The University of Chicago

CHICAGO
May 7, 1898.

My dear Dr. Insalls:

How much would the Rush Medical College pay the University for a page of advertising on the University circular or a special page to be inserted in our circular of information?

Yours truly,

William M. Harper

The Committee on advertising was glad to get it very cheaply. What circulation will it have? The Committee has a limited appropriation with us for advertising this year. What will the page cost?

Chicago, May 8, 1898.
Venetian Building.
36 Washington Street.
Chicago. May 2/98

My dear Doctor Hayden
You, Dr. D., &
Mr. W. H. Kloubert were
committee appointed
to draft appropriate
resolutions concerning
the resignation of
Dr. Holmes which went
effect Feb 5/98. Dr. I
handed our letter.

May 2/98

Yours sincerely,

[Signature]
for you to use as you or fit in making
your report, which should
be obtained upon the
minutes of fulness
engravel paint &
Holmes.

Yours sincerely

E. Dithershagen
CHICAGO, May 2, 1898.

My Dear Dr. Harper:

I called on Dr. Hyde this morning to be sure of the minutes for the last meeting. He told me that he had sent you an abstract of them which would enable you to bring up all the matters if Dr. Etheridge's copy should not meet you. He handed me also one of the enclosed lists of committees which he said he had written out for me to look over. I made a number of alterations in it, but afterward concluded to make out another list. He thought it was a good idea to work all the younger men in in the same way. In making out my list, I went upon his proposition and consequently have a long list of committees. Perhaps you will think it best to condense them or to do away with some of them entirely. I think, however, that for the work required, the men I have selected especially for chairman, are all fitted for the places. I am,

Yours very truly,

Dictated.

P. S. I find there will have to be some changes in the titles of two or three members of the Faculty list which you now have. Daniel R. Brower should be put in as Professor of Mental Diseases, Materia Medica and Therapeutics. Henry B. Favill should come in the list following Prof. Hektoen, with the title Ingalls' Professor of Therapeutics and Preventive Medicine. Sanger Brown's title should be Associate Professor of Hygiene and Medical Jurisprudence. I do not know but this is the same upon your list, though Dr. Brower though it was not. Dr. Salisbury's title should be Assistant Professor of
My Dear Mr. Herbert:

I am writing to let you know that I have received the minutes for the last meeting. I look forward to seeing you soon. I am pleased that you are planning to attend the meeting in person as I am sure it will be a valuable opportunity for discussion.

In the meantime, I have been working on a number of ideas to present to the committee. I believe that these ideas could be beneficial to the organization as a whole. I would be happy to discuss them with you further.

Regarding the committee's work on the new charter, I am confident that we will be able to make substantial progress. I have been working on this project for several weeks and I believe that we are making good progress.

I am looking forward to your response and to discussing these matters further.

Yours sincerely,

[Signature]

Dr. Johnson

P.S. I have been working on some changes to the charter of the club.
CHICAGO,

Medicine and of Chemistry. Dr. Patton's title should be Assistant Professor of Materia Medica and Therapeutics, and of Chemistry.

(I am not certain whether Therapeutics should be in this title or not, but it can be crossed out if we find it ought not to go in)

There are two men doing work in the County Hospital that we should recognize. Dr. Oliver M. Huff as Clinical Assistant Professor of Medicine in the County Hospital and Dr. E. L. Moorhead Clinical Assistant Professor of Surgery in the Cook County Hospital. There are several men in the Dispensary that we ought to recognize as Clinical Assistants in the Central Free Dispensary. I think I sent you the names some time ago, but I have no copy of them with me.

E. F. I.

P. S. I have found the list of Doctors in the Dispensary who should be recognized. It is as follows:

Dr. Effa V. Davis, Dr. P. McPherson,
Clinical Assistant in __________________ in the Dispensary.

Dr. A. C. Bertling,
Clinical Assistant in __________________ in the Dispensary.

Dr. Wm. C. Cox,
Clinical Assistant in __________________ in the Dispensary.

Dr. B. Dorr Colby,
Clinical Assistant in __________________ in the Dispensary.

Dr. C. W. Evans,
Clinical Assistant in __________________ in the Dispensary.

Dr. Jas. G. McCurdy,
Clinical Assistant in __________________ in the Dispensary.
Dr. C. M. Evans

Dr. B. Dolly Godal

Dr. Nw. C. Cox

Dr. Y. C. Heltsham

Dr. Z. W. Draper

Dr. J. Whetton

de necordia. If I can entend:-

6. I was long before to start our work on this prehistoric art.

7. We are now planning to start some work at some point.

G. Hill was at this time leader of the project.

Dr. Hill said he would lead the work.

(If we can now proceed with the procedure.

Prove or who is to be the first to start our work.

Dr. Hebbou's little idea of the procedure.

And that he would proceed to the operation.

Good morning. Dr. Hebbou's little idea of the procedure.)
Dr. P. McPherson,
Clinical Assistant in ________________ in the Dispensary.

Dr. A. R. Martin,
Clinical Assistant in ________________ in the Dispensary.

Dr. W. A. Quinn,
Clinical Assistant in ________________ in the Dispensary.

Dr. W. P. Schoen,
Clinical Assistant in ________________ in the Dispensary.

Dr. J. H. Thomas,
Clinical Assistant in ________________ in the Dispensary.

Dr. F. J. Watson,
Clinical Assistant in ________________ in the Dispensary.
My Dear Dr. Harper:

At a meeting of the Committee on announcements last evening, Professors Dodson, Hyde, Lyman, Etheridge and myself being present, I was requested to ask the Trustees to drop the name of Daniel T. Nelson from our list of Emeritus Professors. There appears to be no very good reason why his name should be carried; indeed there was never a very good reason for putting it on at all. At the time it was done, he was broken down in health and was obliged to give up the work and there had been some misunderstanding, that made it seem desirable to make his retirement from the teaching faculty as easy as possible. It is a good time now to make a change if one is to be made at all, and as the space for names on the diplomas will be limited, I think it is better that he be dropped.

Yours very truly,

Dictated

E. Fletcher Ingals

P.S. Unless Mr. Hutchinson will that home it will be necessary for the trustees to authorize me to borrow what may be necessary to get through the summer. It may be $5,000. The summer is a part of next year but no income will come until October.
My Dear Dr. Webster:

At a meeting of the Committee of Counseling
last evening, Professor Mogen, Judge Ramsey, Professor and myself,
were present. I was requested to see the Trustees to stop the name
of Daniel T. Nelson from our list of American Professor.

There seems to be no very good reason why the name should be criticised;
indeed there were never a very good reason for publishing it. If not.

At the time it was gone he was broken down in health and was
offered to give up the work and there had been some misunderstanding
that made it seem desirable to make the retirement from the teaching
faculty as easy as possible. If in a good time now to make a change
it can be made at the right, and at the expense for names on the
program will be limited. I think it is better that he be dropped.

Yours very truly,

[Signature]
Venetian Building.
36 Washington Street.
Chicago.

May 7th 84

My dear Doctor Harper

I submit plan for RMC
Students who wish B.S. deg
with a suggestion that
provide for students who
begin their work in life
or come there after their
first year elsewhere.

Will you kindly
let me know by telephone
this evening or tomorrow
if convenient how we
May place your name and that of Prof. Howland on our catalogue.

Dean Dodson and I thought the plan shown on preceding page would be right.

Yours truly,

W. A. Hinkley

P.S. I have not yet learned your decision about your name on the diploma, but hope you see no objection to it. I will come or send for this letter if you can decide today.
Pres. Wm. R. Harper,

Chicago University, Chicago.

My Dear Doctor:

While we were in Denver, some one asked Prof. Etheridge how $100,000 could be given to Rush College for building purposes, so that it would be permanent. Will you kindly give me a definite answer which I may transmit? It seems to me now best in such a case for the money to be given to the University of Chicago for the use of Rush Medical College. We do not want anything to interfere with the final turning over of the property, and we certainly do not wish to let any donations go by.

Do you know whether the date of the beginning of terms at the Manual Training School is to be altered to correspond with those of the University. I hope it is so. I am satisfied that the early part of September is too early for many boys, and it is absolutely impracticable for mine. I am,

Yours very truly,

E. Fletcher Ingals.

dictated.
June 30, 1938

Dear Mr. Wiker,

Chicago University

My dear Doctor:

While we were in Denver, some one asked me the question:

"How much would you say to keep Chicago for six months?"

I said I would not be answered. Will you kindly give me a definite answer which I may transmit? I seem to me now that it would be best in such a case for the money to be given to the University of Chicago for the use of the Medical College. We go not want anything to interfere with the final turning over of the property and we do not wish to let any play in the Chicago Talmudic School be so altered to correspond with the University. I hope it is so. I am satisfied that the entire part of September is too early for many people and it is especially impossible for mine. I am very grateful.

Sincerely,

[Signature]
Venetian Building.
36 Washington Street.
Chicago June 21/97

My dear Doctor Harper,

As to Augur Brown, who is in Post Browns department, I presume the latter should know of his resignation, in order to be considering other persons. I will not say anything to him until I hear further from you, as I know the matter should be left entirely in your hands, but I am subject to your wishes. Sincerely yours,

[Signature]
June 20, 1878

My dear Doctor Harper,

I am surprised at this resignation but I find that several of the men are dissatisfied with their new titles. It would be fortunate if several of them would resign. They do not seem able to appreciate the difference between Rush affiliated with the U.S.C. and Rush as it was. Rush was formerly in a commanding position.
I am much obliged to you for the information given me. I will write to the President and ask if I may become an usher in your College. I have the honor to be 

Yours respectfully,

[Signature]

But it is now much more or less I believe the title of District in this college is now worth more than that of Professor in many others. Dr. Graham was in Saturday very angry because of his change of title. Said he would not stand at it etc. etc. I tried to explain the matter but he would not hear of it. If he would follow Dr. Brown's example it would be an easy way out.
Chicago, June 29, 1898.

Dr. T. W. Goodspeed,
 Secy. University of Chicago, City.

My Dear Doctor Goodspeed:—

I enclose a list of the salaries to be paid to the various members of the Faculty of Rush Medical College, which is slightly altered from that which the Trustees adopted, because that contained certain errors. Will you kindly have this ratified?

I enclose also the old list which you sent me, which will give you an idea of the changes that have been made. Please hand one of these lists to President Harper.

Yours very truly,

(Dictated.)

Enclosures.
Chicago, June 29, 1898

Dr. T. W. Goodspeed, 
Dean, University of Chicago, City.

My Dear Doctor Goodspeed:

I enclose a list of the names to be paid to the various members of the Faculty of Knox Male vo College, which is entirely separate from that which the Trusteesاسبه, because that continues certain errors. Will you kindly have this rectified?

I enclose also the list which you sent me which will give you an idea of the changes that have been made. Please make one of these alter to President Huber.

Yours very truly,

[Signature]

Comptroller

[Signature]
CHICAGO, July 2, 1898.

Dr. W. R. Harper,
Chicago University, Chicago.

My Dear Doctor:-

Mr. Baldwin suggested to me that the Trustees ought to have a report of the condition of our books the first of June or July from some expert accountant. The bookkeeper from the University has been over to look over the books with J. H. and it is possible that their report will be sufficient, but if you think desirable to have a different report from an expert, I will hire a bookkeeper for about $15.00 to make it.

I am gratified today to find the first fruits of the arrangement for the B.S. degree to Rush Medical College students. Professor Brower has taken his son from Harvard and entered him both at Rush and at the University. He designs to have him do some work at the University while taking his medical course to an extent that will give him Bachelor of Science degree some time before he gets the degree of Doctor of Medicine. I am,

Yours very truly,

Dictated.

E. Fletcher Ingals
My dear Doctor:

Mr. Parnin suggested to me that the Trustees ought to have a report of the condition of our public the first of June at the beginning of the summer. From some expert accounts, I think it necessary to make a report of the condition of the public. If you think it advisable to have a written report from an expert, I will write a report for you.

I am especially happy to find the first fruits of the management for the B.S. degrees for Knox Medical College students. Professor Bowers has gained the confidence of the students and is doing some work of the University. He desires to have his course in medicine and to run his course as a separate class. He will give him a position of science, some time before he gets the degree of Doctor of Medicine. I am, yours very truly,

[Signature]
President Nasher

Dear Sir:

You told me by telegraph that it was the purpose of the P.M.E. to establish a chair in the school in consideration of my contribution toward buying the institute itself. I asked you to write to me my views relating to it. This would seem rather in a manner as one is to be made for Dr. Snee. Perhaps it is unwise too. If you suggested that it be given my name, I do not think this would be best. It might have my family name but the Ekphrasteion should be omitted. It would then apply to Dr. E. Fletcher Ingalls as well as myself if we have both been influential in bringing the affiliation at all. Jam. New 24...R.F. J. Med. Med. Med. Med. Jnr. These names should be left out. Med. Jnr. should be assigned to the legal department of the University when it is established. This is added—Med. Med. is obsolete. It was introduced when Doctors gathered their own simply, comparisons & ranked them. Such teaching should go to Botany & Chemistry
I am not satisfied what the name of the Chair should be. These have occurred to me. Therapeutics & Sanitary Science. Sanitation. Preventive Medicine. Anti-pyrophylaxis. Some of these would embrace the instruction relating to medicines & their uses for the cure & prevention of disease. Properly presented it would be perhaps the most important branch taught in the school. It would require a gifted & devoted man to fill the place properly. I should be glad for suggestions from you.

Espérance Legals
Per E. L.

Apr 10th 1898
have to be gone over with Prof. Hitchcock before any one else could have known what to do. I think you must have received a wrong impression. I think it very desirable to get your questions at work in the college whenever practicable and hope the sight places may be found. Prof. Hyde's notes will doubtless show the action of the council but he is out of the city. Shall I send him your letter and ask him to look it up?

Yours sincerely,

[Signature]
My dear Doctor Harper,

My recollection is not the same as yours concerning the bacteriological work. I knew that you spoke of it but I do not recollect about the $500, and it seems to me that the council took no action. Perhaps some of them said it would be a good thing if it could be arranged.
CHICAGO, July 2, 1898.

Dear Dr. Harper:

I have just received the announcement of the Cornell University Medical Medical College. One paragraph of which I think will be of interest to you.

"While it is not necessary, it is highly advantageous that students entering upon the study of medicine should have a college or university training in the liberal arts and sciences; and for the benefit of such it has been arranged that students in the Academic Department of Cornell University may elect in the Medical College certain studies, thereby materially shortening the time required for taking both the A.B. and M.D. degrees." I am,

Yours very truly,

E. Fletcher Ingals

Dictated.
Dear Dr. Harper:

I have just received the announcement of the Cornell University Medical College, the presidency of which I hold. Will be of interest to you.

"While it is not necessary to the highest standards that education in the medical school and for the curriculum of the University Medical School be separate, it is important that it be distinct from the academic departments of Cornell University. The Medical College, through its various educational programs, offers a complete course in the field of medicine and surgery and for those who wish to specialize in any of these fields." I am...

Yours very truly,

[Signature]
CHICAGO, July 8, 1898.

My Dear Dr. Harper:-

Dr. Brower was recently talking with me about the lectures on Medical Jurisprudence in Rush for the coming winter. Dr. Sanger Brown, I think, would like to continue but he is somewhat like the Spanish, feeling that his dignity has been compromised. I have explained the situation to him, as I think you would have done it yourself, but have not urged him to reconsider his resignation. Prof. Brower has heard from him since I saw him, and at that time Dr. Brown said he wished to consult with the Deans and would see Prof. Brower later, but he has not yet made this second call. Prof. Brower was suggesting this morning that if Dr. Brown's resignation is accepted, it might be a good plan to get a lawyer to give the lectures. The names that presented themselves to us were Judge Freeman, John M. Harlan and Jesse A. Baldwin. The latter of course, could not be a Professor on salary. I think we might find some lawyer of ability who would be willing to give the lectures without salary as Dr. Brown has done. It would bring him a large acquaintance that might be of much value. It has occurred to me if you could easily find the time, it would be a good plan if you could give the students about four lectures during the winter upon any subject that was agreeable to you. I am,

Yours very truly,

Dictated.

E. Fletcher Ingals,
Dr. President,

I am writing to express my regret for the misunderstanding that has arisen regarding the appointment of Professor Smith. I had no intention of causing any inconvenience or difficulty for the university or for you personally.

I am grateful for the opportunity to serve the university and I look forward to contributing to its growth and success. Please let me know if there is anything else I can do to assist with the transition of Professor Smith's responsibilities.

Thank you for your understanding and support.

Sincerely,

[Signature]
Chicago, July 27, 1898.

My Dear Dr. Harper:

Some of our professors are writing text books or articles for text books, and others are writing articles for medical journals to which it is customary to attach all of the titles. I have been asked by two or three of them how their titles should go in; as Professor of Rush Medical College - University of Chicago, or must it be written Rush Medical College in affiliation with the University of Chicago. The former would be desirable if it is satisfactory to you. Kindly instruct me in the matter that I may inform my colleagues. I am,

Yours very truly,

Dictated.

[Signature]
October 19, 1917

Mr. Dewey,

Enclosed are copies of the minutes of the meeting of the Board of Visitors held in the presence of the members of the Executive Committee. I have been requested to send you a copy of the minutes of the meeting held on the 17th of October, 1917. I hope that you will find the contents of these minutes interesting and informative.

Yours very truly,

[Signature]

P.S. Please let me know if any further information is required in the matter.

[Signature]
Chicago, Aug. 24, 1898.

My Dear Dr. Harper,

Yours of the 20th received. I should be heartily in favor of the suggestion that Rush should recognize the University scholarships for an equal number to be given by the University to Rush Medical College. I suppose the matter would have to go before the Trustees of the two Institutions, but if recommended by you, I have no doubt it would be adopted. In the meantime, if the Des Moines college wish to send their student here, I think we might safely accept him on this understanding. I am,

Yours very truly,

[Signature]

Dictated.

E. Fitcher Angell,
Comptroller.
it would be a good thing for the students. Probably the afternoon would be the easiest time for you. From your usual schedule you may judge when would be the best place.

Yours sincerely,
E. Kitcher Ingalls,

No enclosure
Venetian Building.
36 Washington Street.
Chicago, Aug 6/98

My dear Doctor Harper,

Here is the Faculty I have written to about it an anxious that you give a short course of lectures on the History of Medicine next Winter. If it could be given Friday evenings I think some Physicians would like to attend. I know
CHICAGO, Aug. 1, 1898.

Dr. Wm. R. Harper,

Chicago University, Chicago.

My Dear Doctor:

Referring to the title of teachers in Rush College, your idea appears to me accurate. The dash as suggested in mind of the 27th would perhaps avoid any actual misstatement, but I fear, as you suggest, that it would be misleading.

With reference to the Insurance on Rush College, a letter which I wrote to the Board of Trustees has been supplemented by a letter from Major Rust, which I understand he forwarded to the Assistant Secretary. I presume it would not now be possible to have a meeting of the Executive Committee before September, as several of them must be out of town. However, if there are enough of them here, I would be glad if this matter could be settled up together with that of the resignation of which we have already spoken. I know that Mr. Tobey is out of town. I presume that Mr. Freer is away and Dr. Goodspeed is also away. I think Dr. Miller is in town. I am,

Yours very truly,

E. F. Ingalls.

P.S. Under separate cover I send you a part of the London Times which was forwarded to me by Prof. Haines. He asked that after reading it, I hand it to you. I have marked the paragraphs that I think will be of interest.

E. F. I.
My dear doctor:

Referring to the letter of reference in my College, I would like to give you the necessary instructions of the committee for the Health of the College.

With reference to the instructions on the College of the Interior, I appreciate the forwarding of the letter.

I write to the Dean of the College of the Interior, whom I understand to be responsible for the medical.

I assume if you have not been able to have a meeting of the Executive Committee before tomorrow, as seems to have been reported, I must be out of town. However, if these are some of the facts, I would be glad if this matter could be settled in the interval with the Dean.

I am at the disposal of which we have already spoken. I know that I may be out of town, I presume that I shall be away and under special orders I am certain that I will be a part of the Honorary Times.

In a way, I think it might be of interest. I am very glad.
My dear Doctor Harper,

Since writing you this morning I have seen Mr. Hyde. He agrees with me, providing it is impossible to get the Trustees to give the reception. I agree with both of you that if the Trustees would give the reception it would be a great thing for the college to keep it up. He says that if you can get opening night. He says that "If you can get a person to give money for some object we will be surely interested in it." He asked me to urge you to see what the Trustees would do and to let me know by Wednesday noon. He proposes to have a meeting of the Committee in his office 2:30 PM Wednesday the 31st inst. Will you kindly see what can be done about the matter and greatly other.

Yours sincerely,

[Signature]
Chicago, Aug. 5, 1898.

My Dear Dr. Harper:

I herewith return statement received with your letter of yesterday. I think we can let the executive committee meeting go over until September or October. I shall be out of town during the greater part of September. I expect to go the 3rd and to return the morning of the 26th, the day before the opening of the College. The lectures on Medical Jurisprudence do not come in until after Christmas so that there will be no particular hurry about that matter. The delay of a few weeks in the matter of reducing our Insurance will not be of much importance.

For several weeks I have been at work on the specifications and estimates for the repairs at the College. I found that what we would like to do would cost $4500, while we have appropriated only $3500. I think this small appropriation was judicious for the present year. I have crossed out a sufficient number of the items that do not seem to me absolutely necessary to bring the estimate within our appropriation and I expect the repairs to begin next Tuesday. It has been my policy to do whatever is done well, and to put the money where its results will be seen by those visiting the college. Many of the things that would have been pleasing to the various Professors are not very essential, for example, redressing the tops of various laboratory tables; we will now have them scrubbed off and made clean, but by omitting this item from the estimates we shall be able to save several hundred dollars. I remember that you once said you would like to go through the college with me to see what should be done. With your numerous engagements, I found it impossible to find a date
My dear Mr. Manager,

I am writing to convey my concerns regarding the recent developments at the factory. I have been observing a decline in the quality of our products, which has been affecting our reputation and sales. In addition, there have been reports of safety violations in the workplace, which I believe are not being adequately addressed.

I am also concerned about the recent decision to reduce the workforce. I understand the need to cut costs, but I believe that this could have a negative impact on our ability to deliver high-quality products on time.

I would like to suggest that we consider alternative strategies to reduce costs, such as improving our production processes or implementing more efficient management practices. I believe that these changes could help us maintain our competitive edge in the market.

I am available to discuss these issues further and to explore potential solutions. Please let me know if you would like to schedule a meeting.

Sincerely yours,
[Your Name]
for such inspection, but as I have had the advise of all of the members of the committee on buildings and grounds together with the suggestions of the registrar, the architects and the Junior Dean, I believe that you will be well pleased with the results.

If it should seem to you practicable to spend even a week in the solitude of the lake region of Northern Wisconsin, I will let you know how the fishing is when I get there and will arrange to have you come up. Unfortunately, the regions that offer good facilities for fishing or hunting, do not possess Grand Pacific Hotels, but they afford the very best opportunities for rest. I am,

Yours very truly,

picted ed.

E. Hitchcock
Dear Mr. Graham,

I trust this finds you in good health and spirits.

I was pleased to hear from you and appreciate your interest in the committee's work. The project is moving forward, and I believe we are making good progress. The recent meeting was productive, and I am confident that we will complete our work on time.

I understand the importance of the register and the records we are gathering. I will do everything in my power to ensure that the information we collect is accurate and reliable.

If you have any questions or concerns, please do not hesitate to contact me. I am available for further discussions.

Thank you for your continued support.

Yours sincerely,

[Signature]
Venetian Building.
36 Washington Street.

Chicago. 8/26/99

My dear John Harper,

I was much embarrassed to find that when the driver sent the fish by express he omitted to pay the charges, which I now enclose. Reached home yesterday. I did not catch many fish but
My Dear Dr. Harper:—

I wrote you some time ago with reference to recognizing in some way the relation of Rush Medical College to the University when the Professors have occasion to have their titles published as in Journals and Books. At that time we did not think of any plan that would be satisfactory excepting to write out in full, in affiliation with the University of Chicago after the words Rush Medical College. This makes the title so long that it would be better as a rule to leave off all reference to the University, but still this is not pleasing to any of us. I write again to ascertain if in your opinion there would be any objection to allowing the Professors to sign their names as follows: Daniel K. Brower, Prof., etc

"Rush Medical College - University of Chicago." It seems to me that the dash would indicate that something had been left out and that it would not be misleading. I am,

Yours truly,

Dictated.
My dear Dr. Webster,

I write you some time ago with reference to

recognizing that some may be interested in knowledge of how_Wanted_OH_California_College_and the

University, where the instructors have attempted to make short films

by means of in California and Mexico. If they can be and not only

and that these may be satisfactory in all respects and of the University of California after the manner

In attention with the University of California and the manner

have_Medical_College. The work is the to be done that is wanted to

Medical College. This makes the act to send that is wanted to

patients as a rule to leave all their records to the University and also

be able to get registered to any of us. If any should to be registered

In your opinion these must go any application to attend the

professors to give them names as fellows. After a fellow's tenure, one

Medical College - University of California. As becomes to me that

the types would indicate that something has done for you and that

If needed your assistance, I am,

Yours truly,

Dated.
4757 Grand Boulevard.

Sep 29th 98

My dear doctor Harper,

I was glad to find that the Rush boys played football yesterday, for I believe that whatever the cause of contention (of which I know nothing) and in every thing we must be for and with the University right or wrong.

I am glad to see that some one has been
indicant about the L.D.D. degree. It is hard to keep large bodies in line.

Your sincerely,
E. Bicker Ingalls

As I found that Dr. Ethridge would be out of the city next Wednesday, I told him you suggested that might for faculty meeting I asked him to arrange it with you.

E.G.D.
October 16, 1891

Chicago,

My dear Doctor Hayden,

This slip came from the Times Herald today. The same was published in the Journal of American with about 10,000 circulation among physicians, and I think it has been published by other papers.

Your sincerely,

E. Fletcher Ingals
CHICAGO, Oct 31st 1898

My dear Doctor Harper,

Herewith I send you duplicate copy of Rush Dun & Budzit. I am quite certain you will find another among your papers.

I think that about $2500 were added to this, but I cannot give you the items now. I remember the following only: Advertising $300, Medicine $400. Fellow in shop $300, Medicine $400. Office will have to have added about $600. I trust Junior science will be reduced to more than conv. It.

There will appear an additional expense for office amounting to about $600, for janitors & janiffices amounting to about $150, & for some laboratory work amounting to $500 or $600, allowed poor students for work but balanced by fees which they could not have paid in money.

Yours Truly,

E. Fletcher Ingals
Dec 18, 1919

Chicago

Dear Mr. Hopkins,

I heard from the Western Union this morning that you are coming back to town tomorrow. I am anxious to see you and hear from you personally.

I am looking forward to your return and will be glad to have you here. Please let me know if you need anything.

Yours truly,

[Signature]

My dear Doctor Harper:—

I enclose to you quotations from two reports that I have received and were handed to me today by J.H.H. One of these is dated October 11th and the gentleman states that it is rendered according to my request, which is quite true. First, "Many of the boys did not know that they were to register for physical diagnosis, obstetrics or laryngoscopy". Two of these you see refer to my department. It was something that I had left to my assistants and it has not been properly attended to. I will see to it at once. Second, "When they had registered many failed to see notices of meetings of the sections until said meetings were over, notices excepting diagnosis, not being in a regular place". This seems to me to apply to all of us. It is something that has never before been called to our attention. He says, "Times of meeting being irregular are confusing and are often set when they conflict not only with other clinics but with each other". This illustrates the necessity of a more systematic arrangement of our small classes. It appears to me that it would be well to divide our classes into sections, say of 10, and have them the same for all work in the college, then when more than one section was to be called up the numbers of each could be placed upon the bulletin. It is impossible to make all of this work absolutely regular because occasionally we cannot secure the patient that is necessary for the illustration. Another suggestion: "There is a great deal of confusion in regard to recitations in Gynecology; nothing has been announced in regard to them." This was dated October 31.

Yours very truly,

[Signature]
I am writing to you from New York City to advise you that I have received a letter from my friend, Mr. J.H. One of the men in our office who is my friend has informed me that he has been advised by the managing editor of a newspaper which is published in New York City, that he is about to leave the newspaper and to accept a position with a large publishing company. He has requested me to do all I can to obtain a position for him in New York City. I have been advised that he is a skilled worker and has a good reputation. He has been with the newspaper for over ten years and is well known to all of the staff. He is a hard worker and has always been loyal to the newspaper. I have spoken to several of the editors and they have expressed their willingness to consider him for a position. I believe that he would be an asset to any newspaper and I think that he would make a good addition to your staff. I hope that you will be able to find a position for him in New York City and that he will be able to continue his work there.

Sincerely,
[Signature]
My Dear Doctor Harper:

The enclosed report is the one that I propose to make for my committee. If any changes in it seem to you desirable, I would be glad if you will inform me. I find that the laboratory of Materia Medica and Therapeutics which contains about 1200 or 1300 square feet could be given up for library purposes if the work now done in it could be transferred to the Chemical Laboratory and it would require very slight changes in the desks of the latter to accommodate the work of Prof. Brower's department. Upon further reflection, it appears to me that in each of our departments some considerable change might be made in the way of electives. I believe that our required course should be to fit men simply for first-class general practitioners, giving electives for those who wish to take up the special work. For example, in my department every one should know how to treat pneumonia, pleurisy, an ordinary cold and tonsillitis, but for the great majority of physicians there is no need that they should be able to resect a rib for empyema, to operate for abscess of the lung or to remove nasal polypi or laryngeal tumors. In Surgery every one should know how to treat a fractured arm or amputate a leg, but there is no necessity for the general practitioner to know how to do a laparotomy or resect the knee joint; and thus we might go through the whole field.

I find that the committee that is to report on a revision of the schedule were unanimously in favor of continuing the work right through the summer. This is a great surprise to me but I am glad that they felt in that way about it. I find their objection
The following report is the one that I prepare to make for my committee. I have changed it from a proposal I made to the Department of Health, Education, and Welfare.

I want to bring to your attention the need for improvement in the field of health and welfare, particularly in the areas of education and training. This need is evident in the growing demand for professionals in these fields. The work of the National Research Council, upon which I have relied for much of my research, has provided valuable insights into the structure and functions of these departments. However, the lack of a comprehensive, authoritative guide for practitioners in these areas is apparent.

One of the most significant changes in the field of health and welfare is the increased emphasis on preventive medicine. I believe that this shift is necessary to improve the quality of care and to reduce costs. Preventive measures, such as screening programs and health education, are critical to maintaining public health. It is my hope that the committee will consider the need for a comprehensive guide that addresses these issues.

I urge you to consider the importance of this topic and to take action to ensure that the needs of the community are met. By providing guidance and support, we can help to ensure that the health and welfare of all citizens are protected.

I look forward to hearing your thoughts on this report and to your recommendations for action.
CHICAGO,

to the quarterly system was based upon their belief that it could not be worked out. I have no doubt you will be able to show them that it can be satisfactorily arranged. I am,

Yours truly,

Dictated.

[Signature]

E. FLETCHER INGALS, M. D.
For the description below, we need your expert help. I am a recent graduate and I have no contacts now. I will be able to show them.

Thank you,

[Signature]

[Stamp]
My Dear Doctor Harper:

I enclose to you certain reports with which I am sorry to burden you, though I believe that you desired them.

The Dispensary matter and the matter about greater publicity of the college rules I have had attended to. The matter of changing hours so as to give the boys a little easier work on Monday morning, I will try to adjust. I think the other things will explain themselves. Some of these reports that I send do not need any special attention, but all of them together will give you an idea how things are going and I think they will call for some suggestions that will improve matters. The report from Mr. John J. Herron seems to me especially valuable. Will you kindly return to me those reports that speak of the time that has been put in. I am,

Yours very truly,

Dictated.

E. Whitman Squiers
My dear Doctor Harper:

I enclose to you certain reports with which
I am sorry to part you now, though I believe that you need them.

The Deb denity meller and the meller sport forer forer both
of the Deb meller and the college time I have had essential to
The meller of changing the college time as to give the donor a little better work on money matters,
more to so as to give the donor a little better work on money matters.

I will try to explain. I think the order changes will explain them.

I have some of these reports of which I need not use my especially
assistance, but still in cases together will give you as much help you change
are coming and I think they will still for some suggestions that will
improve matters. The report from Mr. Jordan N. Albert seems to me
especially interesting. Will you kindly return to me those reports
that week of the time that I have been but if I come

Yours very truly,

[Signature]
4751 Grand Boulevard.

Nov 6th 1898

My dear Doctor Harper,

Please do not commit yourself about junior status work until after I have a chance to talk with you. I think some changes in the duties of the examiners and junior status can be made that will accomplish the desired end without merit.
CHICAGO, Nov 20 1911

My dear Doctor Harper

I enclose list that will show you the estimate placed upon many of our teachers by some of our best alumni. The opinion is so common that I think there must be some reason for it. Of course every one would not hold these views regarding all the men, but it would be very easy that we would find a discriminating word in the cases marked P or PP.

Yours truly,

E. Fletcher Ingals

P.S. The newer men at the end of the list are not well known to alumni and they naturally refrain from talking to one of the older men.
...
My Dear Doctor Harper:

The tickets for the football came today and I thank you very much for your trouble in the matter. I enclose check for the price. I am,

Yours very truly,

E. Fletcher Ingals,

Dictated.

P.S. We learn through the students that at the time of the reception for President McKinley there were mixed in with our students some persons from neighboring schools. These persons or others in their colleges have been heard on several occasions to insult ladies passing on the street, but such things have not been heard from even those of our men who loaf on the side walk, although our men may at times have been less considerate than they should have been. We cannot help thinking that our students were abominably conduct as that you are bound to.
My dear Doctor Herbert:—

The tickets for the concert came today and

I thank you very much for your courtesy in the matter. I enclose

check for the price. I am

Yours very truly,

[Signature]

Dear Mr. [Name],

I trust this message finds you in good health. I am writing to express my gratitude for the kind assistance you have rendered me in securing tickets for the concert. The tickets arrived today, and I enclose the check for the price.

Yours truly,

[Signature]
"Quite recently I have had many complaints about the way the college men are set aside in the dissecting room. These men are mostly College Graduates -"three year" men who in their Junior year have Sophomore dissection and Sophomore Anatomy to make up. No particular provision seems to be made for them in the making of the general schedule and rather than having them encouraged to come to our school, it would appear as if they were not wanted. In the dissecting room Saturday last, no adequate provision was made for these men, numbering about forty, and places were even assigned to Freshmen. This is not right and unless these College men are favored and given preference, they will discourage their friends in College from coming here and thus a very desirable body of men, in fact the most desirable class will not enter our College."
CHICAGO, Nov. 11, 1898.

My Dear Doctor Harper—

I enclose copy of another memorandum. I have written Prof. Bevan about it and think he will be able to adjust it properly. I am,

Yours very truly,

[Signature]

Dictated.

E. FLETCHER INGALS, M. D.
JOHN EDWIN RHODES, M. D.
34 & 36 WASHINGTON STREET.
HOURS: 10 A.M. TO 2 P.M.
Dr. Wm. R. Harper,

Chicago University, Chicago.

MY Dear Doctor:-

I have received this week two notes that are of interest of which I give you copies.

"I have observed that there is considerable dissatisfaction amongst the juniors in that they have to get a second lesson in Principles of Surgery nearly every week, on short notice. In order to learn this lesson, usually consisting of 30 to 50 pages, clinics etc. are sacrificed, otherwise a flunk."

Upon inquiring into this, I find that Prof. Hamilton has been away frequently of late and I think he has away now for a period of perhaps three weeks. It seems that whenever he is absent he has a notice put upon the board for the students to prepare an extra lesson. They tell me that it takes them 8 or 10 hours to get over the lesson, because they are so long and that the work has to be done very superficially. This is especially the case when an extra lesson is put in on account of his being absent. Prof. Hamilton has been absent from his lectures a great many times during the past few years and he ought in some way be impressed with the necessity of keeping his appointments. From remarks that he has made I am under the impression that he thinks the students like these one hour vacations. Of course the present plan is much better than giving them nothing to do, but there seems to be sufficient ground for complaint.

The second report is as follows: "There has been a change
Dr. M. E. Herber

Chicago University Chicago

My Dear Doctor;

I have been going quite well the last few weeks and there have been no complaints of illness.

I have opened several files in connection with the investigation of the case of a patient whom I have been following for several years. In general, the patient's condition has improved, and I am pleased to report that he is now in good health.

I have been examining the records of several more cases, and I am happy to report that the majority of these cases show a significant improvement in health.

I have also been reviewing the medical literature on this matter, and I am impressed with the latest findings. I believe that the results of this investigation will be of great importance in the future.

I am looking forward to our next meeting, when I hope to discuss these findings in more detail.

Sincerely,

[Signature]
in regard to the recitation in Medicine on Wednesdays which I think
is rather unfortunate for those who are obliged to take it. The
recitation referred to is a special one for those Juniors who are
taking Sophomore Anatomy so that they can attend the lecture in
Anatomy at the regular hour. The result is the class is made up
of men from the different sections of the class, and since the
lessons assigned in these sections are not the same it necessitates
more or less confusion and at the same time compels the men to lose
the points brought out in the quiz of their own sections. To make
clear what I refer to, Section D's lesson for next Wednesday begins
with "Treatment of Small Pox" and finishes the chapter on that
disease while the lesson in the special section is on Hydrophobia
which means that we must miss many valuable points on the treatment
of Small Pox."

I do not understand why the different instructors should give
different lessons for the various sections. I am under the impression
however that the matter is left entirely to them, that they lack
uniformity, but there may be some good reason for it. I am,

Yours very truly,

[Signature]
In regard to the question for training on recognition which I am
in charge of training in the Bureau of Narcotics for the use of the
instructors in that division, there is no schedule of the training in
preparing for the different sections of the course of study
which can allow the instructors to concentrate on the training in
preparing the future recruits for the various sections of the course
and since the

questions regarding the different sections of the course of study
and the way of teaching the course of study and the time can be
written in a general way and the teacher can concentrate on the
make all of these procedures and the time to the best advantage.

After what I refer to the question of the teachers for the next
semester, I will not only be able to answer the questions
"will there be a "simpler" way and if that is the case do I fill
the line before the line in the course of study for the next
semester, this line will be entered in the course of study for the
next semester. The

of the next box.

I do not agree with the question of the

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My Dear Dr. Harper: -

I think it would be well for you as soon as practicable after your return to notify the various heads of departments of the days that you would like to meet them at the college next week. You will remember that the arrangement we made was to be there Tuesday, Wednesday, Friday and Saturday afternoons at 4 o'clock in the Registrar's rooms in the Laboratory building.

I enclose to you in this letter the sheets of the way that I propose to make out the new budget. If it is in harmony with your views or what you said to me about it, I think this is what you desire. Please notify me at once whether or not they are correct or what changes you may desire as I wish to have a sufficient number of them ready to have the figures put in when we meet the heads of departments.

Yours very truly,

[Signature]

Dictated.

Dear Mr. Carpenter,

I am writing to convey my deepest gratitude for your generous offer of assistance. Your willingness to offer financial support to me at this critical juncture of my career is truly inspiring.

I have already begun to prepare for the next academic year and am planning to make the most of the opportunities presented to me. Your support will be instrumental in enabling me to pursue my goals and achieve success.

Please accept my sincere thanks. I look forward to the opportunity to pay you back in the future.

Sincerely,

[Signature]
RUSH MEDICAL COLLEGE.

RECEIPTS.

Tuition and other fees
Rent from Dispensary,
Interest from Phillips Fund,
Freer Prize,
Money Borrowed,
Total Receipts,

Appropriated for
June 1, 1898 to "1,1899.
June 1, 1899 to " 1,1900.

DISBURSEMENTS.

I. 1. Administration Expense,
   2. General Expense,
      Instruction,
II. Expenditure Expenses
    Corporation Fund Balance for Practical Branches
III. 1. Supplies and Expense,
      2. Equipment,
IV. Buildings and Grounds,
    Total,

Contingent Salaries for
Practical Branches,
RUSH MEDICAL COLLEGE.

DISBURSEMENTS.

I. Administration Expense,
   Advertising,
   Postage,
   Announcements,
   Diplomas,
   Printing and Stationery,
   Office Help,
   Student Help—those earning fees
   Commencement,
   Opening Exercises and other Entertainments,
   Examiner,
   Total

2. GENERAL EXPENSE.
   Interest,
   Presbyterian Hospital,
   Faculty Meetings,
   Gen'l Expense Acct,
   Total

II. Instruction.

CHEMISTRY.

Instruction.
   Prof. Walter S. Haines
   Assistant Professors,
      J. A. Patton
      Jerome H. Salisbury
   Instructors.
      W. J. Butler

Associate Instructors.

Skilled student assistant who would otherwise pay their fees at $100. each
Unskilled student assistants, financially unable to pay fees at $100. each
Supplies and Expense
Equipment
Total
RUSH MEDICAL COLLEGE

DENTISTRY

I. ADMISSIONS EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

II. INTERVIEW

A. 
  B. 
  C. 
  D. 

III. CHRONIC DISEASE

A. 
  B. 
  C. 

IV. REFERRAL

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

V. PERSONALITY

A. 
  B. 
  C. 
  D. 
  E. 

VI. EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

VII. PHYSICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

VIII. RADIOGRAPHIC EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

IX. LABORATORY EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

X. SOCIAL HISTORY

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XI. NEUROLOGICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XII. PSYCHIATRIC EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XIII. CLINICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XIV. ORTHOPEDIC EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XV. OTOLARYNGOLOGICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XVI. CARDIOVASCULAR EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XVII. GASTROENTEROLOGICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XVIII. UROLOGICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XIX. OBSTETRICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XX. TUBERCULOUS EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXI. RHEUMATISM EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXII. TRAUMATIC EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXIII. DERMATOLOGICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXIV. OPHTHALMOLOGICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXV. ABORTION CLINICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXVI. HOSPITAL CLINICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXVII. OUTDOOR CLINICAL EXAMINATION

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXVIII. EXAMINATION REPORT

A. 
  B. 
  C. 
  D. 
  E. 
  F. 

XXIX. TOTAL

A. 
  B. 
  C. 
  D. 
  E. 
  F.
Chicago, Dec 19/98

My dear Doctor Harper,

I have all the estimates for next year from the various departments excepting those of Medicine & Surgery.

I learn this Pm that Prof Hamilton is seriously ill at Elgin & that Prof. Dunn has gone out to operate on him; also that Prof. Dunn thinks the prognosis very grave. Professors Lyman & E. Dunn are both much better.

P.S. I think I can get the library & a circulating room for $1000 per annum. It is on the 4th floor.

Yours sincerely,

E. Fletcher Ingals.
My Dear Doctor Harper:–

In considering the matter of Librarian for the college, I have thought of a young woman who has been working for several years cataloguing in the Newberry Library. She is acknowledge to be the best one there for that purpose and she feels confident that she could do any part of a Librarian's work and do it satisfactorily, though she has not had experience in all of the Departments of the Library. She is a superior typewriter, very accurate and has had a large experience in cataloguing. One of the gentlemen in the Newberry Library promises to show her anything that is necessary about Library work. From the recommendations and from what I know of the young woman, I believe she would be firstclass. She has been getting for some time $600. a year and would not want to go to work at less than $60.00 per month; she would expect to have her salary raised from time to time as she became more valuable. It may be that you know some one whom you could highly recommend that would be better suited for the position, but I am confident that the young lady I speak of could not be excelled for accuracy in her cataloguing and in such writing as we wish her to do. She was for several years employed by a business firm here where she wrote many of the letters without dictation.

I have not yet been able to get a final answer about the room in the Dental College. Dr. Brophy is now out of town. I am,

Yours truly,

Dictated.

[Signature]
My Dear Doctor Harper:—

I have today received a note from one of the orderlies from which I quote the substance.

"In my last report I spoke of our very unsatisfactory quiz in Obstetrics in Section C. I got no reply and have seen no change in our treatment. By his methods the students are learning nothing and I can assure you were you to ask any member of the section you would get a similar statement."

Yours very truly,

Dictated.

O. H. H. nugale
My dear doctor Webster,

I have just received a note from one of the

organizations from which I do not the equipment.

In my latest report, I spoke of our very successful efforts in

operations in Section C. I beg to reply and have seen no change in

operations in Section B. By the manner the knocks are also

causing, you more than to task your members of the section for more

Get a similar equipment.

Yours very truly,

[Signature]
Chicago, Dec. 31, 1898.

Dr. Wm. R. Harper,
University of Chicago, City.

My Dear Doctor:

After writing you about the Librarian, I chanced to speak to my wife's sister of the matter and found that she had a friend who would be very glad to get the position. This friend is a young lady of good family, a graduate of Cornell, well up in German, French and Latin and has had over a year's work in the Albany school for Librarians. I have met the young lady and know her to be peculiarly bright and am inclined to think she would be an acquisition. I have asked our sister to write her and therefore will ask that you say nothing to any one else about it until I hear from Albany. The young lady is still in the school there, but I understand that she has taken the greater portion of the work already.

Upon trying to figure out the hours and salary as suggested by you, I find that your original estimate of 10 majors at $7000 for the heads of practical departments was about right. Your estimate for the same amount of work for the heads of the Pure Science departments I think is also right, but when we get below this rank I am afraid that we cannot follow the University plan, as our Assistant Professors are really doing such work as is done by your instructors, and some of our instructors are doing the same work as the Assistant Professors. I am getting together all the data so that I think you will be able to fix it up speedily when we have a conference. I am,

Dictated.

Yours very truly,

[Signature]
Dear Mr. Webster,

May I present you with the application I am sending today. After my withdrawal from the college and having left the country, I find myself in a situation where I am unable to continue my studies. Therefore, I am applying for admission to the University of Chicago, where I believe I can continue my education and pursue my career goals.

I have been working hard to improve my English skills, and I believe I can make a strong contribution to the University. I am confident that I can meet the academic requirements and I look forward to studying in the United States.

Thank you for considering my application. I am eager to learn more about the University and the opportunities it offers.

Sincerely yours,

[Signature]

Date: 01.11.19
Chicago, Dec. 21, 1898.

President Wm. R. Harper,

University of Chicago, City.

My Dear Doctor:

I enclose memoranda for appropriations and an extra slip upon which I wish you would have the appropriation for surgery put down and return it to me. I think that the whole appropriation for that department should go under one head. In studying these various requests, you will observe that for Assistant Prof. J. A. Patton is recommended a salary in Chemistry of $600, in Materia Medica and Therapeutics $1200. In addition to his other salary he has been paid for extra instruction a sum amounting to perhaps $125 per year. I do not know whether it is intended to include this in the $1200 or not. For Assistant Professor Jerome M. Salisbury in Chemistry is recommended a salary of $1000, and in Medicine a salary of $500.

I dined with Mr. Hutchinson today and he showed me the plans for the Presbyterian Hospital. He thought it would be a good idea if we were to build to employ the same architect in order that a uniform front might be made for the whole block on Harrison St. He thinks that Mr. Coolidge would be an excellent man and I quite agree with him. He suggested that we ought to get some one to give the money for the building. He furthermore suggested that after our committee meets it might be well to get plans for the completed structure with the elevation which he says are a great help in going to a person to secure money. We will have a meeting of the Committee on buildings and grounds Friday evening and I would like to call
I received two recommendations for appointment and we
examine both of them with the aim of knowing more about the applicant.

Mr. J. N. K.
Rush Medical College
In Affiliation with
The University of Chicago
Chicago.

Tuesda

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together the Committee of the Board of Trustees the first day next week when it will be convenient for you. If you will indicate the time I will arrange with the other members if practicable. I am,

Yours very truly,

Dictated.

E. Hitchings L. K.
Cooperate the Committee of the Board of Trustees. The first day next
week may be well in connection for you. I hope will indicate the
same I will arrange with the other members if practical. I am,
Yours very truly,

[Signature]
Rush Medical College
IN AFFILIATION WITH
The University of Chicago
Chicago.

Pres. Wm. R. Harper,

University of Chicago, City.

Chicago, Dec. 22, 1898.

My Dear Sir:

The copy of the memorandum for my department I return to you in order that you may place it with the batch I sent you last night. The two items for the Sophomore class amounting to $700. as you will perceive are entirely new and will not be necessary if Dean Lyman succeeds un getting some one else to do the work. Prof. Dodson adds to his estimate on the budget for 1898-99, $300. to be paid to unskilled student assistants. Kindly insert it in the memorandum mailed last night and oblige,

Yours very truly,

E. D. Hittell Agate,

Dictated.
### Diseases of the Chest, Throat, and Nose

<table>
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<th>July 1, 1898</th>
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<td>Prof. E. Fletcher Ingals</td>
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<td>Fellow</td>
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**Other Costs:**

- Unskilled student assistants who would otherwise pay their fee at $100. each: 400 00
- Unskilled student assistants, financially unable to pay fees at $100. each: 400 00

**Supplies and Expenses:**

- 35
- 95 00

**Equipment:**

- 775
- 75 00

**Total:**

- 3091 00
- 3300 00

The $400 to be paid for unskilled student help will really cost the college nothing as it will offset four or otherwise would not get.
Chicago, Dec. 24, 1880.

Pres. W. R. Harper,
University of Chicago, City.

My Dear Sir:

My attention has been called to the works of art in the college building and the desirability of having them insured. There are several oil paintings and two or three busts which all together, cost several thousand dollars. I think it would require at least $5000 to replace them if it could be done. Dr. Holmes suggests that these be insured. I think it a good suggestion. Will you kindly bring the matter up at the next meeting of the Board of Trustees. There are also a number of tablets put up by the various classes at a cost usually of about $5.00 to $8.00; there must be 30 or 40 of these. They ought to be included in the insurance covering the works of art. Dr. Holmes makes some suggestions about decorating the new amphitheatre, which I think should be taken into consideration if we build. I will present them when desired. I am,

Yours truly,

Dictated.

E. Fletcher Ingalls,
My dear Doctor Harper,

I herewith send you estimate of the expense of my department for the year 1899 to 1900. The name of Mr. R. Parker should be added to any list of associates and the names of J. J. Delaman, J. F. Bergeron and E. A. Torrence should be added. Dr. H. L. Lewis remains as clinical assistant. At the last Faculty Meeting it was voted that I give a course to the freshmen of 30 hours on physical examinations, owing to the size of the class this would require about 300 hours work which according to our custom is paid for at the rate of $1.50 to $2.00 per hour. It would also require the payment of expenses of patients to be used in the demonstrations and of some special equipments. I cannot see the need of more than 15 hours of this work, but on the larger calculation it might cost $1000, or about $3.50 per hour. The nature of this expense I will explain verbally.

Yours truly,

E. Fletcher Ingalls
Join tells me that several of the best students who had
heard him say that Prof. Dunn directed that Dr.
Graham take the clinic the Saturday afternoon
protests vigorously they say there will be strong
protests and petitions from the class if it is done.

He told Prof. Dyman and the latter requested
him to tell Prof. Dunn, but he naturally insisted
to do so and asked any advice about it, I told
him I did not think it would be wise for
him to send word to Prof. Dunn. Prof. Dyman
thought it would be too bad to have such a thing
happen and hoped that by sending such word it
might be avoided. Possibly this is the easiest
way to let them know and perhaps it is as easy as any
way to convince Graham that he is not wanted though it
will may hurt.

E.T.L.
I took the liberty of marking your paper pages 1, 2 & 3. The notes explain themselves.

I think our trustees should carry out the old rotation, about $1,000, to the member of the Executive Faculty who has practical chairs until we have more money. Prof. Harvey, Hackett & Dodson will have to be paid as now. If Prof. Brown gets the assignment he wants, $1,000, is enough for him; the same for Prof. Brown. A Prof. of Obstetrics would have to get above the average.

The man who would take a part of Prof. Brown's work could do it for a few years for $500. Some of the under professors are paid at all now should get about $250.
this would include those such as Cotton, Brown and Bilfield. I think other salaries to instructors may stand as they are for the present. Junior can be cut down enough to make up for the assistant registrar in the office, including the aunt we now pay one of the clerks. We can save something on student help and I think our collections will be better.
CHICAGO, Dec 7th 91

My dear Doctor Harper,

The junior dean told me that the
instructors in the Principles of Surgery and their
chief are very careless about filling their
hours. I told him to report this to you.
This is a delicate matter but no one
else beside yourself can handle it.

You understand that Prof Hamilton is the
head of that department.

Yours sincerely,

E. Fletcher Ingals.
CHICAGO,

I would recommend that Professors Holz, Billings and Favill be paid at the rate of $10 per hour for schedule work. Two hours of clinical work hours counting only as one hour, but neither of these to be paid for clinics in hospitals outside of dispensary.

Most of the assistant professors are doing only instructor work hence other small salaries.

Yours truly,

E. Fletcher Ingalls.
Chicago, Dec. 17, 98

My dear Doctor Harper,

For the short elective courses, each of which is only to a few students, I would recommend that for the coming year we pay the lecturers no salary. All of them will be glad to do the work without if they realize the opportunity that it opens to them, as I think they will.

It would be impossible for us to estimate salaries for such work beforehand with any accuracy. I would recommend that we follow the same plan as this year, paying assistants below the grade of associate instructors, nothing and paying associate instructors nothing the first year they teach.
During the Great Depression, many industries experienced a downfall which led to widespread unemployment. On the other hand, there was a noticeable increase in the production of goods and services. It was during this period that the United States saw the rise of union movements, as workers sought to protect their rights and improve their working conditions. The government also played a role in this by implementing policies such as the National Industrial Recovery Act (NIRA) to stimulate economic recovery. However, the Act was later declared unconstitutional by the Supreme Court, leading to a return to the pre-Depression economic norms.

I am also curious about the impact of the Great Depression on the arts and culture. How did it influence the development of new artistic movements or styles? Did it lead to any notable cultural events or institutions?

[Signature]

[Date]
Chicago,

I have been wondering whether we could pay him what he will need; and whether an adequate salary to him will necessitate adequate salaries to all, or whether in the event the money cannot be provided it would create an amount of discontent that would be disastrous to harmony.

I conclude from all he said that his ultimate expectation would be about $1,000, or family $10,000, or for which he would give his whole time.

Dr. Billings is getting about $400. Prof. Hildreth thinks he should have $5,000, and all the younger men would want increased salaries. I cannot decide in any one mind what would be the outcome.

If we send our Freshmen & Sophomors to the University it will cost us about $35,000 per annum and will save us in expenses about $30,000, however if the higher classes continue as large as
now, or incur any with our arrangements in spite of larger fees, we may be able to get what money is necessary

I will figure this out as nearly as I can before we go East. I think we will collect between $101,000, and $102,000.00 this year.

We will send Dr. Parker a check

Yours sincerely

E. Fletcher Ingals
CHICAGO

[Handwritten text in incomplete and unclear format]

Sincerely,
[Signature]

[Date]