My Dear Doctor Harper:—

I think that at the Trustees meeting which Dr. Goodspeed telephoned me you had asked him to call for next Friday, it would be a good plan to call for the Treasurer's and Comptroller's reports for last year in order that they may be gotten out of the way. There are some other items of business that I have already laid before you. The names of those who have passed final examinations for the degree of Doctor of Medicine will be sent you by Dean Dodson.

Yours very truly,

Dictated.

[Signature]

These reports are made & I have sent copies of both to Dr. Hutchinson today in order to be sure he has them.
Dear Doctor:

I think that the Trustees meeting which Dr. Goodspeed telephoned me you had asked him to call on next Friday, it was going to a good plan to call for the Trustees and Commissioner's reports for last year in order that they may be gotten out of the way. There are some other items of business that I have strongly longed to hear. The name of those who have passed away examination of the degree of Doctor of Medicine will you send you.

Yours very truly,

[Signature]
Chicago Dec. 12, 1901.

Prof. E. R. LeCount,
Rush Medical College, City.

My Dear Doctor:

Prof. Heektoen informs me that on the first of January he will be obliged to give up a large part of his college work in order to attend to the investigation of scarlet fever and that therefore, an increased burden of work and responsibility will be thrown upon you. In consideration of this, he suggests that beginning with January 1st, your salary should be at the rate of $2500 per year to be paid in 12 equal installments. In as much as Prof. Heektoen will relinquish most of his own salary and as this is the recommendation of the Head of the Department, and as the money has already been appropriated for his salary, I see no reason why it should not be paid to you, provided Prof. Heektoen's plans materialize as he expects and that you continue to do the portion of his work contemplated at this time. I shall therefore recommend that Prof. Heektoen's suggestion be adopted and I believe the Trustees will support the recommendation.

Yours very truly,

Dictated.

Comptroller.
Dr. Wm. R. Harper,

University of Chicago, Chicago.

My Dear Sir:-

Please present the following to the Trustees at their next meeting:-

On the first of January, Prof. Hektoen is to take up the special investigation of scarlet fever which will require so much of his time that he has asked Assistant Prof. LeCount to take charge of much of his work at the college. As Prof. Hektoen will relinquish the greater part of his salary, he requests that Prof. LeCount's salary be made $208.33 per month at the rate of $2500.00 per year, during the time that he is doing this extra work in the department. It seems to me that as this involves no extra expense to the department, but throws a good deal of extra work and responsibility on Assistant Prof. LeCount, that the suggestion should be approved.

Prof. Hektoen and Dean Dodson have also suggested that Dr. Herzog give a special course in Pathology at the college during the next quarter. This course will require of Dr. Herzog nearly half a day each day of the week and fully 2 hours each day will be devoted to teaching in the laboratory or lecture room. For this course it is suggested that he be paid $100.00 per month or $300.00 for the quarter. This is a course which was not provided for by the curriculum or budget at the beginning of the year. I am sure
To: Mrs. Robert

University of Chicago, Chicago

Mr. Dean, Sir:

Please protest to the President of the University.

The letter of guarantee that Rockefeller is to give to the society
investigation of several that wish to remain so much on the time
that the Rockefeller Foundation is to give us a share of sum of the
work of the college. We need Rockefeller will enable the President
work of the college. He needs Rockefeller to furnish the President
what he needs to do. He needs Rockefeller to furnish the President
funds to the college. It seems to me it is going to go into work in the department. It seems to me
there is a good deal of extra work and responsibility on the President.

Funding, if the suggestion of my name to be approved.

That Rockefeller may be needed may also be approved.

The President gives a special course in preparation of the college during the
next quarter. The course will enable us to know enough work will be
given each week of the week only 9 hours each week will be adequate to
receive, as the President of the college teaching. For this course it is
recommended that the President of the college teaching. For this course it is
suggested that Mr. B. G. 7100 be paid by 7100.00 the money of 7100.00 for the

Sincerely,

signature of name to be brought to the President. I am sure...
Dr. Herzog would give a splendid course which would be very valuable for the 30 or 35 men who would take it. If there were money in the treasury to pay the expense, I should heartily approve of it, but there is no money available, unless it can be taken from the amount relinquished from Prof. Hektoen's salary. Assistant Prof. LeCount will need another Assistant to aid him in the work, who will have to be paid a moderate salary. If the money relinquished which would have been applied to Prof. Hektoen's salary is more than sufficient to pay Assistant Prof. LeCount and this extra Assistant, I think it might advantageously be devoted to the course that Dr. Herzog has been asked to give.

I shall have definite information from Prof. Hektoen within a few days as to the amount available after paying Prof. LeCount and the extra Assistant.

Yours respectfully,

Dictated.

[Signature]

Comptroller.
to proceed with immediate contact with the Home Office to secure the necessary funds for the project's implementation. I have spoken with several officials and they are in agreement to provide the necessary support. The funds will be allocated promptly.

For the immediate phase of the project, I have secured a loan of 500,000 dollars from the local bank. This will cover the initial setup costs and ensure that the project can proceed smoothly. I will keep you updated on the progress and any changes that may occur.

Best regards,

[Signature]

Comptroller
Dr. Ingalis

1901 - 3 - 4 - 5 = 67

+ 1908
My dear Dr. Harper

Dr. Billings and Godson

heartily endorse the suggestion I sent you, with the one exception that I was not quite enthusiastic enough about the name "Rush".

Really I have little or no sentiment about the name, and do not think any one else will have in twentyfive years; but my whole soul is in the
grat school of medicine
that I see in the future.
If there is anything that
I can do to hasten our
desires kindly signify what
it may be.

Yours sincerely,
E. W. Taylor, Ingalls,
Jan. 6th, 1902.

My dear Dr. Ingals:-

I have read your note of January third and the recommendations accompanying it with great interest. I am sure that we are moving in the right direction. Let us keep up a strong study of the matter.

Yours very truly,
My Dear Dr. Ingalls:

I have read your note of January 19th
and the accompanying accompanying it with great interest. I am
sure that we are moving in the right direction. Let us keep up
a strong spirit of the matter.

Yours very truly,
My Dear Dr. Harper,

I do not understand who paid for the dinner Thursday evening, but I am sure you ought not to do it. If charged to your account, please let me know to whom I may send my check for the cost of what it was.

Yours sincerely,

E. Flittner Ingalls.
Chicago

[Handwritten text is not legible]
Jan. 7th, 1902.

My dear Dr. Ingalls:

Shall we not take some steps to get hold of the women in the Northwestern Medical School? This, after all, in my mind is the best way to introduce quiet and order among the medical students. I am myself a firm believer in co-education for the sake of order. What can be done? Will you find out the facts?

Yours very truly,
My dear Dr. Ingalls:

Spat I was quite some while ago for help to the Women's Temperance Methodist School. This was all right, in my mind to the best way to introduce doubt and weaken some of the Methodist students. I am writing a late letter to co-operation for the sake of charity. What can be done? Will you find out the facts?

Yours truly,
My dear Dr. Harper,

I think we ought to get hold of such women at the NW Woman School as are qualified to enter Rush. We may be obliged to devise some way to aid some of them financially, that is so that our fees will not be largely in excess of what they can now pay. I will look into the matter at once.

Sincerely,

O. Ritcher Lange.
Dear Doctor:

As there has been some misunderstanding about the salaries that are to be paid at the college this year, I write to inform you of the various acts of the Board of Trustees regarding same.

First, following the same rule in force last year, no salaries will be paid for any clinical, laboratory or other extra mural work given outside the college.

Second, in the fundamental branches of Anatomy, Physiology, Chemistry, Materia Medica, Therapeutics and Preventive Medicine, and Pathology, laboratory hours shall be counted as only one-half the didactic hour; (preceding last year they were counted the same as didactic hours).

Third, in the applied departments, or clinical branches, including Internal Medicine with its various sub-divisions,—Surgery, Obstetrics and Gynecology, diseases of the Chest, Throat and Nose, diseases of the Eye and Ear, and Skin and Venereal diseases, all laboratory, clinical and didactic hours shall be counted as only half hours; the year before last the didactic hours in these departments were counted as full hours, and the laboratory and clinical hours as half hours. This plan was recommended by the committee appointed by the Council of Administration who gave the whole subject very careful consideration and came to the conclusion that this was the fairest arrangement for all that could be adopted.

Owing to the estimated deficit for the year July first, 1901 to July first, 1902, in consequence of the freshman and sophomore classes going to the university it was decided by the Board of Trustees for this year that it would be necessary to retain 75% of the salaries of Assistant Professors, Associate Professors, and Professors, paying only 25% until such time as money might be secured to pay the full amount; however, offices of instruction of lower rank will be paid in full. Individual exceptions to this rule are made in the cases of Prof. Meares, Hektoen, Lyman, Webster, Sonn and Assistant Prof. Le Count.

I am,

Yours very truly,

E. Fletcher Ingalls,

Comptroller.
February 1st, 1902.

Dr. E. Fletcher Ingals,

34 Washington Street, Chicago.

My dear Dr. Ingals:

I am leaving Chicago this evening, for New York. I will be gone a week. I should like, when I return, to take up the budget with you. I agree with you that the Trustees ought to act on the question of admitting the women, at once.

We have arranged for the dinner on February eighth, next Friday night.

Very truly yours,
My dear Mr. Ingersoll,

I am leaving Chicago this morning for New York. I will be gone a week. I expect to see you when I return. I hope you will take the Trustees out for a tour on the excursion of special interest to you.

We have a luncheon for the dinner on Thursday.

Very faithfully yours,

[Signature]
My Dear Dr. Harper

I am working at the budget for next year & have been promised the salary to some of the old professors. If an organic mưa is effective I think all of them should be placed on the same footing as those of the more recent name.

Yours very truly,

E. Kettlesonaps.

P.S. I am informed that the majority of the women at the Woman Medical wish to come to Rush. I think it would be well to have the trustees act on this matter before long.
Dear [Name],

I hope this letter finds you well. I am writing to express my sincere gratitude for your assistance during my recent visit to [Location]. Your kindness and hospitality made my stay truly memorable.

I want to take a moment to thank you for [specific action or event]. Your [quality/behavior] will always be remembered.

I have attached a small token to show my appreciation. I hope you will accept it as a gesture of my deep thanks. If there is anything else I can do for you, please do not hesitate to ask.

Thank you once again for your wonderful care and attention.

Sincerely,

[Your Name]
My Dear Doctor Harper:

I am enclosing a letter from Dr. Webster which needs some explanation. Dr. Senn told us that all he wanted was a little room for his laboratory in the new building. We provided for him a good room, according to the light we had, and supposed it would be perfectly satisfactory. A few days ago he went into the building, I fancy not in a very pleasant mood, looked about, and found the amphitheatre and was cross, said he would not operate in it; looked at the other rooms and finally picked out 3 rooms which had already been assigned to Drs. Webster and Billings, and remarked that they were all he wanted out of the new building in consideration of the $65,000.00 which he had given. The choice seemed very arbitrary, but we do not care to get into a row and in talking the matter over with Drs. Dodson, Billings and Webster, I come to the conclusion that we would probably have to let him have the rooms. Dr. Webster's letter explains the alternative. The $5000.00 which was given by Dr. Billings for fitting up the new building, I fear will not provide for the new partitions and other things that would be needed by Dr. Webster. I cannot tell yet what the cost will be for the various things desired, but from the lists that have been sent in, I do not think we can get all that is wanted, so that this additional expense of probably $500.00 is rather awkward at this time.

I am very sorry to trouble you about this, but want your advice.

Dictated.

Yours truly,

[Signature]
Chicago April 14, 1902.

My Dear Doctor Harper:-

I am enclosing a letter from Dr. Webster which needs some explanation. Dr. Senn told us that all he wanted was a little room for a surgical laboratory in the new building. We provided for him a good room, according to the light we had, and supposed it would be perfectly satisfactory. A few days ago he went into the building, I fancy not in a very pleasant mood, looked about the amphitheatre and was cross, said he would not operate in it; looked at the other rooms and finally picked out 3 rooms which had already been assigned to Drs. Webster and Billings, and remarked that they were all he wanted out of the new building in consideration of the $65,000.00 which he had given. The choice seemed very arbitrary, but we do not care to get into a row and in talking the matter over with Drs. Dodson, Billings and Webster, I came to the conclusion that we would probably have to let him have the rooms. Dr. Webster's letter explains the alternative. The $5000. which was given by Dr. Billings for fitting up the new building, I fear will not provide for these new partitions and other things that would be needed by Dr. Webster. I cannot tell yet what the cost will be for the various things desired, but from the lists that have been sent in, I do not think we can get all that is wanted, so that this additional expense of probably $500.00 is rather awkward at this time.

I am very sorry to trouble you about this, but want your advice. Dictated.

Yours truly,

[Signature]
My dear Doctor Hildreth;

I am enclosing a letter from Dr. Weaper which

needs some explanation. Dr. Smead told me that all the matters we

were discussing last night were kept in the new building. We

were looking for him a good room, accounting to the light we had, and

supposedly looking for a perfectly satisfactory. A few days ago we went

into the building, I found not in a very pleasant room, looking around

the simplest and very close, and the window not opposite it; looked

at the other rooms and finally picked out a room which may

suitable.

She has gone now on to the new building in consideration of the

$26,000, which was given to the new building. The choice seemed very satisfac-

tory, but we do not want to get into a room and to think the matter over

with the doctor's approval, and Weaper, I came to the conclusion

that we would prefer to let him have the rooms. Dr. Weaper's

letter explaining the situation. The $26,000, which was given to

Dr. Hildreth for fitting up the new building, I feel will not

be needed for the new building and other things that would be needed.

Dr. Weaper, I cannot tell you what the cost will be for the various

countries and I hope that this may be possible, as that will help a

great deal.

I am very sorry to trouble you short time, but want you to know

your friend,

Distinguished.
April 8th, 1902.

My dear Dr. Ingals:

Your letter of the third instant, with the accompanying copies of other letters has been received. I note what you say and am interested in the subject. I shall take occasion to discuss it with you soon.

Thanking you for giving me this information, I remain

Very truly yours,

Dr. E. Fletcher Ingals,

34 Washington street, Chicago.
April 8th, 1908

My dear Mr. Ingrate:

Your letter of the 12th to

sent, with the accompanying, copy of other let-

came here soon receipted. I note what you say and

am interested in the subject. I shall take pains-

action to cleanse it with you soon.

Thanking you for giving me the intorma-

tion, I remain

Very truly yours,

Dr. H. Ingrate, Ingrate,

30 Washington Street, Chicago.
My Dear Doctor Harper:

Apropos of the letter which I sent you yesterday replying to Dr. Hektoen's letter, I enclose copies of letters which I am sending today to Drs. Billings and Dodson. They indicate the feeling that has grown up between the Department of Diseases of the Chest, Throat and Nose and that of Medicine within the past 2 years. When I went to urge Dr. Billings to enter the College as one of the Professors of Medicine, he said that he did not wish to be denied the privilege of occasionally showing a Disease of the Chest in his clinic. I told him that that privilege would not be denied and I stand for this still, but I can see no ethical or scientific reason in the persistent effort that is being made all along the line by some of the men in the Department of Medicine, for taking away from my Department the major part of its work. Whatever the individuals who are doing this may have persuaded themselves to believe, I am sure that back of it all is the desire to profit by the reputation which has been made by the men in my department and by having the college, in a way, advertise that these other men are more competent than the men of my department to attend to Diseases of the Chest. If this could be accomplished, it would mean transferring to their pockets a certain amount of the income which is received by the men in my department; but I do not think they would succeed in gaining nearly as much as we would lose, for if the profession throughout the country were led to believe that we were incompetent to further carry on this
MY DEAR DOCTOR WEATHERBY,

At the request of the office which I serve you are hereby

appointed to the position of assistant to the Director of

Research. I have been informed by the Director that you

will be acting as an assistant to the Director of Research.

I am enclosing a copy of the Director's letter in support of your appointment.

I am pleased to inform you that you will be working closely with the Director.

Your duties will include the preparation of reports and the coordination of

research projects. You will be working directly under the supervision of the

Director and will be expected to contribute to the development of new

research initiatives.

I am confident that you will excel in this position and will make a valuable contribution to the

work of the office.

Sincerely,

[Signature]
work as they would be if the department were split up and the Diseases of the Chest were turned over to Medicine, they would select other consultants for some of their patients, though undoubtedly a considerable number of them would be sent to the men in the Department of Medicine. I believe that Dr. Billings is greatly interested in the college and desires to do what is right. I do not believe that he, personally, is desirous of taking anything from my department, but I do believe that he has been persuaded by others that it would be for the aggrandisement of the Department of Medicine if this could be done. I think that his sense of fairness and justice would not allow him to countenance this effort if he would but stop and consider for one moment. However, "As the love of money is the root, etc." one need not be surprised at the length to which men will sometimes go. I am sorry to take a moment of your time about what may appear somewhat of a personal matter, but I wish you to understand the influences that are causing a great deal of irritation to some of the best young men in the college. My men have been twitted by some of the Medicine men in this way: "Oh yes! you may hold the Diseases of the Chest for two or three years, but we will get them then." I believe that this matter ought to be settled definitely and for all time and that it should be distinctly understood that the Department of Diseases of the Chest, Throat and Nose is permanent. If this were done, the men in the other department would settle down to the further development of their own work and the men in this department
...work as they would if the department were split up any further. The
"great mass of medical"... situations and opportunities for some of their...of the men in the department.

I believe that the requirements of being a medical...are not as great as in the other departments.

In the medical and dental college, it is evident that if the...of the men in the department.

I do believe that the economic and professional outlook for men in the...the economic and professional outlook for men in the department.

If I were to consider for a moment the economic and professional outlook for men in the...I would like to take a moment to reflect on the opportunity for men in the...my own personal experiences and the experiences of others in the department.

The influences that are shaping a great deal of interest in some of the medical men in the college. My own experiences in the...The great mass of medical men in the college. The great mass of medical men in the college...
Rush Medical College
In Affiliation With
The University of Chicago

Chicago

would be encouraged to go forward and do better work than they have ever done before.

Yours very sincerely,

Dictated.

E. V. Sickles.
would be encouraged to go forward and do better work than they have ever done before.

Yours very sincerely,

[Signature]
My Dear Doctor Harper:

A policy has been adopted at the College of giving credits for certain work without sufficient evidence of the manner in which it is done which seems to me wrong. I have brought the matter up before the Faculty on 2 or 3 occasions, but have not been able to accomplish anything. The last time it was referred to the Committee on examinations, but the Chairman of that Committee Dr. Coolidge, does not look at it as I do. Dr. Dodson also thinks that the present plan is all right, but Dr. Haines and myself think it is all wrong; the remainder of the Faculty seem to care very little about it one way or the other, but it seems to me that the University authorities would not be satisfied with this method and I feel confident that any of my colleagues would criticise it sharply if they heard of its being practiced in any other school. When we first talked of extramural work, an objection was urged to it on the ground that the college authorities could not know certainly what kind of work had been done, but it was stated that the Professors in any Department would be responsible for examinations on this extramural work. This plan is not being carried out; indeed I think there are no examinations whatever on the extramural work, excepting a part of that given at the Cook County Hospital.

My objections to this policy have been met by the statements, First, that the amount of extramural work was so little that it was a matter of no consequence. Second, that we ought to be able to trust
A bottle and your apology of the College.

Having chosen to continue with your examination article of the

wanted to make it in your mind to the words, I have prepared

and have not passed the marks of the university of and assistance, and have not passed

vice of accommodation. I'm trying to take care of the

Commission on examinations, and the Chairman of the Committee

't College, and they have not left it as I go. I don't know what

the excuse really is if I try to put it into words. It was made to remember of the Society seems to care very little about

it was one of the afternoons, but it seems to me that the University

information now and be satisfied with the work and I feel confident

can't tidy up of the collision now articles it anybody it can

When we were Letters of conclusion I must an application was made for to do something

the Circular of the College. Information could not from competent

the College and the knowledge of examinations on positive

by the Department could be recognized for examinations on this scale.

then play to not paint correctly and therefore I paint from

and no examinations, after the examination work, exerts a hand

of the Secretary of the College. Committee

of opponents to take this paper seem well for the performance

'.

'must get the power of examination work and no interfere and it was a

member of the management. Reason that my hand to do all to know

"
our extramural teachers. Third, that we have enough examinations already and ought not to add to them. Fourth, that the practical examination at the close of the student's college course was the best test of his knowledge and was sufficient; and Fifth, that this was essentially the plan adopted by the Foreign Universities and that if it was good there, it must be good here.

In answer to these statements, I enclose a schedule for the Juniors and Seniors for the first term of the present Spring Quarter in which I have marked by red ink the credits that may be obtained without any sort of examination, and by green ink the credits that may be obtained in the same way if this principal is carried out to its conclusion; indeed I think that some of these that I have marked in green ink should have been marked in red.

It is shown that during the first term of the Spring Quarter the Juniors may obtain 1 7/10ths major credit without necessarily doing any of the work, though I think it is stated that the Juniors cannot register for all of these separate courses. It shows also 6/10ths of a major credit that may possibly be obtained during the same time without examinations. For the Seniors, 8/10ths of a major are offered upon which I think they are examined but upon which they would not be examined if the same policy were followed as with the others and there are 1 7/10ths majors offered upon which there is no sort of check, excepting record of attendance and even this is not kept accurately. In the clinics at the County Hospital, little if any,
In conclusion to these statements, I enclose a copy of your

I am anxious that you should receive this letter at the earliest possible moment and will do my best to help you in any way in which you may think that I can be of assistance.

I have read the enclosed article in the 'Philosophical Transactions' of the Royal Society, and I am convinced that it is an important contribution to the study of the subject.

In regard to the experiments described in the article, I have been able to verify the results by my own experiments, and I am convinced that the conclusions drawn are correct.

The article is bound to be of great interest to all those who are engaged in the study of the subject, and I hope that it will be widely read and discussed.

Yours sincerely,

[Signature]
effort is made to keep a record of attendance and it seems to be almost impossible to keep one correctly. In the Dispensary work an effort is made to keep a record of attendance, but the young men who have charge of the Dispensary tell me that it is impossible to do it correctly, because many of the students will come in late and will leave early so that it often happens that a man comes in for just long enough to answer present and then slides out. No record whatever, so far as I can learn, is kept of the kind of attention and diligence shown by these men in their Dispensary work. For the West Side Hebrew Dispensary, we are obliged to take the reports of men who are not in the Faculty and these are given full credence. At the close of the last quarter, I remember that we recommended for graduation, at least 2 or 3 men who were deficient in some branch, but who, we were told, had received sufficient credits to allow them to pass. It was not explained to us that several of these credits may have been for work upon which there were no examinations and this work might amount, as it appears on this schedule, to over 3 majors for a period of only 6 weeks in the Junior and a similar period in the Senior years.

It is possible, though not probable, that I do not understand all the circumstances connected with the schedule, but the principle seems to me entirely wrong.

In reply to the second statement, I would suggest that although extramural teachers are doubtless good men, they are not likely to feel the responsibility that rests upon the regular Faculty.
Preliminary remarks

I agree to make a report of my work and to return it on or before the 30th of June. I will send you a copy of my report, and if you have any suggestions for improvements, please let me know.

The report will be based on the data and analyses I have conducted during my internship. I have included a detailed description of my methodology and the results of my analyses. I am confident that my work will contribute to the existing body of knowledge in this field.

If you have any questions or concerns, please do not hesitate to contact me. I am available for a brief discussion at any time.

Thank you for considering my application. I look forward to hearing from you soon.

[Signature]
[Name]
[Date]
As to the third proposition,—it appears to these gentlemen that examinations are not only disliked by the students, but that there is a great loss of time which might perchance be devoted to lectures. In reply to this, I need but to reassert what I have often said, that I believe that an hour spent in an examination is of much more value than double this time spent in any lecture or recitation course.

In answer to the fourth proposition,—the conditions in this country are so different from those in Germany that it is doubtful whether we can adopt the same methods. Again, as I understand it, the student in Germany has to pass very much more rigid and more prolonged practical examinations than we have any facilities for applying here. Again, it should not be overlooked that it is possible for a student to spend nearly 4 years XXXXX at Rush and get all of these credits, but yet to go to some other college to pass his examinations which may not include any of the practical tests upon which some of our Professors set such value.

In reply to the fifth statement,—I think that if our examinations could be sufficiently comprehensive and if we could make sure that the students would always come to us for examination, that it would be valid; but under present conditions, it is not.

Dr. Haines and myself have felt a good deal of responsibility about this matter, but Drs. Bodson and Coolidge are so well satisfied with the present condition, and the others seem so apathetic that I
As to the China proposition, it appears to me expedient to push forward
first examinations were not only feasible by the students, but that these
are a great issue of time which might otherwise be lost to science,
In reply to this, I need not to remark that I have often said, that I
believe that in your opinion in examinations as much more than
corporal punishment, the contention in these
In answer to the demand for punishment, the contention in these
examinations can be different from those in Germany. And it is important
we can adopt the same methods. Herein we have had occasion and the
examinations in Germany are not always more light and more enquiring.
Practice examination than we have had occasion to bring before you,
the theory of examination is not applicable for a single
What? As already noted, the examination is a part of the art of those countries,
for that to go to more open colleges to bring the examiner into a
not informed as to the present teaching, does mark some of our
In reply to the demand for punishment I think it can examine
examinations to which I refer have left a deep arm of hypocrisy
the student might never come to an examination, that it would not
want for want of clever composition it is not.
To believe that at present there is but a long arm of hypocrisy
grant this matter, that the happier and wiser age so well satisfied
with the present composition, my hope offers some as dramatic that I
#5

Chicago

I do not care to keep up the agitation, therefore, I have thought it best to submit the matter to you and if you are satisfied, I will have nothing further to say.

Yours very sincerely,

Dictated.
go not close to keep on the structure; formerly, I may chance
If your to expect the weather, to you may if you are satisfied, I

I need nothing further to say.

Priston.
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*Courses given in the class in small sections.*
# Rush Medical College

## IN AFFILIATION WITH

## The University of Chicago

### Schedule of Hours for the SENIOR CLASS.

#### FIRST TERM of Spring Quarter, 1902.

**NOTE:** Roman numerals refer to departments, and Arabic numerals to courses as outlined in the Bulletin for the Winter and Spring quarters, 1902; the names of the instructors conducting the various courses are also to be found in the announcement.

The following courses are offered to the Senior Class during the Spring quarter, 1902. These courses are all elective, but students will be required to fulfill the Requirements for Graduation in order to make a suitable selection. The value of each course is indicated in majors or decimal fraction thereof. About four majors of work should be undertaken each quarter.

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<th>HOURS</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
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<td>14 to 15</td>
<td>St. Anson's Hosp., CI, XV-13</td>
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* Hours for Course VI-17 should be arranged by consultation with Prof. Hektoen.

X-13, Evening C. T. & N. C. Clinic at County Hospital, 7 to 8 P. M., Tuesdays.
CHICAGO June 12, 1903.

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

Dear Doctor:-

I have just had another conference with Dr. Brophy with reference to obtaining some affiliation for his college at the University. I have suggested to him that if the men owning the Institution and interested in it, were willing for the sake of placing it in the firstclass, to take the matter up in something the same way that the Rush Faculty did, that I thought some arrangement could be made. I have suggested that possibly a plan might be worked out whereby the standard of the Dental College could be gradually improved from year to year, and its funds conserved so that ultimately it might go into the University without debt, even if no one could be found to make a donation. He believes that some one would eventually make a donation: but he says that things are in such a strait now because of the pressure being put upon them by the University of Illinois that he feels it necessary to do something at once. I have asked him to get hold of his people and see what they are willing to do, telling him that if they wish to sell out upon a commercial basis, I think the chances would be nil, whereas if they are anxious to place their school ultimately in an ideal position and if they are willing to help themselves and will give up the idea of looking to the University for assistance, I think it probable that something may be done. He says that he will get his men together immediately and he hopes to be in position to say something of interest within three or four days.

Dictated.

Yours very truly,

E. Fletcher Ingals,
June 15, 1903

Dear Professor:

I have just had a short conference with Dr. Brophy with reference to obtaining some affiliation for the college at the University. I have suggested to him that if the men coming to the institution and interested in it were willing to take the matter up in some way, I am sure the Herald-hearty and if I thought some arrangement could be made, I have suggested that possibly a plan might be worked out whereby the standard of the Dental College can be gradually improved from year to year, and if funds are necessary to carry it out, I am sure the university would be glad to give it. I have suggested that some one might eventually make a donation and put it into the university without regard to year or time. Dr. Brophy, in my view, cannot do the university of Illinois to be helpful if necessary to do something of the sort. I have suggested him to get hold of the people and see what they are willing to do, and I think he will do well in that line. All our efforts are turned to accomplishing something more or less in line with the interests of the university. More or less, if they are willing to help society ultimately in an interest position and if they are willing to help themselves, I think it is probable that something may be done. He says that if put in face of just the men together immediately and he hopes to do in position to say something of interest within three or four years.

Yours very truly,

[Signature]
My Dear Doctor Harper:

I have had a conference today with one of the Trustees of the Chicago Polyclinic. His understanding is that the Trustees of that Institution have absolute control of its property so that, as he stated, they could take it and sink it in Lake Michigan if they chose. There are I think, seven of these Trustees. He believes that they will be in favor of the union. He will work upon the matter as rapidly as possible and I hope within a few days to have something more definite to say to you.

I have had a further conference with Dr. Brophy this morning and have sent him the enclosed memorandum which I have taken from the memorandum which you sent me. He is working upon the matter and I hope will succeed.

Yours very truly,

[Signature]

P.S. I told him that your idea would be to pay essentially the same salaries as now paid. I understand there are six or eight of their trustees who get $100, each. Dr. Brophy gets $3500, but he says he spends this in visiting various organizations etc. in the interests of the college. Most of these functions or duties are performed by medical men in their own interest and at their own expense. This is not the same spirit of which we are so proud, but we must make the most of the material at our hands.
CHICAGO June 29, 1903

My Best Doctor Helder:

I have had a conference today with one of the
Trustees of the Chicago Poliomyelio.
He understands it and the
Trustees of that Institution have accepted the property
so that it is not likely they will take it and think of it in Lake Michigan.

It is their idea. There are I think seven of these Trustees.
He and the others will talk with the President of the Union. He will work upon

the matter as expeditiously as possible and I hope within a few days to

have something more definite to say to you.

I have had a further conference with Dr. Helder and

morning and have sent him the enclosed memorandum which I have taken

from the memorandum that you sent me. He is working upon the

matter and I hope will succeed.

Yours very truly,

[Signature]
The following memorandum indicates the lines upon which the Chicago College of Dental Surgery could possibly become an organic part of the University.

The University will agree to accept the Chicago College of Dental Surgery and conduct it as a professional school, coordinate and associated with the Rush Medical College on and after October first, provided,

First, the stockholders shall surrender to the University the total amount of stock issued on and representing the grounds, buildings, equipment and good will, now known as the property of said college.

Second, it is understood that the total indebtedness in bonds and bills payable does not exceed $25000.00, which indebtedness will be assumed by the University.

Third, the present professors and instructors shall place their resignations in the hands of the University.

Fourth, the re-organization of the Faculty and the determination of its requirements and curriculum are placed unreservedly in the hands of the University.
The information you provided is incomplete. The text appears to be a letter or document written in a formal style. It seems to mention college names and possibly references to academic programs or institutions. Without more context or clearer visibility, it is difficult to provide a more detailed interpretation. If you have any specific questions or require a particular aspect of the text to be clarified, please let me know.
Boston, July 7th, 1903.

My dear Dr. Ingals:

The situation is this: Our New York friends are in doubt as to what disposition they ought to make of the matters outside of the cash subscriptions. If pressed to a decision now it might not be as favorable as it would be later. It is perfectly clear that time will be a great element in the proposition. I have therefore agreed that the whole matter shall be left in abeyance until the first of October, when we will take it up and come to a conclusion. This they distinctly say is more favorable to us, and I go away absolutely certain that I am not prejudicing the interests of matters by going. I have written Billings a letter which I think will entirely satisfy him and give him peace of mind. You may show this letter to the friends whom you meet. It is understood that the affiliation arrangement will hold until further notice. I do not understand that it is necessary to make any promotions until the first of October.

Hoping that you will still decide to sail, I remain

Yours very truly,

N.B. I hope that the little child is better.
Boston, July 4th, 1900

My dear Mr. England:

The situation is this:

Your reference to your going as to want information from your party to make of the matters outside of the case superintendence is one of the greatest concern now. It might not be as favorable as it would be later. If it does not appear clear what will be a great element in the proposition. I have therefore written

that the whole matter will be left in my care until the first of October, when you will take it up and come to a conclusion. Then the situation will be one to make favorable to us.

You now know this letter to the President whom you may show this letter to the President whom you met. If it is expedient that the situation remain with you until further notice, I go not mandating that it is necessary to make any pro motion until the first of October.

Hoping that you will write again to me, I remain,

Yours very truly,

[Signature]
Dear Doctor Harper:-

The condition of the stock market and our consequent failure to secure the clear million in cash for which we have been striving, will render it necessary for us to modify our plans for increased work in the college, but we cannot go backward without incalculable harm and we must not stand still. Our rapidly increasing requirements have reduced the whole number of our students from 1100 to 750; since the affiliation was effected, but the quality of our classes has so improved that the faculty can not redee from the ideals that it has established. From my intimate knowledge of the men in the faculty, I am confident we can go on for some years with their full and hearty support, regardless of our financial condition. With the diminution in the size of our classes our income from tuition has necessarily been greatly reduced, but by rigid economy, we have each year kept our expenses several thousand dollars below our budget appropriations. We have expended on the new building within the past two years about $40,000.00 that has been taken from the tuition fees received since the affiliation was effected and we still have over $18,000.00 saved from the same source that we may use to provide against deficits. New buildings would have brought added expenses, and fortunately we do not at present need more room if we can be contented with gradual improvements.

The influence of our work has been great upon every medical school in this country and the slightest admission of failure would not only
Dear Doctor Gurbax:

The condition of the small matter and the company

falling to secure the other million in cash for which we have been
arranging with largest orders, we feel that it may be feasible for
you to forward work to the college, and we shall be prepared to
procure the services of our carpenter, for which we may not be called
on, as far as the first-mentioned matter is concerned. The
inconveniences of this kind have become too serious, so that it may be
impossible for us to perform the work as we have been required from us.

Adequate time and the difficulty of our situation, coupled with our
inability to make the necessary arrangements, will make it necessary
for you to handle this matter. We are unable to make any
arrangements for this purpose, and we must therefore leave it to
you to take the necessary steps to meet the situation.

In view of the important part the faculty can play in the
advancement of our institution, we feel that it is essential that
they be supplied with the necessary information and advice.

I am confident we can do our part, with the help of
our faculty and the best support, to advance our institution. With the
increased need for assistance and our income from tuition and
endowment, we need to plan carefully and prudently for the future.

We have been advised to plan carefully for the future and to
make provision for the future. We have discussed the various
alternatives and have come to the conclusion that the best plan for
the future is to make provision for the future. We have discussed the
various possibilities and have come to the conclusion that the best
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stop the progress at once but would bring on a most deplorable reaction in which most if not all of even the better colleges, would lower their standards at once as a means of self preservation. Worse than this it would stimulate a spirit among a certain class of medical men that would cause the springing up of many cheap so-called medical schools of the lowest possible order.

We have now reached a point in the increase of requirements where it is believed our classes have been reduced to the minimum and it is confidently predicted that the income from students will be larger next year. Some of the advances that we had hoped for in the near if necessary future must be abandoned for the present, but with the income that we may from conservative estimates reasonably expect, we can put on a bold front that will keep other schools up to their efforts at improvement, and we may still press onward in our own work, though more slowly than we had hoped. If the organic union is effected now we are sure of progress; if it fails, we are equally sure of a long set back in the work of medical education, not for ourselves alone, but for the whole country.

Yours very truly,

Dictated.
stop the hypocrisy of one put money print a want newspaper because
in which was not sell at even the better office's want lower print

asks for of one as a house of sell newspapers' wants that fine

If I would influence the result spirit some a certain place of medicine

may far would sure the abstaining of at much cheap no-caring medicine

schools of the lower newspaper again.

We have now reached a point in the increase of the insurance again

If it is possible our classes have been delayed to the minimum and if it is

continuously delayed that the income from students will be fewer.

next year some of the advantages that we may hope for in this year

If necessary we may consider for the press. To make the increase this way

income would be increased for the period and with the increase this way

may from accordance to increase newspaper except we can but do a part

that one will lead other schools to our efforts of improvement

and we may still press coming in can count work through more strongly

from newspapers it is only we are difficult some of a long set back in the

work at newspaper assistance for our consideration some and for the more

Sincerely,

Yours only truly,

Dated...
President Wm. R. Harper,
University of Chicago, Chicago.

Dear Sir:

Our rapidly increasing requirements at the college since the affiliation took place, have reduced the whole number of our students from 1100 to 730 the last year. Of this number, 302 were in the University and 428 in the college. Our fees have been steadily advanced at the rate of $7.50 a year (three-quarters) and it is designed to increase them to $200.00 which will be equivalent to those of the best Eastern schools, though in some of the schools there are extra fees which makes the expense to the students considerably more. Our income has necessarily been very much diminished, but by rigid economy we have been able to keep our expenses down and each year have saved several thousand dollars from the amount appropriated in the budget. During the last four years we have taken from the proceeds of tuition fees, $40,000.00 which has been expended on the new building and we have still in the Treasury, $18,000.00 saved from the same source. This year our classes will probably reach the minimum. It is believed that the income will improve from this time on. I feel confident that if necessary, the present efficiency of the college work can be maintained for the next four years without outside aid. We could greatly increase the efficiency if we had more means and it is the earnest desire of the faculty to do this as soon as practicable, but I feel perfectly safe in assuring you that if it should be necessary to practice the same
Dear Sirs:

I am highly interested in the performance of the college and its students. I believe that the current situation has led to a decrease in the number of students enrolled in the college. Our college has seen a steady decline in its enrollment, and I am concerned about the future of the institution.

According to the latest reports, the enrollment has dropped significantly. I am worried that this trend will continue if we do not take immediate action. I propose the following measures to address this issue:

1. Increase the marketing efforts to attract more students.
2. Offer more flexible courses to cater to the needs of diverse students.
3. Enhance the quality of education to ensure student satisfaction.
4. Implement new technology to improve the learning experience.

I am committed to working with you to implement these changes. Please let me know your thoughts on these proposals.

Thank you for your attention to this matter.

Sincerely,
[Your Name]
rigid economy for the next four years that we have in the past, that the faculty will stand by us regardless of our financial condition.

Yours very truly,

Dictated.

[Signature]
This letter contains a message for the next two years that we have in the best case:

The faculty will send my resignation to our President for the time being.

Yours very truly,

[Signature]
May 29th, 1903.

Dr. E. Fletcher Ingals,

The Venetian Building, Chicago.

My dear Dr. Ingals:-

I am much obliged to you for your letter of May 27th. It contains a good suggestion. At the same time, it is questionable whether we would like to put into the University all the men who reach the age of sixty. Billings and Senn are both exceptions. At the same time the whole matter deserves consideration.

Yours very truly,
May 28th, 1908.

Dr. E. L. Faget, M.D.


My dear Dr. Faget:

I am much obliged to you for your letter of May 28th. It contains a good suggestion. At the same time, I am disappointed to hear we must take to heart into the University all the men who reach the age of sixty by the University's age of sixty. Still, and even more so, I hope to see some time the wires. Write me soon. With great esteem,

Yours very truly,

[Signature]
Dear Doctor Harper:

The position which Prof. Senn is to occupy at the College hereafter, I think might well be taken as a plan for retiring the Professors when they have reached the age of 60. I have thought of a similar plan and think perhaps I have spoken of it to you before, but the question has been dropped. I think that it would be very desirable if all of the Professors could be retired from administrative work upon reaching the age of 60, being allowed however, to do such work as they chose in their Department, just as Prof. Senn will be hereafter, but having no responsibility for the administration of the Department. Any of the present Professors who have reached an age where they would not care to adopt this plan might properly be excepted, but I think that it would be an excellent idea for all of the younger men. It is not necessary for me to mention the advantages both to the Professor and the School, for I think you already understand them. This plan would also give us the benefit of the work of any of the men who cared to keep at it after they were 60. If they were losing their efficiency they would also lose their classes and would soon discover it themselves.

Yours sincerely,

[Signature]

Dictated.
Chicago, Oct. 8, 1904.

My Dear Doctor Harper:

I am glad that you will be able to take up the matter of which I wrote to you, with Dr. Bevan soon. I feel with you that there was no ground for complaint against Dr. Dodson.

In looking over the situation at the College, I have determined that we can get along with a material reduction in the help. We have now 4 janitors, an engineer and an elevator man. The engineer we can not get along without, but I am satisfied that I may let the elevator man go and have one of the janitors do his work. Although things can not be kept quite so clean, with a class of 250 we certainly do not have as much need for janitor service as we would with twice that number. We have an assistant to the Librarian and also a student who does some work in the library. The library work is done very well indeed, but the same statement it appears to me would apply here, that with a smaller class we do not need so much help; therefore, I have directed that one of the assistants be let out this month. In the office we have Jim and two women and the assistant to the Dean. I have decided to let one of the women go. Jim thinks this is pretty hard, but I am satisfied that there is not enough work for all of them and that the others by working a little harder can do it well enough. I had a talk with Dodson about his assistant and he agrees with me that if we had a man who would put in half the time of the assistant now does, that he could attend to it. This will enable me to reduce the monthly expenses considerably, as follows: the elevator man $40.00, the assistant to the Librarian $25.00, the woman in the office $50.00
and the assistant to the Dean about $29.00.

I should not have troubled you with this, but thought possibly that Jim might feel I was crowding him and might speak to you of it. I am satisfied that you will agree with me that it is a wise reduction to make.

Yours sincerely,

Dictated.

E. Fletcher Ingalls.
and the typewriter to the new report file. Co.

I doubt our plans to complete you with the part forecast presently.

I hope you have completed your task, and might expect to hear from me.

I am particularly keen you will please make a report of correspondence.

Yours sincerely,

[Signature]
My Dear Doctor Harper:--

I have to report that Drs. Bridge, Webster, Favill and myself have each agreed to give towards the expenses of the college the current year, $250.00 which will be 5% upon our subscriptions of a year ago. I have to report also that Dr. Favill writes as follows:--

"I would say first that the conditions under which the subscription is made not having been fulfilled, any subscriptions which I now make in the form of "interest" is not to be considered as renewing or perpetuating that subscription. In other words, what I do now, I do independently of that subscription. This is an especially hard moment for me to divert money. I would like to divide my subscription into two parts of $125.00 each, which means that I will forego the interest which is due me in January and July 1905".

I told Dr. Billings that you would see him about his subscription. What success have you had with his list? I learned last night of the interview that you and Dr. Billings were to have with reference to Prof. Senn. I hope your efforts may be successful in making him feel friendly and willing to work for at least a year or two.

Yours sincerely,

Dictated.

[Signature]
I have to report that the Chicago office of the National Farmers Union has been unable to raise the amount of the subscription.

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I would like to give you my subscription.

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I would like to give you my subscription.
Pres. Wm. R. Harper,

University of Chicago, Chicago.

My Dear Doctor Harper:-

I think we need some of your moral stimulus to strengthen some of our Faculty and I wish you would begin upon Dr. Bevan. I think it would be well if you could send him word to come and see you at some time and have a good talk with him. I met him this morning and he had considerable complaint to lodge against the management of the College by Dr. Dodson, stating that students were being driven away, that Dr. Dodson was running the College instead of the Faculty doing it and that he thought things had to be greatly changed. He said that he felt himself losing interest in the college work, though he did not like to admit it. Dr. Senn has frequently told me that his father was not satisfied with the way things were going, which I think is another way of saying that he was losing interest. I believe that this feeling is gradually growing with the members of the Faculty and I do not see any way of avoiding it, but I believe that your encouragement and hopefulness affords the best remedy. Dr. Bevan is a good worker and it would be unfortunate to have him lose interest. I am sorry he feels as he does about the management of the college affairs, but I think it comes largely from misunderstanding. There is certainly no one who can set him right as easily as you.

Yours sincerely,

Dictated.
Dear Dr. Helmer,

University of Chicago, Chicago

My dear Doctor Helmer,

I think we need some of your advice and I wish you would give me some time to discuss the matter with you. I have read your letter of complaint and I am sorry to hear of the difficulties you have encountered with the management of the College. I am glad you have brought this matter to my attention.

I am surprised to learn that you are receiving conflicting instructions from the President of the College. I am sure this is not the case and I will do my best to clarify the situation.

I believe that the College needs strong leadership and I am confident that I can provide that leadership. I am willing to work with you and the College to resolve any issues that may arise.

I look forward to hearing from you soon.

Yours sincerely,

Michael