brilliancy; but he seems jealous of another approaching him in brilliancy, and his assistants suffer very low candle power in his assistants.

Your truly, 

E. H. L. J. D.
I explained through your office by telephone that Prof. Sturridge does not deem it prudent to go out tonight and that I cannot appear with the family as I cannot get my cap & gown back in time from the cleaners. I will however send the answer.

E. Y.
My Dear Dr. Harper:—

I enclose draft of the letter which I would like to send to our Alumni in connection with the circulars showing the preliminary education that will be required for entering the College this coming fall. The paragraph marked A beginning at the bottom of page one, I believe has your approval, though I presume the matter has never been acted upon by the University. If the University authorities approve of this, it appears to me that it would bring a good many firstclass students to the College and many others who would make firstclass students to the University right away. I think in their numbers, they would probably exceed the number that will be cut off by our higher requirements, and if so would thus vindicate the position that we have taken that high requirements would bring many high grade scholars. The paragraph in the postscript I merely offer as a suggestion, hoping that you may find some means without expense to begin the higher class of work that you desire, immediately. You have laboratories and we have laboratories that are all that would be necessary for a few students, probably all that would get, until such time as endowments would make better provision for them. Whatever work was done in this line could be done as well now as at any other time, if we do not attempt too much. I enclose a letter received today that I think will be of interest to you.

Yours very truly,

Dictated.
My best to Harriet.

I enclose draft of the letter which I want to

send to my own family in connection with the changes coming in

the College. The type changes a day or so before the letter leaves

the Galley. I hope one of my secretaries has your envelope from

above. I hope the type changes will be satisfactory. Eagerly I

await your report. I haven't seen even the University. I hope you

are not too busy with unimportant matters of this sort. I suppose to

me that at least a part of it may be necessary. I am not going to

worry about it. I have been trying to get some work done. I am
trying to give a rather larger picture of the problems. I expect
to have some new proposals. I don't think I have new proposals.

I have an idea of the possibilities of the University. I am not

going to worry about it. I have been trying to get some work done.

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to have some new proposals. I don't think I have new proposals.

I have an idea of the possibilities of the University. I am not

going to worry about it. I have been trying to get some work done.

I am trying to give a rather larger picture of the problems. I expect
to have some new proposals. I don't think I have new proposals.
My Dear Dr. Harper:

I think it would be very desirable if you could formulate precisely what appears to you to be the proper duties for each member of the council of administration, and have it written out to present as your impression or opinion at the meeting tomorrow night. It is important to know just what the duties are of each of the Deans, having them so clearly defined that they will not overlap each other and cause friction. The same may be said with reference to the duties of the examiner and the duties of the Registrar. My understanding of the duties of the Registrar is, that he shall collect all money and deposit it to the credit of the Treasurer, that he shall present orders on the Treasurer for all bills properly audited by other members of the council of administration. I think it would be well also if he were to look after all of the help about the institution, that is, clerks, janitors, etc., seeing that they perform their duties properly; this of course, must be left finally for the Board of Trustees to decide. It appears to me that if it was favored by the Board of Trustees, it might be well for the council of administration to recommend such help as they deem necessary about the college, though not to recommend the persons and to allow the Registrar and President to decide what persons should be employed, the Board of Trustees having fixed the maximum salary.

I find that Prof. Dodson has some very good ideas about the educational work of the institution. I have asked him to talk the matter over with you. I shall be very greatly relieved when we have things systematized as you have them at the University, and I
My dear Mr. Hertzler,

I think it would be very convenient if you could demonstrate your progress with respect to your position as the President of the College of Administration and have it written down in a way that would be appropriate for the Board of Trustees. It is important to know how well the college is progressing in each of these areas.

The same may be said with reference to the

My concern is the future of the college and the future of the President. I believe it is important to the success of the college to have the College of Administration in place. I think it

By our members of the College of Administration, I have no doubt that it will be well to have a proper administration to recommend and adopt a plan that will be fair to the Board of Trustees.

I think the work of the President has been very good this year and I

have confidence in the College of Administration as you have shown in their activities and I

wrote a letter today expressing my wishes for your continuing success.

Sincerely,

[Signature]
Chicago,

hope that our whole course may be modelled by you after what you have found advantageous in the University. I appreciate your wisdom in not wanting to go too rapidly, and I do not suggest these things now in order to hurry the matter but merely because they come into my mind and may be suggestive to you. I am,

Yours very truly,

Dictated.

E. Fletcher Ingalls
Dear [Name],

I hope this note finds you well. I am writing to express my appreciation for the work you are doing in the University of Michigan. I understand the challenges you face in your endeavor to improve the educational experience for students.

I am considering ways to support your efforts and I would like to know if there are any specific areas where your work could benefit from additional resources. I am interested in exploring potential partnerships or funding opportunities that could be beneficial for both the University and the students.

Please let me know if you have any suggestions or ideas on how we can collaborate or support your work.

Thank you for your dedication and hard work.

Sincerely,

[Your Name]
Dr. Wm. R. Harper,

Pres. Chicago University, Chicago.

Dear Sir:—

Regarding Homeopathy, my colleagues and I believe that medical students should be taught all that is known of medical science in the subjects of Anatomy, Physiology, Chemistry, Obstetrics, Surgery, Pathology and the Diagnosis of disease, there can be no possible difference of opinion between the educated Homeopathist and the educated regular physician. Therefore all differences are confined to the subject of Materia Medica and Therapeutics. If in Homeopathy there are truths in this subject, they should be taught to all students. If this subject as taught by Homeopathy will not bear investigation, there is no way so sure of demonstrating the error as to teach it thoroughly to students who are thoroughly educated in medical science. We believe therefore, that it would be a good plan to have the subject taught in our regular schools. It has always been held that the student of regular medicine was entitled to everything that was known, and that he was entitled to practice in any way that he conscientiously should choose after he had taken the necessary precaution to learn the facts. As soon as our financial condition will warrant, I should be in favor, and I believe my colleagues would, of having the subject of homeopathy thoroughly taught in our school; but it is probable that if it were introduced now, it would greatly diminish the number of our students, because the number of men who study homeopathy are not more than about 1/8th of those who study regular medicine, and the number of
Dear Sir:

Regarding homophobia in the National, I believe that

In the absence of concrete, philosophical, or empirical evidence

Regarding the existence of opposition, the role of opposition, and the opposition to opposition.

If there was no way to make of opposition and philosophy,

We cannot promise, apart from nothing.

If we hope to provide the National Council of the National Academy of

If the situation is the subject of research, and the research of the subject of our investigation.

Mexico

Institutes and Facts, and in monographs and in reports and in studies.

for the number of which we work, such academy and the number of

Sincerely,

[Signature]
Chicago.

Homeopathic Physicians bears the same relation to the number of Regular Practitioners, and there are many Regular Practitioners who would not appreciate the force of the statements that I have already made to you. I am,

Yours very truly,

Dictated.

E. Fletcher Ingals
CHICAGO

Homoeopathic Physicians have the same relation to the number of
regular physicians as any other trade or regular profession; and
would not object to the taking of the examination that I have passed
were I your man. I

Yours for ever,

[Signature]

[Handwritten note: "Important"]
Chicago, Jan. 24, 1893.

My Dear Dr. Harper:—

I enclose a letter which may be of service to you in dealing with our friends in New York. I have in it stated as clearly as possible our position in this matter and it seems to me that reasonable men whatever their beliefs about medicine, should be able to comprehend it. If I could talk with each one of the preceptors about prospective students, I have not the slightest doubt that I could convince 19 out of 20 of them that this would be a good plan, but as long as we have to rely upon their reading printed matter (or upon their not reading it) simply from their old prejudices, we will have to expect a great deal of opposition to such a measure. There are as you know in the regular profession, a great majority of men who believe that there is not a grain of truth in homeopathy and look upon the whole thing as a fraud of the blackest sort. Such men would look upon any school that should attempt to teach it as leaning toward homeopathy, and would do all in their power to prevent the continuation of this deception as they think it. Eventually when we have money so that we can stand with or without students, I believe that by adopting this policy, we can in a few years get entirely rid of homeopathy. I am convinced that if all our students now fully understood homeopathy, they would have a very much greater influence in showing to the public. I am satisfied that there is some benefit in homeopathy, in illustrating to physicians that it is not always necessary to give medicines. Furthermore, there are many people who whenever there is anything the matter with them insist upon taking something. If they take homeopathic medicines it does them no harm and perhaps has a most beneficial psychical effect. I am,

Yours very truly,
My Dearest [Name],

I enclose a letter which may be of service to you.

In getting up from training in New York, I have to protest as officially as possible in opposition to our position in this matter and it seems to me that responses will be necessary. I am not aware that we have been able to communicate this. If I could work with some one of the people outside of the President you couldn't be permitted to do so.

I have not the slightest doubt that I could convince 10 out of 20 of them that there would be a good plan put up as long as we have to pay a great deal of money.

Well, now you'll get the rest of the letter.

There is no decision in the Regional Board or anything of the kind. It would require a great deal of opposition to save a sending message. These are as you know in the Regional Board.

To learn it as a lesson in rotary, no doubt and would go off in that.

P.S. Thank you for the consideration of this impression as your brother.

Enclosed are some money to cover the cost of shipping this packet. We can get along without it.

Enclosed is a bill for $25. I believe that I should have charged it.

Thank you for enclosing it of park.

I am convinced that if we could cooperate how truly magnificent the result would be a very much greater influence in dividing expression to the public. I am.

Sincerely yours,

[Signature]
Chicago, Jan. 25, 1898.

Mr. Charles L. Hutchinson,
Corn Exchange Nat Bank
#3709 Prairie Ave., City.

My Dear Sir:—

I spoke to Professor Lyman about turning over to you the funds in his hands, but he did not seem to understand it. Will you, therefore, kindly address him a note regarding it. He has in his possession, a sum, I think, between eight and nine thousand dollars, which should be in your keeping, as, if he should happen to be sick it might be troublesome getting it. I am

Yours truly,

Registrar.

( Dictated.)
Chicago, June 2, 1888

My Dear Sir:

I spoke to Professor James about furnishing over to you the

lamps to the machine, but he said not seem to understand it. Will you,

therefore, kindly address him a note requesting it. He has no the face

session, and I think it between eight and nine Thursday's college, which

should be to your keeping, so it to be afraid paper to the stick it might

be troublesome getting it. I am

Your truly,

Registrar.
Jan 27 98

My dear Dr. Harper,

In my letter this morning I forgot to mention Dr. E. V. Davis who is doing excellent work in the Obstetrical department and has furnished our students many cases this winter. I am not supposed to know anything about it and must remain in this exclusion regarding the matter or Prof. Etheridge would take umbrage. Dr. Davis is a brave energetic little woman.
From Mr. Smith

Dear Sir,

I am writing to express my concern regarding the recent changes in the athletic association's policy on team selection. As a long-time member of the association, I believe that the new criteria for team selection are unfair and will lead to a decline in the overall performance of our teams.

I understand that the decision was made in the best interest of the association, but I believe that it is important to consider the impact on the athletes and their families. Many of our athletes have been working hard to achieve their goals, and it is important that they have the opportunity to compete at the highest level.

I amwriting to request a meeting with you to discuss this matter further. I believe that by working together, we can find a solution that is fair to all parties involved.

Thank you for your time and consideration.

Sincerely,

[Signature]
Who has gained my great admiration simply by the work she has done. She ought to be Assistant Professor of Obstetrics. It would be a just recognition of her ability and worth, an encouragement for greater work and would have a good influence on the public, I think.

Yours sincerely,

[Signature]

P.S. No one but Prof. Elliott Dyer and the students is supposed to know about her work.
Dear President,

I am writing to express my deep concern regarding the current state of our athletics program. The financial difficulties faced by the team have reached critical levels, and I believe it is urgent that we take immediate action to address these issues.

The cuts to the funding have resulted in a significant decrease in the quality of our training and facilities. Our athletes are struggling to maintain the same level of performance as in previous years. Furthermore, the lack of resources has affected our ability to compete effectively in national competitions.

I propose that we seek additional funding through sponsorship and donations. Perhaps we could also consider reducing administrative costs and finding more efficient ways to run the program.

I understand that these are challenging times, but I believe that with proper planning and execution, we can overcome these difficulties. I am committed to working with you and the board to find solutions that will benefit our athletes.

Thank you for your attention to this matter.

Sincerely,

[Signature]
P.S.

My dear Mr. Harper,

You will note in the financial statement the item of $1200 paid to Presbyterian hospital. This was for the support of four obstetrical beds. This is all wrong in principle as it is not a part of our function to support the hospital. And the results were never very
very satisfactory for the
same amount spent in any
other way would (I believe)
accomplish three times or
at least twice as much.

I hope Mr. Krause
or some other Presbyterian
on our Board of Trustees
will object to the continuance
of this expense

Yours sincerely

E. F.

Read letter in other package.
4757 South Block
Chicago Jan 30-98

My dear John Harper,

I am going over the financial statements and have made several
notes in lead pencil.

You will find two in columns 4 and 5 of any original statement. The
latter is probably misleading for it
does not include the amount necessary
from June 1st to carry us to Oct 1st when money
will again begin to come in viz./$4000.

Owing to the clerks' inability to under-
stand book keeping I think their
estimates for next year will have
to be about the same as for last year
and this is about $70000, but I hope
we may pay off $10000, or/5000 of the
debt from it, providing we do not
get some one to do it for us.
My Dear Dr. Harper:—

About 4 weeks ago I suggested to Dr. Lyman that he turn over to the Treasurer whatever he had in his hands. Just before the last meeting of the council he asked me about the Treasurer and I told him that I thought he had gone away. He said he supposed it would be necessary to await his return. I told him then that I thought that the Treasurer had left some one who could attend to the business for him. He explained to me that he had not had time to go in and see the Treasurer. I hardly know how to bring the matter up at the council meeting without giving him offence as I have already spoken to him of it twice, yet it might be that I could get a favorable opportunity to ask him to bring it up at the meeting. If the Treasurer left any one authorized to receive the money for him it should be obtained; if not, I think the Trustee should take some special action about it. I am,

Yours very truly,

E. Fletcher Ingals

Dictated.

P.S. I find that what I wrote you yesterday with reference to a vote that no member of the executive faculty, holding a practical chair, should receive more than $1000 salary until the debt was paid, was not a trustee action as I had supposed, but was a vote of the Faculty taken May 22, 1888. It has never been rescinded but it has not been observed. I think it should be. E.F.I.
My Dear Mr. Harper,

Thank you for your letter of 21st April asking for a report on the 
Saturday meeting of the Connecticut College of Teachers.

I am glad to report that I was able to attend the meeting and that the 
discussion was very stimulating. The emphasis was on the need to 
prepare teachers better for their work. Several members of the 
committee presented their ideas, and I believe that they will be 
very useful in the future.

I am attaching a copy of the minutes of the meeting, which I hope 
will give you an idea of the work being done. If you have any 
questions, please do not hesitate to ask.

Yours sincerely,

[Signature]

[Date]
Rush Medical College,
MEDICAL DEPARTMENT-LAKE FOREST UNIVERSITY.
Chicago.

Confidential

Jan 27th 98

My dear Doctor Harper

Send you today or will tomorrow morning
list of the faculty arranged in departments
according to rank. We have hitherto put them
in the catalogue chronologically. Some changes
seem to me very desirable as shown below.

Page 1 Prof. Bridg is in only about 6 or 8 weeks every
fall. Not suitable for the head of a department but would
like title & fame as Prof. Lyman. I think it would
be a good thing & do not think Prof. Lyman would
have much objection.

Page 2 J. H. Salisbury well educated but a poor presence and
    a poor leader. Not liked by the students.

Page 2 Prof. Eltusidge earns only for gynaecology & is
    superior in that line. I would favor having him
    at the head of the department but if having also
    a Prof. of Obstetrics needed very badly & so understood
    by most of us and
    a Prof. of Diseases of Children
    Prof. J. Cotton does not enjoy a high reputation
    socially or morally and is said to be from 5 to 20
    minutes late at nearly every lecture, notwithstanding
    this he is very popular with the boys.
Harry A. Tyler is a disgrace to the college.

Ignatz Lange, Apparenly badly lacking mentally, is certainly no ornament.

Prof. Brown should have the title of Prof. of Nervous Diseases & Maternity Medicine & Therapeutics. The latter part of his branch is not profitable unless he can have a more attractive title (that would be profitable). He thinks he ought to have a fixed salary of 2000 or 2500. I think he is right. He would be satisfied with the title & clinical work if Prof. Lyman did not wish to quit it all up. Prof. Lyman will have to be laborious with in this matter but most of the faculty believe the change should be made.

Wm. B. Marceus does not enjoy a reputation for loyalty and integrity & has been much complained of but may be satisfactory to his chief, J.B. H., as he is disposed with.

Alfred Hinde does not enjoy the confidence of those who have come in contact with him. His loyalty and integrity are doubted and none of the students like him. He is really doing nothing now for the college excepting in the dispensary.

Prof. Ludwig Helborn should be Prof. of Pathology. He is a superior man.
Chicago, Feb. 18, 1898.

My Dear Dr. Harper:

I have looked up the matter of the paid college bonds of which I have already spoken to you. I find that numbers 20, 21, 22, 37 and 45 of the 5th series were paid about the 15th of October 1895, but the bonds cannot be found. Three of these 20, 21 and 22, were obtained of John Marr, and two, numbers 37 and 45 of H. M. Lyman. In both cases the checks were drawn by Frank Gould, the clerk, and properly signed by the Treasurer and both checks have been properly indorsed by the former holders of the bonds. No coupons from these bonds have appeared since that date. As it seemed to me necessary that the Board of Trustees should understand this matter fully at its next meeting, I have obtained all the information that I could about them and have consulted Mr. Jesse A. Baldwin in order that he might think the matter over and be prepared with some proposition when you lay the matter before them. It occurred to me that if these bonds were held by some dishonest person and had not been properly cancelled, it might be well to call them in, as could be done by a notice in a daily paper as specified in the bond, and thus save the necessity of paying the coupons in case they should ever turn up, but Mr. Baldwin will know better than I what should be done. There were some circumstances connected with Mr. Gould’s life that lead me to suspect that the bonds have been resold, but I hope this is not the case. We have searched diligently at the college and the old Treasurer has turned over all of his papers, but nothing can be found of these five bonds. I have also instituted measures for
My Dear Mr. Hopkins:

I have taken up the matter of the bank collection.

I have always been anxious to join the Bank of which I have already spoken to you. I think it would be ideal for me to be associated with the Board of Directors, and that it would be a great honor to me.

I am enclosing some proposals, which I am sure will be of interest to you. If you have any suggestions, please let me know.

Yours sincerely,

[Signature]
Chicago, Feb. 18, 1898.

examining the papers left, if any, by our deceased clerk. The fact that the bonds have not shown up would indicate that they have been mislaid or lost, or that they may have been put away with the intention to sell them at some future time, or that they are at present in improper hands. Whether these bonds were properly cancelled or not, no one can tell. I am,

Yours very truly,

Dictated.

[Signature]
CHICAGO

Top. 16. 1936.

The test of the breakage test is not of any significance since the test
does not involve the amount of metal involved. The tests have been
inadequate or too long; and what may have been done with the
material of the test, or of some material from that test, has so far
been ineffective. Another phase needs to be properly completed at
some other point. I'm not sure how can I help.

Yours very truly.

[Signature]
CHICAGO, Feb. 18, 1898.

My Dear Dr. Harper:

Dean Dodson and myself have been talking of the advisability of having a standing committee of conference from the 4 principle colleges in this city, to discuss at certain intervals matters of policy pertaining to medical education in this city. I have talked with prominent members of two of these Faculties and find that they would be heartily in favor of such a committee. The matter has several times come up in our Faculty but Prof. Etheridge and one or two others have always opposed it, and doubtless there would be some of the older men who would continue to oppose such a measure; but it seems to me that under present conditions it might frequently be of much advantage to all of the schools. Prof. Etheridge has always taken the ground that Rush led the way and others could follow or not, as they chose. If this strikes you favorably, it might be well to bring it up at the council meeting. If you do so, you would be sure to get Prof. Etheridge's views quite promptly. I am,

Yours very truly,

Dictated.

E. Fletcher INGALS.
My Dear Mr. Knobloch,

Deep regret and regret have been feeling of late

widespread after hearing a speaking committee of candidates from the

triplicity of speaking in public, I've to accuse of certain inadequate

members of both parts to maintain cooperation in line with

have arrived with promoting members of two of their practices and kind

that, and many no sensation to favor of such a committee. The matter

have been the same come up to our support our best efforts and one

or two articles have steered us over to what you have done, some of the other men and men continuing to disease now and reason;

and it seems to me that such a proper committee is needed immediately.

be of your assistance to all the schools. What requirements were

saw the front of the room that pass' for the war and articles coming together

as not, or as the case. I hope articles you forward them. It may be

well to address if of the committee meeting. If you go out, you would

be sure to get it. Hurrigern's were during complete I'm

Yours very truly,

Dilferd.
Feb. 4th, 1898.

Dr. E. Fletcher Ingalls,
Chicago.

My dear Dr. Ingalls:—

Yours of Feb. 1st with statements concerning Dr. Lyman and the deposit in the Corn Exchange Bank at hand. I think that we ought to get the other $5,000 in the hands of the Treasurer. You are right about this. I am glad that the interview with Mr. Salisbury was satisfactory. I note what you say concerning the missionary students and agree with you entirely. I agree with you also in reference to the $5.00 examination fee.

Yours very truly,
Dr. E. Prentice Ingersoll

My dear Dr. Ingersoll:

Yours of 10th. I now receive with considerable interest.

Dr. Lawan and the account in the Corn Exchange Bank at hand, I think, that we ought to get the other $5,000 in time of the Trustees. You are right about this. I am glad that the interview with Mr. Catlin was satisfactory. I hope what you are recommending to the medical students and agree with you entirely. I agree with you also in reference to the $5,000 examination fees.

Yours very truly,

[Signature]
My Dear Dr. Harper:—

The clerk told me today that Dr. Lyman requested that a check be made out for him to sign in order to transfer the balance now in the First National Bank to the credit of the Treasurer in the Corn Exchange; therefore, I made out the check for $3464.77 which I expect he will sign the first time he is at the college and it will be deposited. The clerk tells me that there is a deposit of $5000. in the Northern Trust Co. Bank which was put there by Dr. Lyman as a reserve to carry the college through next summer. She thinks it will be enough, though it seems to me not quite sufficient. However, bills coming in the latter part of the summer could be held for a few weeks if necessary before payment, providing the funds ran short. It will make no great difference whether this amount is transferred to the Treasurer now or 5 months hence, unless something should happen to Dr. Lyman. Although he is very well now it would seem to me better if the business could be finished up soon.

Dr. Dr. Dodson told me that he and Dr. Coe had a very satisfactory interview with Prof. Salisbury who agreed to arrange the schedule for requirements from now on to 1902. Anything Prof. Salisbury and you think right will be entirely satisfactory to me and I believe will to our whole Faculty.

For several years it has been the custom of the college to allow missionary students a rebate of about $80.00 per term on their fees after they have been in the missionary field for two years. This is a source of a good deal of annoyance and I doubt very much whether it is a good policy. We have four or five missionary
MY DEAR Dr. Keppel,

The clerk said he found plenty of time to write in my interest to the Treasurer.

I feel a special pleasure in taking this opportunity to express my appreciation of the service you in the First National Bank of Chicago have done me in the course of the Treasurer.

I am aware of the usual precaution I must take in the course of the Treasurer.

With the usual speed with which the clerks have treated me, may I expect to have my first class in the Boiler next summer?

I will of course be glad to take the course in the Boiler next summer.

I know how to keep a record of everything.

I will be glad to have the course in the Boiler next summer.

I think it will be enough I suppose it seems to me not quite sufficient.

However, I will be coming in the fall part of the summer school for

Paying for a few weeks at University Park ameliorating the

nurses' training and I assume to carry on enough work to support

nurses on my own. I will make no great difficulties with the health

committee of the Treasurer in any one house, unless requested

specifically for Dr. Greaves, but if they please you to limit our

seem to me better if the President seems to limit our

seem to me better if the President seems to limit our

involvements with Prof. Southard as我想 I am to be in that part of the College and a very satisfactory

you think right will do everything essential to me and I believe

with to our good society.

For want of a place I have seen the campus of the College so

show me what you have seen in the University Life for two years.

Here is a course of a good year of studies and I go and work

without it a good position. We have your list unimportant
Chicago,

students in the college now and most of them are "very poor sticks". I think it would be better to have missionary students pay the same fees as any other and in the same way, excepting that I would be in favor of giving them the first opportunity at working out their fees when there was work that they were capable of doing. At the last council meeting it was suggested that the entrance examination fee for students should be paid by the college. I doubt whether this is wise; there is no question in my mind but that the fee ought to be paid to the University for its service, but I think it should be paid by the student. The outcome of this policy would be to diminish our receipts, from students, $5.00 for each of those who take the examination and $6.00 also for each person who took the examination and failed and I can see no way in which we would be the gainers by it, unless it be that the fear of failure in the examination would induce students to go to other schools where the examination was free. I am,

Yours very truly,

Dictated.

E. Fletcher Ingalls, M. D.
Some students in the college may have some trouble with their applications. I think it would be better if you can consider the following aspects:

- The offer may not be as competitive as other opportunities mentioned.
- It seems that you are more interested in the competitive nature of working and less in the idea of gaining from the initial opportunity of working and learning.

Your experience and work seem good, but we are concerned with the entrance examination. I wonder where we are. We should suggest that the entrance examination be taken seriously. I think it would be good to pay for the college. I would appreciate it if you could share your experience of the process and what you think is important.

I think the university is the best option for your exam. I think it would be important to base the university on the background of your experience and your preparation for the exam. I wonder if you have any other ideas or suggestions for the entrance examination.

Some students may feel that they cannot afford to pay for the college or the entrance examination. But I think we can see how to match our money to the expenses and get the best of both worlds. I am sorry that I can see no way to match my money to the expenses. It seems to me as if you are less interested in the expenditure of money and more interested in the examination.

I have suggestions for you to consider. But I think we need to discuss more about the entrance examination.

Yours truly,

[Signature]
Confidential. Mr.

Dr. Effa V. Davis has been assisting Prof. Ethridge but her name is not on our list. She is much wanted by the P.S.S. I do not think we can afford to lose her. She has been getting $50 per line and is offered by some one over $75 and some sort of recognition. This information ought to come from Prof. Ethridge but the name should be considered tomorrow night.
confidential

in order to go in our circular.

Bedside instruction in
Cook C Hospital is very
important & some of us have
promised those who have agreed
this advantage for us, that we
would receive recognition of the
instructors by Rush if possible.
It should be given, No payment.

Personal clinical instruction
is being given in the dispensary
& it was practically promised that
that we would give the instructors
some recognition. It should
be done gracefully. No pay needs
I do not think there is any serious
objection to the above, but there
may be a little.
My dear Doctor Harper,

You will be interested to know that I have today received fresh assurance, from the agent, that all indications point to the accomplishment of our desires. The actual information does not amount to much, but it adds greatly to my hope of ultimate success.

Yours sincerely,

[Signature]
sick, but he has suffered ocassional from his own attacks. That we do not feel any anxious about him for the present. He is very frail and has been hardly able to attend to his work for the last two or three months. Though he has insisted on doing it. One of his peculiarities is that physical debility intensifies his determination to do his whole work very conscientiously, and seems almost to include mental rest. I do not understand how his frail body could have gone through his almost annual attacks of broncho-pneumonia for about fourteen years.

Hoping that you an.

Well I am Yours sincerely,

E. Rutherford Agar.
Venetian Building.
36 Washington Street.
Chicago. Mar 19th 79

My dear doctor Harper,

I have heard it proposed to nominate doctors Holz and Hekton for membership in the faculty at the next meeting. They are both good men. I notify you because there is some danger of establishing a precedent that might possibly be troublesome.

Prof. Haines is very
CHICAGO. Mar 18, 1878

My dear Doctor Harper,

I find that Prof. Brown finally sent in his 25 names but he is still very much opposed to a larger faculty. I think we may safely walk along in the right direction just as fast as we can move them but not much faster. I think he will come around all right as soon as he knows you a little better.

Yours sincerely,

E. Fletcher Ingals.
Chicago. March 18, 1868.

Dear Sir:

I am writing to inform you of the recent developments in our city. The city has been experiencing rapid growth and development, and we are looking for new opportunities to expand our business. I believe we could be a valuable partner in this endeavor.

Please let me know if you are interested in discussing this further. I would be happy to provide more information and arrange a meeting.

Sincerely,

[Signature]
capsules that I wish you would take in addition to the liquid medicine. Take them before each meal and at bed time. If you are not much better in these days let me see you again.

Yours sincerely,

E. Phædre Agals

Venetian Building.
36 Washington Street.
Chicago. July 22, 98

My dear Doctor Harper,

Referring to the subject of homoeopathy, I believe for reasons already given that it would be a good thing to have it taught in our schools if many of the schools would adopt the measure; but it would be a dangerous experiment for any one school that
was dependent upon students, for. In case it was adopted I think my statement that I would favor having every one take the course would need revision. It would probably be better to make it optional.

It would be a fine thing if some woman wishes to give for a woman medical department, because such a department would involve some necessary expense in the way of new buildings and a few extra teachers. I think the sentiment of the profession is very greatly against coeducation in all branches of medicine and I know young men studying medicine are almost universally opposed to it. I enclose a prescription for some
It occurs to me, Queen Thetis, that the suggestions in my counsel would carry the hope and for our ideals future. And the very fact if you can be understood and I wish you could drop into the office not further. Explain that anyone

...
My dear Doctor Harper,

Dr. Snow has been very unwell and a little more of the President's tact will make him very pliable. After leaving the Club last night he was loud in his praise of the President's wisdom and clear headliness. Dr. Haines seems still frozen-up, but I know he will be all right eventually.
My Dear Dr. Harper,

I hope you will be able to go to Dr. Ferris' clinic Tuesday and to get a conference with him before long. As soon as you have seen him & Dr. Graft, I wish to see what I can do. I had hoped Dr. Miller might do something but I gave him an excellent opportunity to make an offer which he ignored, so that I am very confident he will do nothing. Dr. Bryan's failure in law is Mr. Barrow of Diamond.
Malate Jane. He is expected to be very wealthy. Mrs. Brown is his only child. He ought to do something but Dr. Brown has never mentioned that he could be married. At my request Rev. Lyman will sound Dr. Brown on the matter at once.

I wish we could get our pledges next week; get Lake Forest to drop us now and announce our full affiliation and send out our announcements within four weeks. I wish to know who you will propose as members of our teaching force before I attempt any part of the work. I will be able in a few days to give you an estimate of what I can count on. Dr. E. Ingersoll tonight said he thought we could get the money.

My missionary work with him seemed well received (of course he does not know that you know about it). I think we must wait until the Maine incident is clearly before us. If it is war, all will settle down to make the best of it; if peace, they will feel free with their money, but in either event they will be more flexible than now. My good wife
Chicago, March 12, 1898.

Mr. Jesse Sherwood,
Union Stock Yards, Chicago.

My Dear Sir:

I write you in behalf of a lady patient who has been under my care for the last three years. She was formerly a teacher in one of the public schools on the North Side, I think, under Mr. Bevans. Her name is Anna Roland and she now lives at 4322 Grand Blvd. A little over three years ago she broke down because of over work in school and has been confined to her bed about nine-tenths of the time ever since. For the last few months she has been greatly worried because of the expiration of her teachers certificate. She made an effort to have it renewed and supposed that it would be done, but she has been disappointed. I have urged her to give up the thought of teaching, but she can see no outlook in the future excepting in that direction. I do not think there is one chance in 20 that she will ever be able to teach again, but if her certificate could be renewed, it would be a matter of great comfort to her and if there are no rules to the contrary, I hope you will be able to secure its renewal. Last winter, unknown to me, she got out of bed and went down to see Mr. Lane, and failing to get an audience, repeated the trip the next day; this was the first time she had been out of the house for about a year, (I think longer) and the first time that she had been out of bed, for more than two or three hours, for nearly two years. Subsequently, I found her very much worse, but was unable to account for it, because she did not dare to tell me what she had done.
Mr. Lane made her some sort of evasive promise, which she thinks has not been carried out. Subsequently, hoping to retain her standing as a teacher she succeeded in doing substitute work in school for two days. She was again very much worse and again did not dare to tell me what she had done for several weeks. I cannot understand the young lady's reason for not telling me sooner, excepting that she realized what a great set back it had been to her and had a fear that I would decline to take care of her if she confessed to such imprudence. She is a bright woman, extremely conscientious and I think must have been a good teacher, but you may well imagine how she worries over the loss of her certificate. If she should ever feel able to take a school again, and at that time should be found incapable of teaching, it certainly would be easy to get rid of her, but it is cruel to worry her now if there is any way of avoiding it. Of course, I do not ask you to break any established rules, but I hope some way be found to relieve this poor woman's anxiety. I am, 

Yours very truly,

Dictated.

P.S. She does not wish to be placed in line for a school, but merely wants the opportunity to teach again of she should be able.

E.F.I.
CHARGE

I have never had any exact idea of the precise identity of the 300-year-old blue ribbon that you have been seeking. I have only a general notion that it may be located somewhere in the vicinity of the old castle. I have been in touch with the local authorities and have been informed that no records of such a ribbon have been found. However, I have heard that there is an old legend that a ribbon of similar color was once displayed at the castle. I will try to find out more information about this.

Yours truly,

[Signature]

[Date]
P.S. I have asked my coachman to get a reply so that we may make sure not to be balked by the telephone.
April 2/98

My dear doctor Harper,

I have arranged that we are to see Dr. diner at some time this evening from 6.30 to 7. I think we had better meet at the Athletic club for a hasty dinner at 6 and I will have my conductor call for us. Or if you prefer we will let the
Chicago April 1 1898

Nicholas Lewis's donation of $25,000 is to be used to endow a professorship of surgery in Rush Medical College or in the University of Chicago Rush Medical College. It is to become an organic part of that institution. His donation is made on the conditions that the Heald Lewis Professor of Surgery be resident in the University Hospital or of $5000 per year during the lifetime of Nicholas Lewis. They continue and above his regular salary as an occupant of the Chair of Surgery.

Charles E. Haldeman
Pro Bono Justice of Peace
Rush & Haldeman Agency

These are the conditions.

Yours truly,

[Signature]
My Dear Dr. Harper:

I have received a letter this morning from Jas. E.K. McClure, President of the Lake Forest University, in answer to one written him Monday by Prof. Lyman. It reads as follows:

"My Dear Dr. Lyman:

I am in receipt of your courteous letter of the 4th. I will lay it before the Board of Trustees as speedily as possible. I am sure that I can say definitely, even now, that they will gladly waive all conditions concerning the dissolution of the connection between Lake Forest and Rush. With very good wishes,

Sincerely,

Jas. E.K. McClure."

I wish to say that our graduating class are very anxious indeed to have your signature upon their diplomas, and if it were possible to have new diplomas struck off for showing that Rush College was in affiliation with the University of Chicago, they would be overjoyed. Kindly give this matter your early consideration and greatly oblige,

Yours very truly,
My Dear Dr. Webster:

I have received a letter this morning from Dr. E. K. Magoon, President of the Free Forest University, in answer to one written him Monday by Paul Zimmerman. He seems so to follow:

"My Dear Dr. Magoon:"

I am in receipt of your courtesy letter of the 28th. I will try to penetrate the heart of your reply as quickly as possible. I am sure that I can see any difficulty, and now that I can, with utmost sincerity and with very good wishes,

Sincerely,

Dr. E. K. Magoon.

I wish to say first that our protection cases are very successful, and if it is possible to present your signature upon your diploma, and if it is more feasible to have new diploma seals for the University of Chicago, you must be acquainted with the University of Chicago. Kindly give the matter your earliest consideration and report.

Yours very truly,
My Dear Dr. Harper

I wish you could see Dr. Ephraim Segals this week to decide upon the naming of the chair.

I do not care to mention the matter to any one.

As you may not have another Board Meeting before the announcement goes, it should be decided now.

Referring to the proposition [illegible],
I made about naming a Fellowship. I think it would be well for the Board of Trustees to place that in your hands with yours.

Yours Sincerely,

[Signature]
My dear Doctor Harper,

I have discovered another error of our so-called bookkeeper that renders my showing for the past few months very much more favorable to the old manner than the last. It seems that a certain amount drawn out of the Bank had been put
down as receipts from students. This amounted to about $9,000 or $10,000. It is impossible to get along with this kind of help and we must get Mr. Hutchinson to say so. This will relieve all of us of the burden. It certainly will help in conjunction about it. The export has formerly made to one indicated that with 60 less students we have collected about $8,000, more than last year. This shows that we have not collected as much as last year but indicates that we have collected about $5,000, more than we would if we had employed last year methods all the way through and we would now have been suffering from a large deficit.

Yours sincerely

[Signature: E. Hutchinson]
Chicago, April 21, 1898.

My Dear Dr. Harper:-

Under separate cover, I send you an announcement of the Northwestern University Medical School. It contains some things that appear to me better than ours; it is certainly very much better in its general appearance. One thing that especially interests me, is the omission of all names of students, excepting the graduating class. I think that is an important matter, as I am satisfied that in our college some of the students who have neglected to pay their fees have attended other colleges and obtained credit on the strength of their names having appeared in our list. Their whole announcement appears to me more systematic than ours, but I am quite certain that some of our Faculty very much dislike copying after any other medical college, though they would not object to copying after the University of Chicago and I am in hopes that our announcement may be made in a general way to appear as though it were arranged by you.

I would like to see you for about an hour before I send the financial statement to the various Trustees. I expect to have it in readiness today, but there are a few points upon which I wish your advise. I was very much gratified yesterday to receive the telephone message from your Secretary. I had a pleasant visit with Mr. Sisson at Peoria, Tuesday, and had the pleasure of going through the Bradley Institute with him. I am,

Yours very truly,

Dictated.

E. Fletcher Ingalls, M. D.
John Edwin Rhodes, M. D.
34 & 35 Washington Street.
Hours: 10 A. M. to 1 P. M.
My dear Mr. [Name],

Under separate cover I send you an announcement of the Metropolitan University, Mayor's Scholarship program. It containing some

charges that appear to me rather than other. It is certainly very

much better in the appearance. General appearance. One thing that

especially interests me in the commission of all names of administrat-

except the engineering college. I think that in an important matter,

as to my ability that in any college some of the students who have

never been to any college have attended other colleges and applic-

effects on the specialty of their names. Having already in our

Tennis. More announcements appear to me more satisfactory for,

and I have called just some of our students any much

offering after other. Students college, though that many offer

office after the University of Chicago and I am in hope that

announcements may be made in a generous way. To express my

If were strange to you.

I would like to see you for sport as soon as possible. I send the

important announcement to the various Trustees. I expect to have

in residence college. But please to few points upon which I wish your

service. I am very much grateful, especially to receive the performance

message from your secretary. I had a pleasant interview with Mr.

of Secretary. Thank you for the pleasure of giving me the

Please forward with mine. I am

Yours very truly,

[Signature]
RUSH MEDICAL COLLEGE.

DISTRIBUTION.

June 1,1896 to June 1,1897.

RECEIPTS.

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<td><strong>83,526</strong></td>
<td><strong>82,220</strong></td>
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Disbursements.

1. Administration Expense, 7,315.
2. General Expense, 17,861.

II. Instruction,

III. Supplies and Expense, 3,166.
2. Equipment, 2,619.
IV. Buildings and Grounds, 11,562.

**Total**, 75,414.

(Contingent, and total, 5,629.)

Practical Branches, 8,700.

Contingent Salaries for Administration, 10,000.

Total, 5,629.

2. Salaries.

Professor, 2,600.
Demonstrator, 1,400.
Instructor, 400.
Stag, 250.
Student Service, 100.

Total, 7,500.

3. Contingent Salaries for Practical Branches, 10,000.

Total, 13,000.

Chicago, April 26th, 1898.
RUSH MEDICAL COLLEGE.

DISBURSEMENTS.

June 1, 1896 to June 1, 1897. June 1, 1897 to June 1, 1898. June 1, 1898 to June 1, 1899.

I. Administration Expense.
Advertising, 1,900. 900. 900. 1700.
Postage, 400. 900. 900.
Announcements, 420. 400. 700.
Diplomas, 319. 360. 200.
Printing & Stationery, 400. 250. 550.
Office Help, 2,662. 1,200. 1,200. 500.
Commencement Exercises, 754. 370. 630.
Examiner, 500.

Total, 7,315. 4,720. 5,850. (6150)

II. General Expense.
Paid on debt, 5,000. 5,000.
Interest, 6,450. 5,024. 1,426.
Presbyterian Hospital, 1,650. 1,650. 1,650.
Faculty Meetings, 261. 540. 300.
General Expense Acc't, 4,000. 2,500. 2,500.

Total, 17,361. 16,216. 4,450.

II. INSTRUCTION.

1. Chemistry.
Professor, 3,000. 3,000. 3,000.
Demonstrator & Chief Assistants, 2,388. 1,450. 373.
Instructors, 220. 500. 625.
Student Service, 150.

Total, 5,538. 5,100. 3,230.
(See also Sec.II, 17, and Sec.III, 1 & 2)

Professor, 2,500. 2,500. 2,500.
Demonstrators, 1,900. 1,800. 1,800.
Instructors, 600. 600. 600.
Bioner, 100. 100. 100.
Student Service, 100.

Total, 4,800. 4,400. 5,000.
(See also Sec. III, 1)
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**RUSH MOBILE COLLECTIVE**

**BENEFICIARIES**

June 1, 1945 to June 30, 1945

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(See also Sec. III, 1 & 2)

### 4. Pathology and Bacteriology

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(See also Sec. II, 17 & Sec. III, 1 & 2)

### 5. Medicine

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(See also Sec. III, 1 & 2)

### 6. Obstetrics

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(See also Sec. III, 1)

### 7. Skin and venereal

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(See also Sec. III, 2)

### 8. Surgery (Sana)

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(See also Sec. III, 2)

### 9. Surgery (Hamilton)

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(See also Sec. III, 1 & 2)

### 10. Laryngology and Chest Diseases

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(See also Sec. III, 1 & 2)
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**Totals Forward,**
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<td>Furniture and Fixtures,</td>
<td>147</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Janitors,</td>
<td>2970</td>
<td>1870</td>
<td>2150</td>
</tr>
<tr>
<td>Clinic Assistants,</td>
<td>1000</td>
<td>1800</td>
<td>600</td>
</tr>
<tr>
<td>nurse, and obstetrical assistants,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total,</strong></td>
<td>11582</td>
<td>6307</td>
<td>6365</td>
</tr>
</tbody>
</table>

E. Fletcher Ingals,  
Registrar.

P.S. There will be some deductions from the estimated expense for next year amounting possibly to $2000.
he did not reject any salary as long as the other came getting more. This would relieve us of any trouble the coming fall as I had not expected to ask him to donate his salary. I have cancelled 2100 of the college bonds & have the money in bank.
Venetian Building.
36 Washington Street.

My dear Doctor Harper

Dr. Anne has a
duplicate of the
envelope. You had
better keep this until
he is willing to destroy
them. I feel very
confident he will
yield to your argument.
He said that of course

Chicago. Jan. 7, 88
Chicago, April 25, 1898.

My Dear Dr. Harper:

In addition to the letter that I have written to each of the Trustees, I wish to say to you that the scale of wages for some of the help about the college has steadily increased from year to year, until we are now paying for labor from 10 to 15% more than is paid for similar work by most Mercantile houses. Our office work and the repairs and purchasing of supplies have been without a suitable head for several years, and I am led to believe that our running expenses are therefore abnormally large. I believe that by securing a proper man to act as bookkeeper, general superintendent and assistant registrar, we could easily save enough from janitors’ wages to pay the excess of his salary over and above the salary we are now paying a bookkeeper, and that we could also save a couple of thousand dollars a year from other expenses. I think it desirable that our Professors of practical departments, who have donated their whole interests to the Trustees, should be paid as liberally as practicable and I would suggest that even at the expense of economy in other departments, an effort should be made to pay them from $1200 to $1500 per annum. If for any reason the income of the college should be much less anticipated, the burden will have to fall on these Professors. I believe that with the uncertainties before us, the heads of departments should be assembled together, and all estimates should be cut to the lowest possible point, with the provision that if our class should reach normal proportions, the original estimates asked for may be allowed. I am satisfied that the head Professors
My dear Mr. Hasbrouck:

In accordance with the letter that I have written to you, I am enclosing a copy of the manuscript I have prepared to submit to the board of the college. I hope that my suggestions and observations may be of assistance to you. I am anxious to have the work reviewed and brought to the attention of the appropriate academic body. The manuscript is a result of several months of research and preparation, and I believe it will make a valuable contribution to the field.

I have enclosed a detailed outline of the proposed manuscript, along with a synopsis of the main arguments and findings. I would be grateful if you could provide feedback on the draft and suggest any necessary revisions.

I look forward to hearing from you and discussing the manuscript further.

Yours sincerely,

[Name]
who are on fixed salaries have, as a rule, made their estimates liberal and that they expect them to be cut down; though, if this were unnecessary, I have no doubt that their departments would run easier on the amount asked for than on smaller sums.

I have made no estimate for paying special Professors who do not now receive any salary and I do not think it necessary at this time to pay them anything; though eventually, every one working in the college should receive some salary, little or much, according to his value to the college and the value of the college position to himself.

I think that the present Professors of practical departments should be paid liberal salaries if possible while they remain with the college, but as they one by one drop out, their successors should be paid at a fixed rate, not to exceed $10.00 per hour for actual working hours in the college. Although this amount would seldom pay them for the time, we must not forget the advantages they derive from holding such a position. Until our financial condition is much better than now, none of the Professors of practical branches should under any condition receive more than $50.00 per week for his services in the college.

Yours very truly,

Dictated.
I have no evidence that any student has failed to do
what was requested. I have no proof that any student
may have committed any serious or
inappropriate actions.

I have made no attempt to place special emphasis
on the success of those students who have completed
their courses.

I know that the process of selecting a student for
later study is not an easy one. It involves many
considerations, such as academic achievements,
ability to work well with others, and personal qualities.

I am confident that the college will continue to
operate at a high level of excellence.

Yours sincerely,
Rush Medical College.
Chicago.

Obstetrics and Gynecology.

(B) James H. Etheridge, A. M., M. D.,
Professor of Obstetrics and Gynecology.

(c) Frank A. Stahl, M. D.,
Instructor in Obstetrics.

(b) Philip Adolphus, M. D.,
Clinical Assistant Professor of Gynecology and Supt. of clinics.

(c) H. B. Stehman, A. M., N. D.,
Assistant Professor of Gynecology.

(e) Edward Buel Hutchinson, B. S., M. D.,
Instructor in Obstetrics and Gynecology.

(e) Frederick A. Jefferson, M. D.,
Associate in Obstetrics and Gynecology.

(e) T. J. Shaw, M. D.,
Associate in Gynecology.

(On the back of the page, handwritten notes:

D. Harper
I am sorry that
Dr. Etheridge still cling
to the objectionable man
but will leave the matter
to you.

E. H.)
Operations and Gynecology

(b) JAMES H. ERINGER, A. M., M. D.
Professor of Operations and Gynecology

(a) R. A. STELL, M. D.
Instructor in Gynecology

(d) PHILIP W. WIRTH, M. D.
Clinical Assistant Professor of Gynecology and Surgery

(c) R. S. GUTHRIE, A. M., M. D.
Assistant Professor of Gynecology

(e) K. W. D. HEFFERNAN, A. M., M. D.
Instructor in Operations and Gynecology

(e) Preceptor, M. D.
Associate in Operations and Gynecology

(e) T. J. SHAW, M. D.
Assistant in Gynecology
Venetian Building.
36 Washington Street.
Chicago. May 9th, 1888

My Dear Doctor Harper,

Here will have to be a faculty meeting Friday evening, May 20th, to pass upon names of students to be graduated and to sign the diplomas.

It has been our custom to call these meetings at Union League Club at 5 PM, to work an hour there and supper

D.C.
and then return to our work. Kindly make a memorandum of the day and hour.

A Faculty meeting will be necessary the following day to authorize issuing diplomas to those the faculty recommends. Will you kindly see that this is called.

A question has arisen as to who shall sign the diplomas. Formerly emeritus professors, the executive faculty and so on, special professors signed. All cannot now sign. When shall the line be drawn? How shall this be decided?

It has been suggested that it be the head of departments only; again that it be all full professors; also that all emeritus
Venetian Building.
36 Washington Street.
Chicago. July 23, 1888

My dear Mr. Halsey,

I draw a check for $500, and I will have the college send out to myself the stub to show that it was for you. It will fix them out of the amount.

Mr. J. Wilson,
Your friend,
E. B. Ingalls
My Dear Dr. Harper:

The following items I think we wish to consider at the Faculty meeting Friday night:—Dr. Harper to announce, (A) Restrictions of individuals to the Faculty, that is, the duration of their appointments, those who are voters and those who are not etc. (B) Duties of each of the Deans, emphasizing the duty of the Senior Dean to secure systematic work in each department and to insure the prompt and regular attendance of every one connected with the college. (C) Duties of the Council of Administration. (D) Duties of the Examiner. (I think it would be desirable for the examiner to have a general supervision of all examinations, review as well as final, and I think he should be represented at each examination. He might appoint one of the instructors or associate instructors for each of the departments as his representative. He should see that proper precautions are taken to prevent cheating which is one of the vital values of the college. Each Professor should furnish the questions and should have at least one assistant for every 50 students, who should watch to prevent cheating and who should aid the students and professors at the time of the examination by explaining anything in the questions that might be ambiguous.) (E) Appoint the various committees and explain the duties of each.

Other items for consideration. A speaker for arringing exercises next fall.

Arrangements for the opening exercises and notification that every one should be present.
My Dear Dr. Webster,

The following items I find it will be convenient for me to have printed:

(a) Statement of the names and addresses of the members of the committee of the Board of Education.
(b) Details of the proposed method of examination.
(c) Notice of the examination to have a general knowledge of the examination, as well as for educational purposes. I am particularly interested in a report of the examination, and I think it would be desirable to have a copy of the report of the examination of each subject.
(d) Details of the administration of the examination, including the methods of marking and reporting the results.

I would also like to have a copy of the examination papers for each subject. I am particularly interested in the examination to have a general knowledge of the examination, and I think it would be desirable to have a copy of the report of the examination, as well as for educational purposes.

I am looking forward to receiving these papers and hope to be able to use them for the benefit of the students.

Yours sincerely,

[Signature]
Chicago, May 24, 1898.

The appointment or election of a representative to the American Medical Association, which meets in Denver, June 6. (I think it would be well to appoint as this representative, myself and Dr. Brower as an alternate. I have represented the college several years and think that I could accomplish more than one who was not familiar with it.)

Arrangements should be made during the summer for a systematic recitation course in each department, so that each of the instructors and associates may know a few weeks before the term begins, exactly, what he is to do.

Consideration of the subject of review examinations, (I think it would be desirable if they could be held in every department the 6th week after the beginning of the term and the 5th week following Christmas. Examinations might also be held the last week in December preceding the holidays, and these might be made final. A similar examination might be held the last week in March, which would be final. We have announced in the catalogue the times at which the final term examinations will be held. It has been the custom to begin the Senior examinations the latter part of April and to continue them at intervals until about the 10th of May. The junior examinations were held this year from the 30th of April to the 13th of May. The Sophomore from May 9 to May 13, and the Freshman May 15 to May 20. If the two final examinations already suggested could be given during the term, we would be in a position to know how all of the men stood, and might make the final examination
for the term very short so that the papers could be speedily marked.
It would be better if the examinations did not begin so early and if
most of them were held after the 10th of May, because under the
present plan, as soon as an examination has been held the students
will not attend any more work in that department; the result is that
they do very little work for the last month of the year.

I think I could give some suggestions with reference to the
making out of the questions that would be advantageous, though I
do not care to crowd these upon the Faculty. I think some of the
younger men might give further suggestions about the conduct of the
recitations and it would be very desirable if we could secure
uniformity in the best method. I am,

Yours very truly,

Dictated.

[Signature]
Chicago,

[Text begins but is cut off at the bottom and not legible.]

[Signature at the bottom right of the page]
SPRINGFIELD, May 5, 1898.

Pres. W. R. Harper,
Chicago, Illinois.

Dear Sir:

You will oblige me by asking one of your Professors to prepare a list of questions in Greek for the State Examination for 1898. The Circular and the list of questions which I send with this, show the requirements of applicants, the time allowed for the examination, and the character of the questions used last year.

A gentleman who has served several years as a member of the State Examining Board, makes the following suggestions to those who prepare the questions:—"Let the person who prepares the questions in any given branch, before sending them to you, sit down and write out just what he thinks should be written to cover the ground, and to merit e.g.—85%. If the time allowed for the branch in question is 90 minutes, and he finds he can complete it all in satisfactory shape in sixty minutes, his questions will probably be about right. If on the other hand he finds it takes him ninety minutes, he ought to prune his questions onethird. In years past some of the questions were out of all reason as to length of time required compared with length of time allowed."

Please indicate, as soon as convenient, whether one of your faculty will be able to comply with this request.

Since the examination is intended for teachers, I suggest that
SPRINGFIELD.

Pres. W. R. H. -- 2

the questions be along general lines.

Respectfully yours,

Superintendent of Public Instruction.

Inclosure,

State Certificate Circular.

Greek questions used last year.
Chicago, May 14, 1898.

My Dear Dr. Harper:

Mr. H. J. Dern, 604 W. Adams St., the historian of the present college class, called upon me today to learn something about the fellowships offered by the University to the Rush Graduates. I am unable to give him very satisfactory information. Will you kindly ask some one who has the matter in hand to send him an explanation so that he may use it in his address on the class history.

Yours very truly,

Dictated.

E. Fletcher Ingals
My Best Dr. Webster:

Mr. H. J. Dean, 404 W. Adams St. Chicago

I have just received your note of the present college classes, and have now the good fortune to send something of the fellowship offered by the University to the rank of graduate.

I am unable to give him very satisfactory information, but you are graciously asked to send him the enclosed paper. I am told by some one who has the matter in hand to send him the explanation of that he may use it in the articles on the late President.

Yours very truly,

[Signature]
My Dear Dr. Hyde:—

I herewith send you $20.00 in gold, the L.C.P. Freer second prize. I notice on the proof of the annual announcement you request that it be returned to you. I suppose that all of these copies are to be taken to the meeting Friday night, in order that we may look them over together; certainly quite a good many corrections will need to be made, and that appears to be the best place to make them. President Harper informs me that he will have to leave at 7:30, therefore we must try to get our work along rapidly during the dinner hour. I hope we may get the diplomas all signed before dinner, and I should think we would have time afterward to hastily run over the announcement and make needed changes. I am,

Yours very truly,

E. FLETCHER INGALS

Dictated.

P.S. I enclose a suggestion for a statement of affiliation. I think that something more than already appears in the announcement is desirable. E.F.I.