October 4, 1904

Dr. E. Fletcher Ingalls,
Rush Medical College,
Chicago, Illinois.

My dear Sir:

I have your note of October 3rd concerning Dodson and Bevan. This is very disturbing and alarming. I will take the matter up at once. We must remember that the whole thing is in a difficult situation, while we are holding it over this particular period. I do not think these men ought to find fault with Dodson because he is doing so much.

Yours very truly,
October 4, 1904

Dr. E. H. Morse, Inc.,

606 Devon Avenue

Dear Professor Morse,

My dear Sir:

I have just noted of October 2nd concerning

Devon and Haven. These are very appropriate and sincere. I

will take the matter up at once. We must remember that the

more than 100 persons are interested. Write me as soon as you

have any further particulars before I go off to the next one.

Yours very truly,

[Signature]
September 23rd, 1906.

Dr. E. Fletcher Ingals,

The Venetian Building, Chicago.

My dear Dr. Ingals:

Yours of the 23rd inst. was received last evening. I am writing a formal reply although I shall try to telephone you the substance of it. In my opinion the agreement between the University and the College so far as tuition is concerned should be reciprocal and on the same basis each way. In my opinion no one of our staff is entitled to fees at Rush unless he is a member of the teaching staff, that is a member of the faculty in the proper sense of the term, duly appointed by the Board of Trustees and on an appropriate salary fixed by said board. I do not believe that an employee under any other conditions is equitably entitled to remission of the fees in question. Mr. Speike is an employee of the second class and not a member of the teaching staff. He is not appointed by the Board of Trustees, his salary is not fixed by the Board of Trustees. Mr.
September 29th, 1906

DR. H. FLETCHER HEGREW
The Vennin Institute, Oxford

My dear Mr. Hegrew:

You are now familiar with the College so far as influence is concerned, etc. etc. I am writing to express my appreciation of the correspondence between the University and the College so far as the student is concerned, etc. etc. I am informed that the College has taken no action in connection with the University. I am not aware of any action taken by the College in the matter of the Board of Trustees, etc. etc. I am not aware of any action taken by the Board of Trustees, etc. etc.
Webster is an employee. He is in the Chemistry storeroom and gets $20. a month and his fees in the University. He is not appointed by the Board of Trustees. Mr. Charles E. Linter is not known at the University.

I do not feel like making personal requests for remission of fees at Rush under any circumstances. If there should be any very exceptional case I shall feel free to lay it before the Rush trustees, but I do not now know of any such case. Of course I am assuming that in any similar exceptional case the Rush Trustees will make a similar request here and of course it will be granted.

Trust that this interpretation of the agreement will be satisfactory, I am

Very truly yours,
I do not feel like writing personnel reductions for
remission of fees at hand under any circumstances. In
tense sympathy in any respect, except as I shall feel
free to try to enforce the Board Trustees, but I do not now
know of any such case. Of course I am assuming that
in any similar case, I am the Board Trustees will
make a similar reduction, and of course it will be
extensive.

Trust you find the information of the agreement

With the appreciation, I am

Very truly yours,
October 10th, 1906.

Dr. E. Fletcher Ingals,
The Venetian Building, Chicago.

My dear Dr. Ingals:

I beg to acknowledge your favor of the 22nd of September with enclosure. I fully appreciate your consideration in the matter of the fee for attending meetings. I repeat that I am reluctant to receive it for two reasons: 1) I know that Rush is not overflowing with wealth and I am perfectly willing to give time to any extent in its interest without compensation. 2) I shall wish in any event to attend every meeting of Council or Faculty which I can. Under the present arrangement I may readily have some hesitation, especially if I know in advance that the meeting does not have important business before it. I think you appreciate my point of view.

Cordially yours,
October 14th, 1926

Mr. H. Matteson

The Avenue Christian Church

My dear Mr. Matteson:

I have to acknowledge your favor of the 20th of September with satisfaction. I fully appreciate your cooperation in the matter of the free for educational meetings. I regret that I am unable to receive it for two reasons: (1) I know that Dr. J. A. is not available with me, and (2) the 20th of September is the last day on which I cannot attend the meeting of Council of Pensions without the President's permission. I am happy to know that the December meeting has not been postponed, and that the meeting does not have important business before it. I think you appreciated my point of view.

Cordially yours,
President Judson,

University of Chicago.

My Dear Sir:—

Although I know you are perfectly willing to give your time and thought to the interests of Rush Medical College, upon consultation with different members of the Faculty and some of the Board of Trustees, I am confident that it is only fair for us to pay you $10.00 per meeting for each meeting of the Council or Faculty that you attend. This I realize is a small amount for the thought you will have to give to it, but under the circumstances I know that you will be satisfied.

I think it very important that you should attend every Council and Faculty meeting or that if for any reason you cannot be there, you will have a representative. There are some men in the Faculty who are not in favor of maintaining the high ideals for which we have worked the past seven years, but I find that the influence of the University keeps
Chicago, Sept. 8, 1908

Dear Mr. Judson,

University of Chicago

I am writing to you to inform you of the recent action of the Board of Overseers in carrying out the recommendations of the joint meeting of the Council of the Faculty and the Board of Overseers. I am convinced that it is in the best interests of the University that the new Board of Overseers be appointed as soon as possible. I believe that this will be in the best interests of the University and that it will be conducive to the welfare of its students.

I am confident that you will be able to do this, and I therefore urge you to take the necessary steps to have the new Board of Overseers appointed as soon as possible. I am certain that this will be in the best interests of the University.

Yours sincerely,

[Signature]
them subdued. This is one of the important reasons for your presence, but aside from this your counsel is of very great value to us.

Yours sincerely,

Dictated.

[Signature]
Chicago November 15th, 1906.

Dr. E. Fletcher Ingals,
The Venetian Building, Chicago.

My dear Dr. Ingals:

Have you in mind some possible victim in the city in the shape of a man whom I might succeed in interesting in Dr. Ricketts' investigation on spotted fever? I have provided for Dr. Ricketts all that I can get just now from the University to carry on that investigation, and it is necessary for him now to go out to the mountains this winter, and this expedition involves about $250 more. Of course you know about the investigation. I am sure that it is a very promising one. I thought you might be able to make a suggestion.

Very truly yours,

Harry Pratt Judson.

I do not know who would be most likely to give for this purpose but I would suggest making the matter before Mr. Bryan Laurn.

Yours sincerely,

Fletcher Ingals.
August 28th, 1907

My dear Dr. Ingals:

I have your note of the 26th inst. about the expenses of Rush Medical College for September. The president and vice president of the Board are out of the city. No doubt I can make suitable arrangements however as a temporary matter. When, in point of fact, will the money be needed? If you will be good enough to let me know at once I think I can adjust things.

Very truly yours,

Dr. E. Fletcher Ingals,
Venetian Building, Chicago.
My dear Dr. Ingels:

I have your note of the 7th of September and vice president of the Board are out of the city. No doubt I can make suitable arrangements however as a temporary matter. If you will let me know at once I think you will be good enough to let me know at once I think I can arrange things.

Very truly yours,

Dr. E. Becker Ingels.

Venitein, April 12th, Chicago.
Dear Doctor Judson:—

At the last meeting of the Trustees of Rush Medical College, it was voted that the President and Secretary were authorized to borrow money to meet the current expenses of the College, not to exceed $4000. We shall need money for September and I wish you would ask the President and Secretary to consult with the Treasurer and make the necessary notes and get the money. I believe that Mr. Tobey, the President, is ill at the Jackson Sanatorium, New York, though he may have gone to the Nobsacussit Hotel at Denis, Mass. It is doubtful whether he could be reached. I presume likely the Vice-President is away and I suppose that Mr. Goodspeed is away and will not return until the end of the month. Dr. Harper always preferred to make special arrangements himself and I think it would be better for you to do it than to have the Comptroller, though I will give you any aid that you may ask.

Yours sincerely,

[Signature]

Chicago, Aug. 26, 1907.
Dear Doctor Jackson:

At the last meeting of the Trustees of the College, it was voted that the President and Secretary were authorized to borrow $50,000. We shall need more money for September and I wish you would ask the President and Secretary to consult with the Treasurer and make the proper note and see that the monies are received and the money is invested in the best possible manner. I believe that I am bold to ask you for the money and I have gone to the Incorporated Hotel foradena and will not return until the next meeting of the committee. I shall be most happy to see you and I suppose that the Goodspeed is away and will not return until 

May 19, 1908
1. Error

2. Part of same error, doctors in Pathology who review cases benefit from those in anatomy on some basis.

3. He was the only one of the five or six of consultants consulted though others may have thought so.
4. He is entirely wrong judging from experience of surgery.

5. In this he is right. There should be twice as many men in the department so they could take alternate days.

6. Another error like the common socialist belief.
7. This is practically true.

8. He might be relieved of this as he is the only one who complains about it.

9. If he is much discontented as he seems it might be best for him to resign. He is a good teacher but has a disagreeable disposition.
10. It appears to have outgrown his work. If we had plenty of money we should continually increase salaries. I see no protest of making his salary sufficient to attract him for he is clearly not the man for Professor of Anatomy.
You will recollect that I spoke to you at one time about the necessity for registration by students taking their medical course at the University. As I understand, there were several men there last year who have failed to make such a registration. This ought to be attended to immediately or it will be impossible for them to obtain their credits from the State Boards of Health. Their registration at the college of course implies paying them $15.00 a year after their matriculation. I spoke with Dr. Goodspeed about it this morning over the telephone and he said he would consult you about it.

Yours sincerely,

Dictated.
you will recognize that I speak to you as one of your students, who have passed through the University. As I understand it, there are several courses of study at the University. If you have time to attend to the instruction of the students, it will be important for you to take such a course. If you do not attend to your studies, you will lose the benefit of the education you have received. I hope you will not lose the benefit of the education you have received. I hope you will not lose the benefit of the education you have received.
Dr. E. Fletcher Ingals,
The Venetian Building, Chicago.

My dear Dr. Ingals,

I have read with much interest the plan for increasing obstetrical material, and your letter of July 15th accompanying it. I am returning to you the plan. I suggest that you yourself go over to the Corn Exchange National Bank at your convenience and talk the matter up with Mr. Hutchinson and Mr. Hamill. You can explain it to them very much better than I can, and I am sure that it will have even greater weight. I think the matter is an admirable one.

Yours very truly,

W. R. Harper
July 19th, 1904.

Dr. E. L. Twenty Ingers.
The Avenue Building, Chicago.

My dear Dr. Ingers,

I have read with much interest the plan you in-

Presenting operant material and your letter of July 15th accompany-

ing it. I am returning to you the plan. I suggest that you com-plete to your own to your own convenience and take the matter up with Mr. Huettman and Mr. Hamilton. You can explain it to your very much better than I can, and I am sure that it will have even greater weight if I think the matter is an important one.

Yours very truly,

W.R. Marten.
Chicago, July 15, 1904.

My Dear Doctor Harper:—

Owing to the failure to obtain suitable material for the Obstetrical Department of the College through the Chicago Lying-In Hospital, we have been considering ways and means for getting the necessary material from other sources. Dr. Lynch, with whom Dr. Webster left the matter in charge when he went away on his summer vacation, has presented to Dr. Dodson and myself an outline of a scheme that seems to me practicable, but it will require an outlay of about $1000 during the year and we may hope to have a return of about $400. Dr. Webster's budget I think included enough to cover this amount. At all events, it is very essential that our students should have this practice and I can see no way to obtain it, excepting through some such plan as Dr. Lynch has suggested. I will send you a copy of his plan within a few days, but in order that you may arrange so that I can see you about it, I am writing you beforehand.

A part of the plan contemplates having a central station either at the College, the Central Free Dispensary or the Presbyterian Hospital. Dr. Dodson suggested that the Presbyterian Hospital would be the proper place for the night service, but it seems to me that it would be better for all concerned if we could get the Presbyterian Hospital to take the responsibility of a central station both night and day. They would receive all telephonic messages and would communicate with the students and nurses and would send out one of the Internes Doctors from the Dispensary with the students. It is as important that the nurses from the Training School should have this experience as
it is that t

Chicago, July 6, 19--.

My Dear Professor Herbrand-

Please accept the congratulations of the College faculty on the Chicago
Year at Harvard, and the professional and personal merit of your
work. I was much interested to learn of your appointment as
Professor of Physics, and I look forward to hearing of your
success. The College faculty and I trust that you will enjoy your
work and the splendid occasion of a university meeting of such
importance. I am sure that your work will be of great service to
the College.

Yours truly,

[Signature]

A. W. Herbrand
it is that the students should get it; therefore, I think it should be a mutual affair and I think that the public would be better impressed by the hospital name than it would by either of the others. As soon as you have time to look the matter over, I wish you would see Mr. Hammill and Mr. Hutchinson about it and perhaps it would be well to arrange a meeting downtown for these two gentlemen, yourself Dr. Dodson, Dr. Billings, Dr. Lynch and myself.

Yours very truly,

Dictated.

[Signature]
It's true that the performance should set the precedents. I think it would be a musical affair and I think that the people would go better with the music. I'm not sure if the people I'm referring to are the ones you mentioned. It seems as you have time to look for a writer, I may be your best option. I'm not the national and my opinion about your performance is not a matter of concern. I will arrange a meeting for tomorrow. Please give my regards.

Your very truly,

Richard
Feb. 11, 1906.

My dear Dr. Ingalls:

Yours of February 8 has been received. I appreciate very much your kindness. I was just about to call you up on the telephone and tell you the situation. I would like very much indeed to have you come down. The situation has changed considerably since I last saw you, and the future does not look quite so bright as it did then. I cannot say that I am altogether discouraged, but after all there does not seem to be much use in fighting. I should like very much to talk over the question of the next year's budget with you before the ordeal comes. I am supposed to be working until next Tuesday night. I am wondering whether under the circumstances, in view of the fact that money is in hand for this year, it would be proper for me to receive the expense money appropriated in the budget. I am trying to get things into shape, and I can assure you that it is not an easy thing to do. I appreciate more than I can tell you the kind words which your letter contains. You and I have found it not only possible but very pleasant to work together. We will hope for the best. It now looks as if the operation will be performed here rather than in New York.

Very truly yours,

W. R. Harper
Mr. Smith,

Your letter of inauguration has been received.

I appreciate very much your kindness. I was just about to call you up on the telephone and ask you the situation. I realize that I am not looking at the situation the same way that I was. I have been very busy lately and do not have the same amount of time for leisure activities as I did before. I am sorry that I was not able to respond sooner.

The situation has changed due to recent events. I have been working on a project that is quite demanding, and it has taken up most of my time. I am currently in the process of finalizing the project, and I hope to have it completed soon.

I am aware of the current budgetary situation and appreciate the efforts being made to reduce expenses. However, I believe that some areas are being underfunded.

I am trying to be frugal and make cutbacks in areas that can be reduced without affecting the overall operation. I understand that this may cause some inconvenience, but it is necessary for the long-term sustainability of the organization.

I hope that this letter finds you well and that we can work together to improve the situation. If you need any further assistance, please do not hesitate to contact me.

Very truly yours,

W.R. Harrow
Feb 8th, 1905

My dear Dr. Harper,

Your brother, I think, has violated our confidence in telling me that it has been decided best for you to go to NY for another operation.

From the fact that you have spent for your brother + son and from what the Surgeons physician have said I know
The gravity of the situation, but I cling to all the hopeful features that I can. I sincerely hope you may make a steady recovery from the operation.

I do not know if any man any when other work at this time is as important as yours, and I have felt for years that you would
be needed for twenty
years more. You have
my full sympathy. I
hope you will allow
me to telegraph you
every day after the judi-
at my expense. I assure
you no one will obtain
any information from
one without your permis-

S

Yours Very Truly,

E. D. Carter Ingalls,
Feb 10 - 05

My dear Dr. Harper,

I have something that I wish to tell you in strict confidence before you make your arrangements for the operation. It may be of the greatest moment to you, and to many others, but it may not be of any importance, however, it will at least give
I have been terribly depressed since the knowledge of your condition came to me. For as I have already intimated, I feel that there is no man living who could not be better...
Dear Dr. Judson,

Kindly sign these copies and send Dr. Brumley to him or keep it & please return the other two copies.

Yours Truly,

[Signature]

Rush

Proposition for transfer of Anatomical Material from Rush Medical College to the University of Chicago.

The University of Chicago to pay to Rush Medical College $15.00 per body for straights for fifty bodies, of which twenty-one have already been delivered.

The University of Chicago to take over January 1st, 1907, all anatomical material on hand at Rush excepting such as then held for other colleges. All these bodies to be credited to Rush at $15.00 each for straights and $7.50 each for cuts. All bodies furnished to Rush from January 1st, 1907, to January 1st, 1912, to be charged at these same rates.

Any worthless material found on hand January 1st, 1907, to be taken care of by Rush. If any of the material now delivered to the University by Rush is still on hand and is worthless on or before January 1st, 1908, the loss is to be shared equally by the college and the University.

The charges for transfer of the 50 bodies used by the University this college year is to be borne by the University at the usual rate of $1.00 per body.
Improvement for Pretoria or Pretoria University from
W. M. Keyes College to the University of Chicago

The University of Chicago is now open in the fall of the current year, and

is now accepting students for the fall semester. All show papers to be

accepted for the fall semester. All applications for admission must be

filed before January 1, 1929. No later papers will be accepted.

The University of Chicago is now open for the fall semester. All show papers to be

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Accept.

[Signature]

[Place]
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Proposition for Transfer of Anthropometric Material from

Yale Medical College to the University of Chicago.

The University of Chicago has agreed to take over the material of the proposed project of the department of anatomy and to make it available for educational and research purposes. The material consists of anthropometric data collected in the United States and abroad, with the aim of advancing the field of anthropology.

The material will be made available to universities and research institutions throughout the world, and will be accessible to all without restriction. The University of Chicago will also provide support and resources for the study and dissemination of the material.

The project will be overseen by a committee of experts from the University of Chicago and other institutions, and will be funded by a grant from the National Science Foundation.

The material will be made available to researchers on a non-commercial basis, and will be freely accessible to the public. The University of Chicago will also provide support and resources for the study and dissemination of the material.

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My Dear Doctor Judson:—

I think it will be best for you to frame the report that our Committee was instructed to place before the Board of Trustees of the College. We ought to have $10000, in order to do our work satisfactorily and avoid the necessity of calling on the various teachers for donations; but the cutting out of all salaries, and the donations that may be wrung from the Professors, together with the pinching in every direction will probably carry us through this year; however, we cannot expend more money than now for desirable advertising unless we obtain more than can be realized from the means recommended. (By the way, I investigated the advertising in the Journal and I found that my statement was correct, but very moderate. Harvard, Johns Hopkins and Columbia do not advertise in the Journal of the American Medical Association at all, and our advertisement is as large as that of any college that we would recognize as up to grade. I think however, we might profitably spend $1000, or more on the Bulletin and issue it every month).

Already some of the Professors have donated during the past few months money aggregating about $4000. No one of the teachers in the Clinical Department with rank of Assistant Professor and upward excepting the Pathologist, Chemist and Prof. Dodson has received any remuneration for three years.

We cannot recede from the ideal standard already established. I have a little fear that this call for money will cause some members of the Faculty to range themselves with the few who are in favor of lower standards for the purpose of securing larger classes; but I
My dear doctor Johnson:

I think it will be best for you to know the

report that our Committee was instructed to make before the Board of

Trustees of the College. In order to have $10,000, we can only count on the

income from the investments and the interest on the

endowment, since we cannot expect more money from new gifts.

However, I am not discouraged by the absence of new gifts, as I have calculated

on the income from the investments and the interest.

If I am right, I think that the endowment will provide enough money to cover

the expenses of the College.

I am enclosing a check for $1000. I hope you will find it adequate.

Yours truly,

[Signature]
do not think it possible for this faction to obtain a controlling voice. If it unhappily should succeed, nothing would remain for the rest of us but to resign and sacrifice all that has been done, which would in my opinion set back the whole cause of medical education in this country fully 25 to 30 years, for our failure would surely discourage all of the lesser colleges.

You will remember the means proposed by the Council. These will be acted upon at once. I am enclosing copies of the letters that I am sending out to the various members of the Faculty who are interested.

Yours sincerely,

Dictated.
go not shrink at the prospect of the task to be done. It is, indeed, difficult to express the expectations that are bound up with the project. Wishing you every success, I am confident that your efforts will be rewarded.

Yours sincerely,

[Signature]
Dear Doctor:—

During the past few years, the progressive increase in the requirements for admission to the College has involved a corresponding decrease in the size of our classes and in our receipts from tuition fees, until our income has fallen below our expenses.

Last year and the year preceding an actual deficit was avoided through donations each year of $10,000, received from friends of Prof. Billings.

Some of the members of the Faculty have already during the last few months, for our necessary expenses, contributed sums aggregating about $4,000, but this year we have been unable to secure additional aid, and having reduced our expenses to the lowest point consistent with good teaching, the members of the Council of Administration after thorough consideration have decided to ask each Professor and Associate Professor in the Clinical Department of the College to give $200. to aid in meeting our obligations for the current year; i.e., from July 1st 1906 to June 30, 1907. Will you kindly send a check for this amount to the College within the next 90 days? It will not be necessary to have all the money before June 1st but some of it is needed at once. Each of those who have already given generously, in answer to this request, promise to contribute $250. more, and if each Professor in the Faculty does his part, we will secure enough to carry us through this year.

You will be interested to learn that our highest preliminary requirements were reached last year and that as a result this year the Freshman class has materially increased in size. There are many students now in the scientific courses in the University who are preparing for the study of medicine so that we have reason to expect that with the Autumn of 1910, our classes will again be as large as they were three
Dear Professor:

Pursuant to your recent letter, I feel moved to express my support for the progress made in the College for Agriculture and Home Economics. The recent increase in enrollment has been significant, and I am pleased to see the College expanding its curriculum to meet the growing needs of our students.

As a member of the Board of Governors, I have been closely following the developments at the College. I am pleased to see the growth in the number of students, particularly in the fields of agriculture and home economics. The College has been successful in attracting a diverse group of students, and I am confident that it will continue to do so.

I would like to express my support for the continued growth of the College. I believe that the College has a important role to play in preparing students for the workforce and in helping to meet the needs of our communities. I am encouraged by the progress that has been made, and I look forward to seeing the College continue to thrive.

Sincerely,

[Signature]
years ago, which will enable us to make both ends meet.

We are,

Yours very truly,

Secretary.

Comptroller.
(To be sent to Instructors)

Chicago, Feb. 9, 1907.

Dear Doctor:-

Having been unable to secure from laymen any financial assistance this year, the Council of Administration has found it necessary to suspend the payment of salaries to Instructors in the Clinical Department. Believing this will make no difference in your interest in the College and in your willingness to give your best services in teaching, we are,

Yours very truly,

Secretary.

Comptroller.
Dear Doctor:

Having been unable to secure from experience any information

necessary to enable the Board of Administration to formulate the

official departmental rules which will make no difference in your

interest in the college and to whom I wish to give your best

regard in confidence, we are,

Yours very truly,

[Signature]

[Presidential]
Chicago, Feb. 8, 1907.

Dr. Harry Pratt Judson,
Pres. University of Chicago.

My Dear Doctor:—

In addition to the letters which we are sending to the Professors and Associate Professors asking for contributions of $250 each, we are sending letters also to the Assistant Professors in the Clinical Department asking contributions of $125 each. I fear these letters will bring in some resignations, but hope not.

Yours truly,

Dictated.
Dr. Henry First

June 1, 1930

Dear Mr. President,

In application to the positions which we are soliciting for the

Prof. Sears and Assistant Professor of Physics for contributing to the

School of Mathematics, Professor of Physics and Professor in the

Department of Physics, we are soliciting information about

Professor of Physics in some universities, but also not

Yours truly,

[Signature]
July 2nd, 1907.

My dear Dr. Ingals:

A letter from the Comptroller's Office unsigned (which I presume to be yours) dated June 25th came duly to hand. On your statement of the case the College ought to give Dr. Dodson of course much more than the salary of an ordinary dean. So far as the University is concerned he does no more than the other deans and receives quite as much. Moreover for many reasons it would be very inexpedient for the University to assume any more of Dr. Dodson's salary. I will try to confer with Dr. Billings on the matter.

Very truly yours,

Dr. E. Fletcher Ingals,

The Venetian Building, Chicago.
July 9th, 1937

My dear Dr. Inge:

A letter from the Comptroller's Office reveals that the amount which I promised to pay you has been paid only three days ahead of the date specified in the agreement. I cannot understand why this was necessary. The Comptroller's office is trying to give Dr. Inge's Department its due, so much more than the salary of an ordinary assistant. Moreover, as the University is concerned, he has no more than the other assistants required to keep up with the demands made on the University to support the work. I will try to cooperate with Dr. Inge on the matter.

Very truly yours,

Dr. E. Metcalf Inge

The Venerian Building, Chicago
Chicago, June 25, 1907.

Pres. Harry Pratt Judson,
University of Chicago,

My Dear Sir:—

I have been planning to see you for sometime and have telephoned once or twice when you were out of the city, but concluded that possibly it might be better to write you with reference to Dr. Dodson's salary. You may already know my position in the matter but I want to be sure that it is made clear; possibly I am wrong but it does not seem so to me.

When President Harper asked Dr. Dodson to take this position it was understood that it would necessarily interfere so much with private practice that it would practically put him out of professional business, although it would not prevent him from attending to a little office work and his insurance work. At the time he took the work, he realized this fully, but from Dr. Harper's presentation of the case he felt as though it was the right thing to do for the College and for medical education.

Last Fall when we were trying to find some way to cut down the expenses of the College, Dr. Bevan insisted that Dr. Dodson's salary should be cut down; indeed he was formerly so much opposed to the methods carried out in the College that he said it would be a good thing for the College if we were to pay Dr. Dodson $3000. to stay away. The other members of the Committee finally concluded that in fairness to Dr. Dodson we could not cut his salary down. At the Trustees meeting the other day Dr. Billings remarked that we would have to cut down
Dear Mr. Johnson,

I am writing to introduce myself as a student at the University of Chicago. My name is John Smith, and I am in my second year of study.

I have been planning to see you for sometime and have consequently once or twice written you on the subject, but somehow it has not been possible to make an appointment. You may wish to know that I am now in a position in the market which I believe is rather satisfactory. You may already know my position in the market, but I want to do something that is more pleasant. I am working in a small firm and it goes not seem to come...

When President Hartley spoke of President to take this position...

It was understood that it would necessitate a move with...

Princely pleasure that it would be... from travelling to a little business... in order not to leave the firm's work. At the time I took the work I was fully aware of the necessities of the case...

I am trying to find some way to get to the college and to...

In my letter I mentioned that I believe some way to get to... in the experience of the college. I have mentioned that...

I am busy with my own work and I am trying to find some way to get to the college. I have mentioned that I believe some way to get to the college. I have mentioned that I believe some way to get to the college.
Dr. Dodson's salary. It seems to be understood by these gentlemen that Dr. Dodson does nothing more than the work of an ordinary Dean and that therefore he is being paid excessively for what he does. I am not able to give his work in detail, but I know that he occupies with reference to Rush Medical College practically the same position that the President of an ordinary College occupies. He does practically all the work of a President, Dean, Secretary and some of the Treasurer's work. It is the custom of the various Professors at the College if anything is to be done to say, Oh, let Dodson do it. Dr. Dodson keeps in touch with all the other Institutions throughout the country; he takes the brunt of the contact with students; has practically all the responsibility of the policy of the College as it relates to other Institutions throughout the country, and examines into all controversies or misunderstandings with students or various members of the Faculty. I do not see how the College could be run without some one to do this work.

I do not think there is any one as well qualified to do it as Dr. Dodson.

I do not think he can afford to do it for any less than he is being paid now.

I do not think it would be just to ask him to do it for any less and I think that we must avoid by all means, the humiliation to which he would be subjected if he were called upon to defend his position before other members of the Faculty. I do not mean that he would be humiliated by the defense, but it is like accusing a man of being a grafter to require him to make the defense.

I wish that you would think the matter over and talk with
Dr. Dodson yourself and decide upon the best way to manage the whole matter. I would very much rather pay $300 of the salary myself than to have any change made and I think there are several others in the Faculty who could well afford to do the same, because I am sure that he relieves all of us of a great deal of responsibility. If it were possible to arrange it so that the University could pay half of his salary, I think it would be a fair thing to do because his work is largely in the line of getting new students, still it is quite important for the management of the old ones and it is very essential for keeping the policy of the College as it should be.

In all of the years since the affiliation with the University of there has been the necessity for a few of us standing out against those who were in favor of lowering the standard in order to increase the number of students. Dr. Dodson has been the chief bulwark in this defense and I feel that his services are still required and will be for several years to come.

Yours sincerely,

Dictated.
Chicago Jan. 16, 1908.

My Dear Doctor Judson:—

I herewith enclose Comptroller's statement to Rush Medical College for the year 1906 and 1907 with a supplemental statement showing the estimated receipts and expenses from Jan. 7, 1908 to the close of the year. This latter statement which I think is as nearly correct as possible, shows that with the cash on hand Jan. 7, $6803.47 we will probably collect a sufficient amount of money to equal $17803.47; our expenditures, however, will be $24800 showing an estimated deficit on June 30th of $7000. On account of the death of Prof. Senn, the College comes into full possession of $75000. which he gave some time ago and which has been used in the payment of the old bonded debt and in the construction of the new building, but the interest has now ceased and as shown in the supplemental statement that we will save $2000, thereby for the remainder of the year.

I presume that we can obtain contributions from some of the faculty this year as we did last year, but I do not see how we can materially reduce our expenses, and if we do not we will have to borrow to clear up the deficit.

The Trustees have not yet passed upon the budget for the current year but it has not appeared practicable to get it before the Trustees sooner than this. I think that our budget for the present year should be the same as for last year.

Yours sincerely,

Dicated.

E. F. H. [Signature]
I request another Committee's assembly to

Rush Medical College for the year 1908 and 1909 with a substantial
assembly amounting to $12,000 and $14,000 amounting to the latter
which I think is as

of the above, or the last, this larger assembly with the cash on hand Jan 1.

Yes. We will probably sell a considerable amount of money to

18808. It is a much smaller power, will do $4600 amounting to

if the above, or the last, this larger assembly with the cash on hand Jan 1.

Salaries on June 30th at $2400. On account of the death of Prof. Smith

which is about $2400. Which we have some

the Committee into full possession of $24000. Which it seems

or $4000. Which we have some

and in the construction of the new building, but the interest and now

we will have

5800. Special for the remainder of the year.

I believe that we can obtain contributions from some of the

family this year as we did last year, but I do not see how we can

especially because our expenses and if we do not we will have to

sooner than ever. I think that our budget for the present, next spring

be the same as for last year.
RUSH MEDICAL COLLEGE

Statement - Budget

Jan. 7, 1908.

RECEIPTS

Cash on hand Jan. 7 ........................................... $6803.47
Estimated Tuition & Fees to June 30, 1908, ............. 9400.00
Estimated Misc. Receipts to June 30, 1908, ............. 1600.00

Total Receipts ............................................... 17803.47

EXPENDITURES.

Actual expenditures July 1 to Dec 31 1906 .............. 20698.83
" " Jan. 1 to June 30 1907 .................................. 24621.87
(This includes Special Funds, etc.) ........................ 45320.70

Actual Expenditures July 1 to Dec 31 1907 .............. 18426.75
Estimated " Jan. 1 to June 30 1908 ......................... 24800.00
Loan Corn Exchange National Bank ......................... 2000.00

Less Interest (Nicholas Senn) .............................. 26800.00

Estimated deficit June 30, 1908, .......................... 24800.00

$ 7000.00

Same number students
as last year.
My Dear Doctor Judson:—

For about 40 years in Rush Medical College there has been a Department of Diseases of the Chest. About 25 years ago the Department of Nose and Throat became an addition to that Department. A little while before the affiliation of Rush with the University the name was changed so that the Department has since been known as the Department of the Chest, Throat and Nose. The Department of Medicine has for many years felt that they ought to have the Diseases of the Chest and two or three years ago I decided that as a recognition of Dr. Billings' great service to the College, I would at some time in the future have the Diseases of the Chest transferred to the Department of Medicine. The exact time I did not set in my own mind, but had in view doing it when the College became an organic part of the University. The rapid change in the practice of medicine which has been going on throughout the whole country with relation to the various specialties together with the delay in the organic union has made it appear to me desirable to make this transfer at the close of the present year.

On Monday evening last I called together all of the members of my Department who are regular members of the Faculty, that is the Associate Instructors and those of higher rank and the subject was thoroughly considered. Afterward the enclosed resolutions were unanimously adopted and I have transmitted them to Dr. Billings and they will come to you in due course.

Yours sincerely,

[Signature]
I am very grateful for your help and assistance. The repairs of our old house have been a costly undertaking, but with your help, we are making progress. I hope to have it completed soon.

On a lighter note, I feel better after the surgery. I am still taking it easy, but I am getting stronger each day.

Thank you so much for your help and support.
Chicago

Resolved that it is the sense of the members of the Department of the Chest, Throat and Nose that the time has arrived when it is desirable to rearrange the work of this Department with relation to the departments of Medicine and Ophthalmology and Otology with the purpose of transferring in the College and in the Central Free Dispensary, to the department of Medicine the teaching of Diseases of the Chest; and of transferring from the department of Ophthalmology and Otology, diseases of the ear to this department hereafter to be known as the Department of Laryngology and Otology.

Resolved that if this change should appear desirable to the other departments, the individual members of any of these departments who may be affected thereby shall retain the same rank as at present, and shall have the option of remaining in the department where they now are, or of being transferred with the work of another department.

We would recommend that if there are special cases where the physician desires to work in two departments in order to continue in the same work he is now doing, arrangements shall be made to permit him to do so.

These changes should take effect at the close of the present college year June 1908.

The above was passed unanimously and understand that both the other interested departments heartily favor the change.

D.W. Hoyt.
My dear Sir,

I was disappointed that I did not have an opportunity to talk over our medical matters with you before leaving the city, for I had reason to fear that this winter something might occur to disturb the relations of Rush with the University of Chicago and to draw it into the University of Ill.

Although I realized the validity of certain arguments that were advanced, I strongly believed that such a step would be a morbid misfortune both to Rush and to the N. Y. C., providing that the N. Y. C. continue at any time, to have a fully equipped medical department. The danger for the immediate future I think has been avoided by the decision of the Ill. Supreme Court, but I believe that something must be done before we are in the presence of the N. Y. C.
The advantages it may seem by decisive action, and if we are to revive the teaching of Medical Science in Chicago from the domination of politics, we will mean it, but maverick efforts made by several of the younger of my colleagues a few months ago, I think made the danger much more acute.

I have given so much effort to bringing about the highest type of Medical instruction in Chicago that I shall be bitterly disappointed if we fail; but purely I have done all I can. I fulminate, however, that already far reaching reforms have been started through the combined efforts of the College and the University, so that my work had not entirely failed even if we can go on further.

Yours sincerely,

E. Delauer, M.D.
The Moulton
Station, III
H.B.A. Meeting

[Handwritten text]

The attendees were all present and in good spirits. The

[More handwritten text]

The meeting was adjourned after a brief discussion of

[Further handwritten text]
The University of Chicago will establish a Medical School on the following terms: Concessions:

1. That there be given to the University not less than one million dollars for endowment and three hundred thousand dollars for a building fund.

2. That the Trustees of Rush Medical College transfer to the University:

   If are their properties or title to the College, either in fee simple or in lease for such term as may be found equally practicable.

   3. Their contract with the Presbyterian Hospital, with the assent of the Board of Trustees of the same Hospital.

3. That the Board of Trustees of the University in perpetuity determine the policy of the school; to hire and the term of appointment of all the faculty and employees of the College; shall cease and determine with the transfer of the property and contract as above noted.

It is further understood:

4. That the Board of Trustees of the College shall continue its present and its charitable, and medical purposes, and the Board of Trustees of the University for the Medical School, shall, with such rights and powers as may be agreed on, take.

5. That it is the opinion of the Board of Trustees of the University that it is desirable that
members of the medical faculty should give their full time to the work of the school, and chief in the organization of the school this principle will be adhered to as far as may be found practicable and attended as otherwise may warrant.

C. That the faculty of the school will consist of

1. The teaching staff and

2. The advising staff
President Harry Pratt Judson,
University of Chicago.

My Dear Sir:-

I have made several attempts to get an appointment with you but having failed I think possibly it will take less of your time if I write.

Dr. Billings informs me that he has secured pledges of $700,000. as endowment for the College. I am wondering whether the Trustees could not take the College over at this time. The physical valuation of our property has been placed at something over $300,000. which with the $700,000. would make something over a million.

Whether our present property were considered or not, the University would be in better shape to run the College with this endowment fund than it would if it had a million, a part of which would have to be expended for buildings. Dr. Billings believes that it would be very much easier to secure money for buildings if the College were an organic part of the University, and I am told that he has in view at this time one man from whom he hopes to get enough to put up the necessary buildings. I think very likely this is true. It would require several months to plan the college buildings for their greatest efficiency and it is probable that it would be much better not to put up any new buildings for a year or two, even if we had the money, on account of the extraordinary cost of building at this time. Architects tell me that structural steel now costs 100% more than it did before the War. There is no doubt but what it will be down again after the War is over. We could go on with our classes as they are now in our present quarters and give as good
I have made several attempts to get an appointment with
the President of Northwestern University.

The President,

I am writing today to inform you that I am unable to make an appointment with
you at the time I mentioned in my letter of January 10th.

I am interested in the possibility of working with
Northern Illinois University, and I would like to discuss
my qualifications and interests with you.

If this is possible, please let me know as soon as possible,
so that we can arrange a meeting at your convenience.

Thank you for your time and consideration.

Sincerely,

[Signature]
work as is being given by any College in this country, although if
we had more room we could accommodate larger classes. Last fall
we had to turn away a considerable number of students for lack of
room. Professor Dodson estimated this number at 75. I think it
more than probable that the Trustees of the two institutions could
be brought to view this matter as I do, provided it should meet
with your approbation.

Yours sincerely,

Dictated.
work we is pretty dry up any college in this country. Although I
wish we had more room in our accommodation better please. I can tell
you how to work and the uncertainty number of students I want to
work. Professor Brown estimated a sum of money of 50. I think I
might have asked the Professor of the Department of the two institutions.

Please send me a letter as I can play if anybody who sends me.

Yours sincerely,

[Signature]