At the request of the President of the University an informal committee, consisting of Dr. Oliver S. Ormsby, Dr. George E. Shambaugh, and Dr. Ernest E. Irons, has considered the "Formulation of a Plan for the development of the Rush Postgraduate School of Medicine."

In conformity with the letter of the President, the following points are considered:

a) the type of school which we could expect eventually to develop,

b) the steps, if any, that can be taken in that direction immediately,

c) the process by which we may pass from b) to a).
At the request of the President of the University and the Board of Trustees, I have undertaken the preparation of a plan for the development of the Rush Postgraduate School of Medicine.

In conformity with the letter of the President,

the following points are considered:

a) the type of school which we could expect eventually to develop;

b) the extent to which such a school can be taken in that direction immediately;

c) the process by which we may pass from (a) to (d).
The following is a statement of the tentative plans and aims of the school and organization.

A. Type of school and object.

1. Object: to promote the advancement of medical knowledge and scholarship.

The school should promote investigation and higher scholarship in medicine, both experimental and clinical and cooperate in affording facilities for the prosecution of work in the several departments of the University, such as Physiology, which may be able to profit by clinical cooperation. The school should provide conditions favorable to the production and contributions to our knowledge of methods of prevention and cure of diseases.

Specific objectives.

a. Clinical work of the postgraduate school of medicine should center in work by graduates in medicine who are prepared to spend from one to three years in the study of one or more of the divisions of medicine. This study should include

a) investigation in the special field

b) advanced study in fundamental branches
The following is a statement of the purpose

Place and site of the school and organization:

A. Type of school and object.

1. Objective to promote the advancement of medical

knowledge and cooperation

The school aims to promote investigation and
further cooperation in medicine, and to advance
and improve the cooperation in medical education.
For the promotion of work in the various aspects
of medicine, the university, such as physiology,
may be able to bring to light this systematic cooperation.
The school aims to provide cooperation favorable to the
promotion and contribution to our knowledge of
methods of investigation and care of patients.

Specific objectives:

a) Clinical work at the postgraduate school of
medicine; emphasis centered in work on
cases in medicine where the patient is treated from
one to three years in the study of one or more
branches of medicine. This study

b) Investigation in the specialty field
(c) Investigation in fundamental research
(d) Laboratory study in fundamental research
such as anatomy, physiology, chemistry, the particular line of study to be determined by its relation to the clinical.
c) the study in dispensary and hospital of patients belonging in the groups of the special field of investigation.

The major study may often with advantage be supplemented by a minor group, e.g., a special field of internal medicine by neurology; dermatology by neurology. A student working in some field of internal medicine would avail himself of opportunities to grow in knowledge of other fields of internal medicine. He might profitably take some graduate courses in other departments in the school and thus broaden his viewpoint.

This work should result in
1) Promotion of investigation
2) Training of teachers
3) Training of men in special fields of practice.

In addition to this central idea of training of students who remain in school for one to three years, the postgraduate school should ultimately make provision for

4) Opportunity for practitioners to improve their knowledge of one or more branches of medicine
such as anatomy, physiology, chemistry.

The perfecting line of study to be
generating the relation to the applicant
(2) the study in abnormality and pathology of
particular depending in the groups of the
special field of investigation.

The major study may occur with expertise in
emphasizing on a minor branch, e.g.


In particular medicine of neurology-geriatrics of psychology.
A student working in some field of international medicine would
have minimal of opportunities to show in knowledge of other
fields of international medicine. He might probably take some


The work primarily to
1. Promotion of Investigation
2. Training of Leaders
3. Training of men in special fields of practice.

In addition to these center three of training
of education and remain in school for one to
two years. The postgraduate school provides

affords a training for preceptors to improve their
knowledge of one or more branches of medicine
by periods of study of perhaps three to six months.

5) Combined short courses for practitioners.

The latter (4 and 5) will be undertaken as a contribution to the welfare of the community and medical profession after the more important features of the school, (1, 2, and 3) are established.

Of the first named points (1 to 3) the promotion of investigation is the most important and should be the central idea; numbers 2 and 3 will then surely follow.

To insure good educational growth, some teaching may be done by graduate students.

b. Academic -

To afford facilities for advanced work in physiology, pathology, and in other departments of the University along lines which can be better followed in close relation to hospital and patients. While the University will eventually develop increased hospital facilities on the south side, the wealth of pathological and other material on the west side will for many years be a welcome and necessary contribution to both west and south side schools.

**Standards** - equivalent to standards in other graduate schools of the University.
by periods of study of perhaps three to six
months.

(6) Compiling short courses for precocious.

The letter (hand (6) will be underlined as a
contribution after the more important lessons of the school.

1, 2, and 3 are emphasized.

of the first named points (1 to 3) the promotion
of investigation to the most important and shifting of the
century these numbers 5 and 6 will then merely follow.

To improve local educational system's some teaching
may be gone on graduate students.

- Academic

To allow facilities for advanced work in physical
biology, and in other departments of the university.

Some lines which can be better followed to some
relation to postpartum and particles while the
inference, will eventually develop increased postpart
facilities on the second side, the wealth of postpart-
least and other material on the west side will for
many years be a welcome and necessary contribution
to both west and south side schools.

Gerber - environment to graduate in

open graduate schools of the university.
Degrees

Master of Science

Doctor of Philosophy

Number of students.

The number of students taking work for longer periods, one to three years, will for several years be necessarily small, and increased only as the available facilities permit increase without interfering with quality of work or individual opportunity.

B. It appears that the following steps may be taken immediately.

1. Organization of the Rush Postgraduate faculty as provided in the statutes of the University.

2. The development of postgraduate teaching along the lines outlined above for very small numbers of students.

The departments and number of students suggested follow:

- Internal medicine
- Neurology
- Pediatrics
- Ophthalmology
- Laryngology and Otology
- Dermatology
- Obstetrics and Gynecology
- Surgery

   - 8
   - 4
   - 4
   - 8
   - 4
   - 4
   - 8
Degrees of Science

Doctor of Philosophy

Number of students

The number of students taking work for longer periods, one to three years, will not necessarily small and increase only as the available facilities permit increase without interference with duties of work of investigación appointment.

Effect of the following steps may be taken immediately:

1. Organization of the Honorary Postgraduate Faculty.
2. Provision for the assistance of the University.
3. Development of postgraduate teaching along the lines outlying above for very small numbers of students.

The departments and number of students suggested follow:

1. Internal Medicine
2. Pediatrics
3. Obstetrical
4. Ophthalmology
5. Pathology and Bacteriology
6. Geriatrics and Gerontology
7. Surgery
Pathology - 4

Growth of work in number of students and effectiveness will vary in different departments.

Work of the character described, approximating more or less closely in quality that outlined above, is now being carried on in the following departments:

- Laryngology and Otology - 8
- Dermatology - 4
- Ophthalmology - 4

Other departments have under consideration plans of varying definiteness.

C. The passage from work that may be established immediately, including those features already in operation, to the more complete plans outlined in A will be a matter of development governed by the amount of financial support available, facilities acquired, and the development of the necessary men required to man the departments.
Preceding

work in number of studies and efficiency
will vary in different departments.

Work of the character generalized approximating
more or less closely to daily that outlined
above, be now pointed out in so far as following
department:

Parliametary and October - 5
Dematoology - 4
Ophtalmology - 4

Other departments were under consideration
plains of various call initiates.

The pressure to work that may be accelerating immediately
is bringing these lenses slightly in operation to the more
important phase outlined in a matter of general
committee phase outlined in the month of January support indicated
facilities obtained and the development of the necessary
new leadership to men of department.
PRESENT PLANT

Rawson Building - under construction
Senn Building
Laboratory Building (south of Harrison street)
Hospital and Dispensary affiliations

a) Presbyterian Hospital -

Teaching and investigation can be further developed in this hospital either in conjunction with or independently of undergraduate teaching. Increase in residents and fellows whose work would be wholly or in part with patients in the hospital.

b) Central Free Dispensary -

Double Function -

(1) Contribution to community welfare

(2) Source of patients for teaching and study. Types and groups of diseases not seen in hospitals can be here studied. Presents great opportunity for graduate study.

c) Durand Hospital and the John McCormick Institute.

Hospital training, contagious diseases and investigation.
PRESENCE PLAN

Reason Building - under construction
Granite Building
Laboratory Building (corner of Harrison Street)
Hospital and Dispensary Establishment

A) Presbyterian Hospital

Teaching and Investigation can be further
developed in this hospital either in conjunction
with or independently of undergraduate teaching.
Increase in resident and fellows working work would
be more or in part with patients in the hospital.

B) General Hospital

Double Function

1) Contribution to community welfare
2) Source of patients for teaching and
study of types and groups of diseases
not seen in hospitals can be here
studied. Presence free opportunities
for graduate study.
3) Training Hospital and Free Diagnostic Institute
Hospital Training, congestive diseases and
Investigation.
d) Cook County Hospital (2500 beds)

Establishment of relations of mutual benefit.
The advances in character of work in Cook County Hospital of past ten years can be greatly exceeded in the future.

e) Other hospitals and institutes.
(4) Good county hospitals (2000 beds)
September 10, 1924.

Dr. Ernest E. Irons  
122 South Michigan Avenue  
Chicago

My dear Dr. Irons:

Replying to yours of the fifth: I think you have made a very excellent summary of the ideas which we have talked over regarding the graduate school in medicine.

I have attempted to dictate a short statement which would set forth in as crystallized a manner as I am able to do, the answer to points a, b and c, in President Burton's communication.

Very sincerely yours,
September 10, 1964

Dr. George E. Shambaugh

601 South Michigan Avenue

Chicago

My dear Dr. Lurie:

I think you have made a very

reliable to you of the Ticket: I think you have made a very

excellent comment on the letter with which I have talked over tonight

the pre Minute report in Philadelphia.

I have attempted to give a short account which would see

tracted in an expected time to the ease of the answer so

Very sincerely yours,

[Signature]
a) The type of school which we could expect eventually to develop:

The central idea should be to develop a plan in which it is possible to provide proper training for men preparing for advanced fields of medical work such as general surgery, internal medicine, dermatology, otolaryngology, etc., etc. As secondary considerations facilities should be added as the work progresses for providing
1. Review courses in each of these special fields for men who are already practicing in these lines;
2. Some review courses for the general practitioner. Short courses of perhaps two to four weeks.

In carrying out the central idea, that of preparing men for special practice, two considerations have to be met. First, facilities for special work in the fundamental sciences. Opportunities for this already exist at the University. Second, the development of an institution with equipment and facilities for providing the most advanced type of clinical work both in the dispensary and the hospital. In order to accomplish this, each department must function as a unit, having the assurance of definite facilities both in the dispensary and in the hospital.

b) The steps, if any, that can be taken in that direction immediately:

The method for training men in advanced fields of medicine is by taking into each department as clinical assistants the number actually necessary in the proper carrying out of the work of each department. This plan assures two things - first, that the work of the department is properly taken care of, and second, that those who are taking care of this work under direction and supervision are securing by the best possible method the training necessary for independent work in these fields. This plan for graduate training is already going on in some of our departments.

The aim should be to so equip and organize the work both in the hospital and in the dispensary, in each department - internal medicine, neurology, pediatrics, ophthalmology, otolaryngology, dermatology, obstetrics and gynecology, orthopedics, genito-urinology, surgery and pathology - that a small group of clinical assistants can be taken on whose length of service shall be from one to three years. In this connection I wish to point out that similar methods are now being employed in several other institutions. For example, at the Mayo Clinic it has been necessary to take on a number of clinical assistants in order to have the clinical work properly taken care of. Incidentally, these clinical assistants are finding this an admirable place to secure their graduate training. At such institutions as the Universities of Iowa and Michigan, similar plans have been introduced for securing the proper care of the clinical work. All these institutions here mentioned have found it necessary, in order to secure these men, to offer them fellowships. At the Mayo Clinic alone such fellowships to the number of are already provided.

This plan for training men for advanced fields of medicine by taking them in the department as actual clinical assistants is the plan, moreover, that Europeans have always relied upon for this training. The greatest need in medical education in this country today is the proper working out of such plans as will assure adequate training for
The type of school will we can expect ultimately to develop:

The concept these schools to develop a plan in which to proceed to make the better instruments for creating think of a great deal of advantage. The school will be based on the entire system of education, and the methods will be those of the new work. In order to bring these schools to the General Preparatory, Short course.

A few words about the General Preparatory. Short course:

In describing the General Preparatory, Short course, we have the opportunity of introducing the school in the sense of the original concept. The school will be based on the entire system of education, and the methods will be those of the new work. In order to bring these schools to the General Preparatory, Short course.

If the above is true, we can then focus on the results immediate:

The method for training men to become teachers of music and music. It must also be noted that the work of most graduates.

Conclusion:

The above information should be noted and appreciated by all. The work of most graduates.

If the above is true, we can then focus on the results immediate:

The method for training men to become teachers of music and music. It must also be noted that the work of most graduates.

If the above is true, we can then focus on the results immediate:

The method for training men to become teachers of music and music. It must also be noted that the work of most graduates.
graduates in medicine who are looking forward to specializing in some particular field.

In solving this problem our one aim should be to develop the highest type of clinical work. As soon as the work in each department is developed to the point where proper facilities exist for securing graduate clinical training, clinical assistants, that is, graduate students, to man these departments will be forthcoming. It will not be possible to attract graduate students until this goal is reached.

c) The process by which we may pass from b) to a):

The introduction of the plans here presented for graduate clinical work in no way interfere with but facilitate the work now going on with undergraduate students. If the time comes when it would seem advantageous to give up entirely the training of undergraduate students on the West Side, the plan for graduate work will not be hampered in any way provided means are forthcoming for providing the necessary budget to offset the income derived from the undergraduate students.

Fees from the graduate students serving as clinical assistants can never amount to very much because the number of such graduate students will always be limited. Perhaps not more than 40 or 50 can be provided for for many years to come. Furthermore, there should be available for each department, one or two fellowships which will take care of such students as are not able to pursue this work without financial assistance.
The information on the plans are necessary for the graduate candidate.

Keep from the graduate students serving as assistant professors
are not eligible for any of the options. The number of such positions
will not exceed 30 or 40. Thereafter, the positions will be
available to other candidates.

Interdepartmental.
Memorandum of Meeting of the Committee on Medical Affairs Held at the Quadrangle Club on Tuesday,
December 4, 1923

A meeting of the Board of Trustees Committee on Medical Affairs was held in the Quadrangle Club after the adjournment of a joint meeting of the Senate Committee on Medical Science, the Committee on Organization and Development of the Medical School, and the members of the Committee on Medical Affairs of the Board of Trustees.

There were present Mr. Swift, President Burton, Mr. Donnelley and Dr. Post.

President Burton presented a communication from Dr. McLean concerned with the character, size, arrangement and cost of the proposed hospital and other medical buildings.

After discussion,

It was voted that the Committee does not favor reducing the size of the hospital or eliminating portions of the plans as tentatively suggested in the latter portion of the report of Dr. McLean.

It was voted that it is desirable to consider the advisability of changing the architectural character of the proposed hospital from Gothic to some other school if such change shall insure economy in the building and if the new style of architecture shall sufficiently preserve the esthetic characteristics of the new building in comparison with other buildings on the adjacent quadrangles.

It was voted that the matter of providing funds with which to build the hospital be considered in conference with
Memorandum of Meeting of the Committee on Medical Affairs

At the Annual Meeting of the Committee on Medical Affairs we were told in the Guarantors' Fund of Thursday, December 4, 1936,

A meeting of the Board of Trustees on Medical Affairs was held in the Guarantors Fund after the Adjournment of a joint meeting of the Senate Committee on Medical Affairs and the Committee on the Board of Trustees. The three were present: Mr. Swift, President Harton, Mr. Dillingham and Mr. Post.

President Burton presented a committee from the President's office, the administration, and costs of the Builders' hospital and other medical institutions.

After discussion it was noted that the committee was not far from the near future.

It was noted that the committee would not have the privilege of the present or eliminating the function of the Board of the Builders' Hospital and other medical institutions.

It was noted that it is possible to organize the system of the Guarantors Fund of the Board.

In view of the expectation of the Guarantors Fund of some other school in such an event, it might be considered the specific function of the Guarantors Fund of the Builders' Hospital and other medical institutions.

It was noted that the matter of obtaining funds with the Guarantors Fund of the Builders' Hospital and other medical institutions.

In order to obtain the approval of the Guarantors Fund of the Builders' Hospital and other medical institutions.

It was noted that the matter of obtaining funds with the Guarantors Fund of the Builders' Hospital and other medical institutions.

It was noted that the matter of obtaining funds with the Guarantors Fund of the Builders' Hospital and other medical institutions.

It was noted that the matter of obtaining funds with the Guarantors Fund of the Builders' Hospital and other medical institutions.
Mr. Arnett, of the General Education Board, upon the basis of Dr. McLean's estimate of cost of the building.

President Burton presented a letter from Dr. Billings of which the following is a copy:

November 10, 1923.

Mr. Ernest D. Burton,
President of the University of Chicago.

On March 16, 1922, the Board of Trustees of the University of Chicago authorized the President of the University to appoint a committee to act in an advisory capacity with the architects in making building plans for the Rawson Laboratory to be erected by the University on the present site of the old building of Rush Medical College. Mr. Judson appointed Drs. Dean E. Lewis, Wilber E. Post, Ludwig Hektoen, George B. Shambaugh and Frank Billings (Chairman) members of the committee.

The committee has held many conferences with the architects and has submitted tentative floor plans from time to time, to the present heads of departments and other members of the faculty of Rush Medical College, to the President and some members of the Board of Managers of the Presbyterian Hospital, and to Mr. Frederick H. Rawson, Dr. Norman Bridge and others. On November 8, 1923, the committee held a conference with the architects and passed the following resolution: "Resolved, that the prepared plans for the Rawson Laboratory building are so far completed and satisfactory that the advisory committee approves them for submission and consideration to the President and Board of Trustees of the University of Chicago."

The vote of approval of the plans is coupled with the unanimous opinion of the advisory committee that the President and Board of Trustees of the University of Chicago should attempt to secure the adoption of necessary fundamental principles and policies in the conduct of the entire plant comprising the buildings of the Presbyterian Hospital, Senn Hall and the Rawson Laboratory in the treatment of the sick and injured, in medical teaching and in investigatory medical work as necessary procedures before the plans of the Rawson Laboratory building are finally approved.

The efficient functioning of the West Side plant will demand broadminded, sympathetic cooperation of the various organizations interested if the work of the plant is to be efficient. Therefore it is the unanimous opinion of the advisory committee that a joint committee of representatives of the Boards of Trustees of the University of Chicago, Rush Medical College, the Presbyterian Hospital and the Central Free Dispensary should be appointed to consider and adopt the necessary fundamental principles and policies which should govern these institutions and insure cooperation. This joint committee would consider all of the questions relating to the work of the plant, both of a business and professional nature. The advisory committee suggests that the joint committee of members of the Boards of Trustees would be aided in their task by an advisory medical committee composed of representatives of the faculty of the University and of Rush Medical College.

Dr. Post and I will be very glad to confer with you upon these suggestions if you desire.

(Signed) Frank Billings
Professor M. S. Hultman,

6853

President of the University of Chicago.

On receipt of your letter of June 5, 1937, the Board of Trustees of the University of Chicago authorized the President to appoint a committee to study the University's plans for the future. This committee was composed of the President, the President of the Board of Education of the University, the President of the University of Chicago, and the President of the University of Chicago. The committee was asked to study the University's future plans and to make recommendations to the Board of Trustees.

The committee began its work in June and made its report to the Board of Trustees in July. The report was approved by the Board and was submitted to the President for action. The President approved the report and directed that the University's plans for the future be based on the recommendations of the committee.

The report recommended the following actions:

1. The University should develop a comprehensive plan for the future.
2. The plan should be based on a careful study of the University's needs and resources.
3. The plan should be developed in consultation with the Board of Trustees.
4. The plan should be approved by the Board of Trustees.

The report was submitted to the Board of Trustees and was approved by them. The President directed that the University's plans for the future be based on the recommendations of the committee.

Professor M. S. Hultman

6853
It was voted that the Committee favors compliance with the request of the Advisory Committee on the Rawson Laboratory (consisting of Drs. Billings, Hektoen, Shambaugh, Lewis and Post) on the basis of the proposal made in Dr. Billings' letter as above, and that President Burton be requested to communicate this action to the several groups interested.

It was voted that President Burton be requested to ask prominent members of the faculty of Rush Medical College to advise with him as to the administration of Rush Medical College after the University assumes responsibility for the work now carried on by the College.

In conformity with the report of a Committee consisting of Drs. McLean, Jordan, Billings, Seems and Post, appointed to consider the advisability of acceptance by the University of the Convalescent Home for Crippled Children,

It was voted that it is advisable to recommend to the Board of Trustees the acceptance of the proposal of the Convalescent Home for Crippled Children on the following two conditions and expression of an understanding: (1) That the present Board of Trustees of the Convalescent Home give its consent to the enlargement of the scope of the institution's work in accordance with its charter in particular to the inclusion of all physically disabled children in the scope of its work; (2) that sufficient endowment shall be provided so that the institution will not be a financial burden to the University, and (3) with the understanding that there shall be a development of the function of the institution from three points of view, education, medical care, and scientific investigation.
It was noted that the Committee favors compliance with
the demand of the Advisory Committee on the Research Laboratory
compliance of the Milline, Hebron, and Part, and
the data of the problem make in the Milline, letter as
expressed, and the President's paper be referred to the Committee
the section of the Secretary-General interested.

It was noted that President's paper be referred to the
committee members of the faculty of land Medical College to

encourage with him as to the administration of land Medical College

after the University assume responsibilities for the work now

conducted in the College.

In keeping with the report of the Committee on the

of the W. W. College, Milline, became and Part, apprised to

concern the administrative of excellence of the University of the

Department. Home for crippled children.

It was noted that it is advisable to recommend to the

Board of Trustees the acceptance of the proposal of the Committee

and home for crippled children on the following conditions and

expression of an understanding: (1) That the present home of

Trustees of the Committee have given the consent to the (a)

mental care and education with the

ment of the scope of the institution's work in accordance with the

objects in particular to the instruction of the bathing and

enrollment in the scope of the work; (2) that the President and

will not be a hospital

participation in the University, and (3) with the maintenance of

from these points of view, education, medical care, and scientific

investigation.
Report was made by Dr. Post of an informal suggestion that the Chicago Memorial Hospital be affiliated in some manner with the University in order that the million dollar fund in the possession of the Chicago Memorial Hospital may be utilized to provide a building in connection with and adjacent to the University hospital, the suggestion being that members of the staff of the Chicago Memorial Hospital shall be the staff of the hospital to be erected in connection with the University hospital and that the members of this staff shall be permitted to engage in outside practice.

It was voted that in the opinion of the Committee the University should welcome contribution of funds from the Chicago Memorial Hospital toward its medical school or hospital, provided the conditions of the gift do not contravene the fundamental principles for the conduct of the hospital and the Medical School to which principles the University is committed.

[Signature]

Secretary.
Report was made by the President of the University in their meeting that the Chicago Memorial Hospital be affiliated to the University in order that the million dollar fund in the possession of the Chicago Memorial Hospital may be utilized to provide a building in connection with and adjacent to the University Hospital. The suggestion was made that members of the staff of the Chicago Memorial Hospital and of the University Hospital and that the members of the staff should be permitted to engage in outside practice.

I was asked for the opinion of the Committee the University should welcome contributions of funds from the Chicago Memorial Hospital towards the Medical School of the University. The Committee of the East to not continue the fundamental principles of the course of the hospital and the Medical School.

To which principle the University is committed.
MINUTES OF FIRST MEETING OF JOINT COMMITTEE
OF BOARDS OF TRUSTEES OF THE UNIVERSITY OF
CHICAGO, RUSH MEDICAL COLLEGE, PRESBYTERIAN
HOSPITAL AND CENTRAL FREE DISPENSARY, FRIDAY,
MARCH 28, 12:30 P. M., UNIVERSITY CLUB.

Present:

President Burton
Mr. T. E. Donnelley) The University of Chicago

Mr. John T. Pirie

Mr. F. S. Shaw
Mr. Charles E. Hamill) The Presbyterian Hospital

Mr. H. W. Armstrong

Mr. John J. Glessner

Mr. James Simpson) Rush Medical College

Dr. Frank Billings

Dr. George E. Shambaugh

Dr. E. E. Irons) Central Free Dispensary

(Vice - Dr. J. B. Herrick)

President Burton presided.

It was understood that the meeting was informal,
called for preliminary discussion of plans for further
development of medical education, in which the four institu-
tions represented may participate, and that no formal action
should be taken in view of the fact that an appeal in the
friendly suit is still under consideration by the Supreme
Court. It was pointed out, however, that the consummation
of the plans proposed is believed to be desirable and feasible
in the event either of favorable or unfavorable decision of
the Court.

Dr. Billings presented the points noted in the
statement submitted. These are:

1. Immediate allocation of ward beds to the several
departments.
2. Agreement to the establishment of clinical teaching beds to the ultimate number of 200.

3. The establishment of rotation service for internes in the Presbyterian Hospital.

4. Recognition of the necessity of full-time paid residents and non-resident assistants.

5. Recognition of the principle of central professional control of laboratories.

6. Approval of a plan whereby ultimately the attending staff of the Dispensary will be members of the attending staff of the Hospital.

7. The consideration of a plan whereby space will be available for offices of the staff so that a larger portion of their time can be devoted to the interests of the Hospital and College.

8. The formulation of a joint or cooperative budget to provide for the expense involved in the carrying out of the above plans.

Mr. Shaw, President of the Board of Managers of the Presbyterian Hospital, presented the views of the Board:

The Presbyterian Hospital has been built up by many years of service of many interests. In addition to the work of the staff, much has been done by Presbyterian agencies,
notably by the Board of Women of the Presbytery. Many endowments have been received, and other gifts are provided for the future.

The Board feels that the individuality of the Hospital as an institution must be safe-guarded and the authority of the Board of Managers over the activities of the Hospital maintained. With this understanding the Board of Managers of the Hospital desire to cooperate with the University of Chicago in making a great institution of which the Presbyterian Hospital will be a part. Financial questions will require very careful consideration.

President Burton stated that the University of Chicago wishes to cooperate with the Presbyterian Hospital, and recognizes the justice of the attitude of the Hospital.

Mr. Glessner expressed the desire of Rush College to participate in plans for development but desired to emphasize the preliminary agreement of the group that no action should be taken until the decision of the Supreme Court is announced.

A sub-committee was named by President Burton to further consider plans and report:

For the Presbyterian Hospital
(Mr. Shaw)
(Mr. Charles W. Hamill)
(Mr. H.W. Armstrong)
For the Central Free Dispensary (Dr. Shambaugh
(In the absence of Dr. Herrick)

For the University (Dr. W. E. Post
of Chicago (President Burton or representative
to be named by him.

The meeting adjourned.

ERNEST B. IRONS
Secretary.
December 6, 1928

My dear Dr. Shambaugh:

At the request of the Committee of the University of Chicago on the erection of the Rassen Laboratory, of which Committee Dr. Billings is chairman, and by the authority of the Committee of the University of Chicago on Medical Affairs, I write to suggest that you ask your Board of Trustees to appoint three of its members, of which you yourself shall be one, to serve as members of a joint committee representing the Central Presbyterian Dispensary, Rush Medical College, the Presbyterian Hospital, and the University of Chicago, which committee made up of representatives of these various bodies, shall consider the necessary principles and policies which should govern these institutions in their relations to one another and to insure their cooperation. It is suggested that this committee should consider all of the questions relating to the work on the plant on the West Side, both of a business and professional nature.

I am sending a letter of similar purport to the President of the Board of Trustees of Rush Medical College and to the President of the Presbyterian Hospital.

The University of Chicago has designated as members of its own committee on this matter the President of the Board, the President of the University, and Dr. Cost.
December 6, 1938

My dear Dr. Swank,

At the request of the Committee of the University
of Chicago, and as President of the University, I am
writing to express the pleasure of the University in
receiving the aforesaid advice and to assure you that
the University has always considered the work of
the Committee as an important and valuable service
to the University.

I wish to express my gratitude and appreciation for
the opportunity to participate in the work of the
Committee. The work of the Committee has been
most valuable and has contributed greatly to the
advance of the University. I am confident that the
work of the Committee will continue to be of great
value to the University.

I also wish to express my appreciation for the
interest shown in my work by the Committee and
the University. I am grateful for the opportunity to
participate in the work of the Committee and to
have the privilege of working with such fine
individuals.

I am enclosing a copy of a letter to Dr. Swan
President of the Board of Trustees of Kump Medical
College.

The University of Chicago has been fortunate in
having such able members of the Board of
Trustees as Dr. Swan.

I am confident that the University will continue to
benefit from the work of the Board of Trustees and
I am grateful for the opportunity to work with
such a fine group of individuals.

Very truly yours,

[signature]

P.S. I am enclosing a copy of the letter to Dr. Swan.
I should be glad to hear from you at your convenience respecting these appointments. I hope that a meeting of the joint committee may be possible early in January.

Very truly yours,

Dr. George E. Shambaugh
President, Central Free Dispensary
Chicago, Illinois

EDB: HP
I am pleased to hear from you at your convenience to express regret at the absence of the Joint Committee may be benefited early in January.

Very truly yours,

[Signature]

Dr. George W. Sampson
President, Cincinnati Free Dispensary

Office, Cincinnati
December 7, 1923.

My dear Dr. Billings:

At a meeting of the Committee on Medical Affairs of the University of Chicago Trustees, held on Tuesday December 4th, your letter of November 10th was considered, and it was agreed to authorize the President of the University to invite the Trustees of the Presbyterian Hospital and of Rush Medical College and of the Central Free Dispensary to appoint members of a joint committee to consider all matters pertaining to the relations of these bodies to one another.

I am accordingly writing to the President of each of these corporations, requesting the appointment of their members of such a joint committee.

The University will be represented by Mr. Swift, Dr. Post and myself.

The Committee also authorized me to invite representatives of the Faculty of Rush Medical College to meet me informally for discussion of the future plans of the University in relation to work on the West Side. This I am proposing to do within a few days. You will, of course, be included in this number.

With hearty appreciation of all that you have been doing for years in these matters and of my privilege in entering in a measure into your labors, I am, Very truly yours,

Dr. Frank Billings,
1550 North State Parkway,
Chicago, Ill.
January 9, 1924

President Ernest D. Burton,
The University of Chicago,
Chicago, Illinois.

Dear President Burton:

I was under the impression that we had taken to the
Board the question of appoint a joint committee of representatives
from our Board, the Rush, Presbyterian, and Central Free Dispensary
Boards, but upon checking up I find that we discussed the matter
with the Medical Committee and suggested that you write the other
Boards accordingly but that we did not officially take it to our
Board. Now, I think we should, of course, and I suggest that you
present the matter at the meeting tomorrow, asking authority to
appoint.

Am under the impression that when we discussed it we
suggested up to three from each Board, thinking of yourself, Dr.
Post and myself. In considering the matter further, however, you
are the only one I consider essential and my general inclination is
to stay off committees rather than go on them. Since it is so dis-
tinctly a medical problem and Dr. Post is best equipped on the needs
of the situation and has been most influential in working up the
plan, it seems to me logical for him to be there. I don't believe
embarrassment will arise from the fact that he is thus made of equal
voting power to his superiors of the Rush and Presbyterian Boards,
but think you might consider this matter. It might equally prove a
reflection on him if he is not appointed.

Incidentally, I do not subscribe to Mr. Glessner's
point of view as to their hesitancy to join in the conference. We
are not of necessity discussing the new order of things but as much working out the old order, which will probably be continued if the new is not approved by the Courts. Perhaps it might be well to make this point some time if you have a favorable opportunity.

Yours cordially,

[Signature]
The note at the bottom of the page appears to be a handwritten message. The text is not entirely legible due to the handwriting quality. Here is a transcription of the visible text:

"Your note of February 2nd was received and my thanks are due for the information. I trust it will be of help to you. I look forward to hearing from you again at an early date."

- Handwritten note

"Kind regards"

Name written in cursive
President E. D. Burton,
Faculty Exchange.

Dear President Burton:

Permit me to notify you that you have been appointed a member of the joint committee representing the Boards of Trustees of the Presbyterian Hospital, Rush Medical College, Central Free Dispensary, and the University of Chicago. The other members of the committee from the Board of Trustees of the University are Mr. T. E. Donnelley, and Dr. W. E. Post.

Yours very truly,

[Signature]

Secretary.
March 27th, 1924.

Pres. Ernest D. Burton,
University of Chicago,
Chicago, Illinois.

Dear Mr. Burton:

Attached is a proposed draft of statement for the Joint Committee of Board of Trustees. I have endeavored to cover the points raised at the meeting on Saturday. This is forwarded for corrections or additions.

If you think it advisable, I will have copies of the corrected statement mimeographed and forwarded to the members of the Committee before the meeting, or copies can be presented to them at the meeting.

Very sincerely yours,

Ernest E. Irons

ERNEST E. IRONS.
March 22, 1924.

My dear Dr. Burton:—

I have had your letters about the meeting of the Committee from the University, Presbyterian Hospital, and other institutions, that has now been postponed until next Saturday, March 29th. I understand that it is quite difficult for Mr. Simpson, who is one of our committee, to attend on Saturdays, and I was wondering whether it would be just as convenient for you and the other gentlemen to appoint a different day. If not, we will at any rate have representatives (though unofficial) at the meeting.

With high regards,

Very sincerely yours,

[Signature]

Dr. Ernest D. Burton,

President, University of Chicago,

58th Street and Ellis Avenue, Chicago.
Jan 23, 1934

My dear Dr. Hurley:

I have had your letter about the meeting of the Committee.

I have the privilege of representing Northwestern and other institutions that you have been present until next Saturday, March 29th, I believe, after that it is quite difficult for us.

Simpson and I are one of our Committee, to attend on Saturday and I have some material to bring before you and the other Committee to adopt a

W. W.

Dear Dr. Hurley

With Warmest Regards,

W. W.

Dr. Hurley

President University of Chicago

Seth Low and Wife, Evanston, Chicago
April 1, 1924.

President Ernest D. Burton  
University of Chicago  
Chicago  
Illinois.

Dear Mr. Burton:

Attached is a summary of proceedings of the Committee from the Boards of Trustees which met last Friday. I shall be glad to know of your approval, whether it would be well to have copies sent to each member of the group present at that time.

Yours very truly,

[Signature]

ERNEST E. IRONS

Acting Dean of Students.
April 7, 1954

President Grover E. Pupin
University of Chicago
Chicago
Illinois

Dear Mr. Pupin:

According to a summary of proceedings of the Committee
from the Board of Trustees which met last Friday I submit the draft to you of your appointment which it
seems to me that you would like to make of each member of
the Board Presses at each time.

Sincerely yours,

[Signature]

Ernest E. Jones
Dean of Students
MINUTES OF FIRST MEETING OF JOINT COMMITTEE OF BOARDS OF TRUSTEES OF THE UNIVERSITY OF CHICAGO, RUSH MEDICAL COLLEGE, PRESBYTERIAN HOSPITAL AND CENTRAL FREE DISPENSARY, FRIDAY, MARCH 28, 12:30 P. M., UNIVERSITY CLUB.

Present:

President Burton
Mr. T. E. Donnelley
Mr. John T. Pirie

Mr. F. S. Shaw
Mr. Charles H. Hamill
Mr. H.W. Armstrong

Mr. John J. Glessner
Mr. James Simpson
Dr. Frank Billings

Dr. George E. Shambaugh
Dr. E. E. Irons

(Vice - Dr. J.B. Herrick)

President Burton presided.

It was understood that the meeting was informal, called for preliminary discussion of plans for further development of medical education, in which the four institutions represented may participate, and that no formal action should be taken in view of the fact that an appeal in the friendly suit is still under consideration by the Supreme Court. It was pointed out, however, that the consummation of the plans proposed is believed to be desirable and feasible in the event either of favorable or unfavorable decision of the Court.

Dr. Billings presented the points noted in the statement submitted. These are:

1. Immediate allocation of ward beds to the several departments.
MINUTES OF FIRST MEETING OF JOINT COMMITTEE
OF BODIES OF TRUSTEES OF THE UNIVERSITY OF
CHICAGO, RUSH MEMORIAL HOSPITAL, PRECEPTORIAN
HOSPITAL AND O'BRIEN DISEASE AND PRACTICE
HOSPITAL ON MARCH 8, 1917.

PRESENT:

Dr. W. R. Brown
Dr. E. J. Online
Dr. John J. Walz
Mr. T. E. Domey
Mr. J. N. P. P. H. 

The University of Chicago

The Presbyterian Hospital

Rush Medical College

Dr. Frank Billings

Dr. George E. Bambury

Dr. E. B. Johnson

Dr. J. H. Lord

Dr. O. G. James

CENTRAL HOSPITAL DISTRICT


Presented: Hospital Trust.

It was underadstood that the meeting was informal.

Calling for preliminary examination of plans for future
development of medical education in which the four institu-
tions represented may participate, any chart on formal section
would be taken in view of the fact that so many hospitals in the
intensity of still under preparation of the character
concern. It was pointed out, however, that the combination
of the four hospitals was necessary to be feasible and feasible
in the event of any effective or immediate action of
the Central Hospital District. These were

Immediate action of part of the several

Departments.
2. Agreement to the establishment of clinical teaching beds to the ultimate number of 200.

3. The establishment of rotation service for internes in the Presbyterian Hospital.

4. Recognition of the necessity of full-time paid residents and non-resident assistants.

5. Recognition of the principle of central professional control of laboratories.

6. Approval of a plan whereby ultimately the attending staff of the Dispensary will be members of the attending staff of the Hospital.

7. The consideration of a plan whereby space will be available for offices of the staff so that a larger portion of their time can be devoted to the interests of the Hospital and College.

8. The formulation of a joint or cooperative budget to provide for the expense involved in the carrying out of the above plans.

Mr. Shaw, President of the Board of Managers of the Presbyterian Hospital, presented the views of the Board:

The Presbyterian Hospital has been built up by many years of service of many interests. In addition to the work of the staff, much has been done by Presbyterian agencies,
9. Agreement to the establishment of official personnel.

10. Page to the number of 500.

11. The establishment of a fellowship program for research.

12. Recognition of the necessary of full-time path.

13. Residents and non-resident students.


15. Support of the government.

16. Approval of a plan whereby ustramess and the accounting will be made by the ministers and the secretary of the hospital.

17. The establishment of a plan whereby space will be available for offices of the staff to gain a larger portion of their time can be devoted to the interests of the hospital and college.

18. The transformation of a joint of cooperative workers to advance for the extension of labor in the growing one of the space plan.

Mr. Shaw, President of the Board of Managers of the Presbyterian Hospital, present the above views of the Board.

The Presbyterian Hospital has been built up by many years of service of many interests. In addition to the work of the medical staff, many fine services by Presbyterian churches.
notably by the Board of Women of the Presbytery. Many endowments have been received, and other gifts are provided for the future.

The Board feels that the individuality of the Hospital as an institution must be safe-guarded and the authority of the Board of Managers over the activities of the Hospital maintained. With this understanding the Board of Managers of the Hospital desire to cooperate with the University of Chicago in making a great institution of which the Presbyterian Hospital will be a part. Financial questions will require very careful consideration.

President Burton stated that the University of Chicago wishes to cooperate with the Presbyterian Hospital, and recognizes the justice of the attitude of the Hospital.

Mr. Glessner expressed the desire of Rush College to participate in plans for development but desired to emphasize the preliminary agreement of the group that no action should be taken until the decision of the Supreme Court is announced.

A sub-committee was named by President Burton to further consider plans and report:

For the Presbyterian Hospital
(Mr. Shaw
Mr. Charles H. Hamill
Mr. H.W. Armstrong)
The Board feels that the most important task of the hospital as an institution must be self-sustaining and the maintenance of the Board of Managers over the activities of the hospital must be maintained with the Board of Managers of the hospital closely co-operative and in agreement with the University of Chicago in making a great university of which the Presbyterian Hospital will be a part. Furthermore, the departments with the leadership very essential to the institution.

President Burton expressed the gratitude of the Board of the University of Chicago in cooperation with the Presbyterian Hospital and recognition of the service of the Hospital.

Mr. Glidden expressed the gratitude of Hamp College to the Board for their development and cooperation in the establishment of the Board for the advantage of the students of the University.

A sub-committee was named of Presbyterian Board to

Form Committee plan and report:

(1) John C. Bunting
(2) H. C. Franklin
(3) H. E. American
For the Central Free Dispensary (In the absence of Dr. Herrick)

For the University (President Burton or representative to be named by him.)

The meeting adjourned.

ERNEST E. IRONS

Secretary.

For meeting 4-20-24 Dr. Irons suggested J. J. Klessner to represent "Bush."
Statement to the Joint Committee of Boards of Trustees of the University of Chicago, Rush Medical College, Presbyterian Hospital and Central Free Dispensary at a meeting to be held at the University Club, 12:30 P. M., Saturday, March 29, 1924.

At the request of President Burton of the University, a committee of representatives of the faculty of Rush Medical College and of the University has been formulating plans for the further development of medical education at Rush College.

While these plans presuppose a favorable action in the friendly suit now on appeal in the Supreme Court, the desirability and general feasibility of consummation of that portion of these plans discussed below would not be altered in the event of an unfavorable decision by the Court. In case of favorable action, undergraduate teaching will continue at Rush College for an undetermined period; a conservative minimum estimate is four years. Meanwhile postgraduate teaching will be developed, and this will require the same kind of facilities.

It is understood that the Presbyterian Hospital is planning on further extension and rearrangement of its facilities.

The University, of which Rush Medical College will be a part, has larger plans for the improvement of medical education as carried on at Rush College.

Immediate consideration of further development is, therefore, advisable and proper at this time and a meeting for this
As the leader of the national movement of the province of,

we are committed to promoting economic and cultural development in the area.

Our mission is to improve the living standards of our people and to ensure their well-being.

We are working on various projects to achieve these goals, including 

- Improving infrastructure
- Enhancing education and healthcare
- Promoting tourism
- Developing agriculture and fisheries

Our vision is to create a prosperous and peaceful society where everyone has access to basic necessities.

We believe in the power of collaboration and strive to work with all stakeholders for the common good.

Thank you for your support and we look forward to continuing our efforts towards a better future.

Sincerely,

[Signature]

[Date]
purpose has been called to meet at the University Club at 12:30 F. M., Saturday, March 29th.

The matters to be considered include the following:
1. The immediate allocation of all ward beds to the several departments. This involves no new financial obligations.

This allocation would include an increase of obstetrical beds from 12 to 24 or 30, already approved in principle by the Board of Managers of the Hospital through the President of the Board. The allocation of ward beds will allow of symmetrical development of departments and a strengthening of the hospital service.

2. Agreement to the establishment of clinical teaching beds under the control of the staff to the ultimate number of 200, allocated to the several departments.

Patients for these beds will all be available for teaching purposes and may be derived from (a) Dispensary, (b) Hospital examining room, (c) through the staff. These patients may be (1) unable to pay (free), or (2) able to pay part, or (3) all of the hospital charge. Most of these patients will be unable to pay for professional services, but all fees so paid will not be accepted by the physician or surgeon, but will be paid into a fund, which will be used for defraying part of the cost of these beds or to other activities of the clinic. The intent is to establish a real university teaching clinic.
It is recognized that the establishment of such beds to the number of 200 is probably not possible immediately. It is believed that a portion of these can be provided for by a suitably arranged budget.

3. Establishment of rotation service for internes in the Presbyterian Hospital.

This has been recommended to the staff and the Hospital by the faculty of Rush Medical College.

4. Recognition of the necessity of full time paid residents and non-resident assistants.

There are already two residents in surgery and one in medicine. One of the surgical residents and the medical resident are paid by the Hospital.

5. Recognition of the principle of central professional control of laboratories.

This does not mean that all laboratory facilities of hospital, college and dispensary need all be in one place, nor that all units of the X-ray plant should be adjacent. Considerations of convenience of operation in relation to other departments and the necessities for special investigation in the several departments will influence the placing of laboratories. Efficient operation and cooperation as well as economy will be best served, however, be central departmental professional control.
6. Approval of a plan whereby ultimately the attending staff of the Dispensary will be on the staff of the Hospital.

This plan will not involve any radical change from existing conditions, and is merely an extension of present practice so as to allow the men who have cared for patients in the Dispensary to follow and observe them during their hospital treatment.

7. The consideration of a plan whereby space will be available for offices for members of the staff so that a larger portion of their time can be devoted to the interests of the Hospital and College.

8. The formulation of a joint or cooperative budget to provide for the expense attendant on the carrying out of the above plans.

ERNEST E. IRONS
Secretary.
FUNDAMENTAL PRINCIPLES AND POLICIES TO BE CONSIDERED BY
THE JOINT COMMITTEE COMPOSED OF REPRESENTATIVES OF THE
BOARD OF TRUSTEES OF THE UNIVERSITY OF CHICAGO, RUSH
MEDICAL COLLEGE, THE PRESBYTERIAN HOSPITAL OF CHICAGO
AND THE CENTRAL FREE DISPENSARY OF WEST CHICAGO, WITH
THE ADVICE AND ASSISTANCE OF THE MEDICAL ADVISORY
COMMITTEES IN THE ESTABLISHMENT OF COOPERATION IN THE
WORK AT RUSH MEDICAL COLLEGE, PRESBYTERIAN HOSPITAL
AND THE CENTRAL FREE DISPENSARY. THE MAIN FACTORS TO
BE CONSIDERED ARE THE FOLLOWING:

I. The general educational and medical programs.

II. Establishment of financial responsibility for personnel, equipment and facilities
for teaching and research.

I EDUCATIONAL AND MEDICAL

(1) At the Presbyterian Hospital:

(a) Two hundred clinical beds and their allocation to the departments
in the hospital.

(b) Division of services.

(c) Expansion of hospital facilities and offices for heads of depart-
ments and others.

(d) Practical cooperation in use of clinical material and laboratory
facilities and also autopsies, in teaching and investigation.

(e) Practical cooperation with Central Free Dispensary through the
attending staff and the patients of the Dispensary.

(f) Resident medical staff.

II FINANCIAL PROBLEMS

(1) Including Presbyterian Hospital, Rush College and the Central
Free Dispensary.

(a) Salaries of residents.
(b) Financial administration of x-ray plant.
(c) Financial administration of physical therapy including hydrotherapy.
(d) Financial administration of clinical laboratories.
(e) Maintenance of 200 clinical beds; how many of these may be free.
(f) Salaries of nurses in hospital and dispensary clinics.
(g) Financial responsibility for surgical dressings, anesthetics and
other materials used in hospital clinics and dispensary.
(h) Budget of Central Free Dispensary.
(i) Salaries of teachers for nurses.
(j) Salaries of social workers in hospital and dispensary.
(k) College budget.
MEMORANDUM FOR EXECUTIVE

MEMORANDUM FOR EXECUTIVE

MEMORANDUM FOR EXECUTIVE

MEMORANDUM FOR EXECUTIVE

MEMORANDUM FOR EXECUTIVE

MEMORANDUM FOR EXECUTIVE

I. The General Objective and Major Program

II. The Management of the Institute

1. To the President of the Institute:

a. To appoint officials and staff, and to assign to the various departments

b. To appoint officials and staff, and to assign to the various departments

c. To appoint officials and staff, and to assign to the various departments

d. To appoint officials and staff, and to assign to the various departments

III. The Problem of the College:

1. To the President of the College:

a. To appoint officials and staff, and to assign to the various departments

b. To appoint officials and staff, and to assign to the various departments

c. To appoint officials and staff, and to assign to the various departments

d. To appoint officials and staff, and to assign to the various departments

IV. The Executive Program

1. To the President of the Executive:

a. To appoint officials and staff, and to assign to the various departments

b. To appoint officials and staff, and to assign to the various departments

c. To appoint officials and staff, and to assign to the various departments

d. To appoint officials and staff, and to assign to the various departments

V. The Legal Program

1. To the President of the Legal:

a. To appoint officials and staff, and to assign to the various departments

b. To appoint officials and staff, and to assign to the various departments

c. To appoint officials and staff, and to assign to the various departments

d. To appoint officials and staff, and to assign to the various departments
POLICIES TO BE DISCUSSED

I. Cooperation of the Presbyterian Hospital, Rush Medical College, Central Free Dispensary of Chicago and the University of Chicago in:

(a) Treatment of the sick and injured.
(b) Investigation of the cause of disease and injury.
(c) Teaching and training of students of medicine.
(d) Teaching and training of nurses.
(e) Teaching and training of hospital social workers.
(f) Teaching and training of dieticians.
(g) Teaching and training of clinical and laboratory technicians.
(h) Education and training of hospital administrators and other personnel.

II.

1. Undergraduate medical students. (1 interne year
   (a) Clinical and pathological work in laboratories.
   (b) Ward service in Presbyterian Hospital.
   (c) Work in Central Free Dispensary.
   (d) Amphitheatre clinics.
   (e) Cook County Hospital, small clinics.
   (f) Work in Home for Destitute Crippled Children.
   (g) Fifth year or internships.

2. Postgraduate medical students.
   (a) Fellowships for recent graduates.
   (b) Courses for practitioners in pathology, medicine, surgery, obstetrics and the specialties of medicine and surgery.
   (c) Courses for specialists in internal medicine, general surgery, obstetrics and the several specialties of medicine and surgery.

3. Pupil nurses, hospital social workers and others.
   (a) Recognized didactic training and education.
   (b) Bedside work and selected clinics.
   (c) Laboratory work.
   (d) Work in the dispensary.


I. Objectives of the Preceptorship Program at the University of Chicago:

(a) Treatment of the sick and the ill.

(b) Investigation of the cause of illness and injury.

(c) Teaching and training of students of medicine.

(d) Teaching and training of nurses.

(e) Teaching and training of hospital society workers.

(f) Teaching and training of hospital society administrators and others.

II. Objectives for Intern Training:

(a) Clinical and pathological work in inpatient care.

(b) Work in the preceptorship hospital.

(c) Work in the preceptorship dispensary.

(d) Work in the preceptorship office.

(c) General hospital staff office.

(e) Work in the Home for Insane and Defective Children.

(f) Work as a resident in psychiatry.

(g) Work in the outpatient department.

(h) Work in the dispensary.

(i) Follow-up and outpatient care.

(j) Follow-up and inpatient care.

(k) Observation and study of specialty cases and specialties.

(l) Observation and study of specialty cases and specialties.

(m) Important medical, society, and other aspects.
ORGANIZATION AND ADMINISTRATION

1. Contracts of Rush Medical College with:
   (a) Central Free Dispensary.
   (b) Presbyterian Hospital.
   (c) Home for Destitute Crippled Children.

To be assumed by the University of Chicago.

2. The faculty of Rush Medical College to become through the action of the Board of Trustees of the University of Chicago, the faculty of the Rush Medical College of the University of Chicago until the date when only postgraduate work will be carried on at the West Side; then the faculty to be made the faculty of the Rush Postgraduate Medical School of the University of Chicago.

3. The relationship of the faculty of Rush Medical College to the Central Free Dispensary to remain as it is now.

4. The relationship of the Central Free Dispensary to the Presbyterian Hospital is to be made more intimate so that in practice the dispensary becomes the out-patient department of the Presbyterian Hospital, through which there will be admitted to the hospital ward patients and of private patients when this may become feasible.

5. The relationship of the faculty of Rush Medical College to the staff of the Presbyterian Hospital to remain as it is now.

6. The relationship of the faculty of Rush Medical College to the Home for Destitute Crippled Children to remain as it is now.

7. Hospital Organization:
   (a) To set aside 200 beds for clinical purposes; allocating these beds to Medicine and the specialties of medicine, General surgery and the specialties of surgery, Obstetrics and gynecology;

   Control of these beds to lie in the staff.

   Fees which may be collected from patients occupying the clinical beds to be funded for the purpose of teaching and investigation.

   (b) Division of Services:

   All services to be continuous.

   Pathology 1
   General medicine 4 ; 1 attending physician to act as chief of service
   General surgery 4 ; 1 attending surgeon to act as chief of service
   Obstetrics and gynecology 1; 1 attending obstetrician to act as chief of service.
(b) Division of services continued

Neurology,
Dermatology
Pediatrics
Genitourinary diseases
Orthopedics
Oral surgery

(c) Expansion of Hospital:

Increase of private room beds which permit a lower per diem cost.
Expansion of clinical beds when feasible.

(d) Hospital Residents:

In medicine under control of head of medical staff.
In surgery under control of head of surgical staff.
In obstetrics and gynecology under control of head of department.
Full-time assistants performing the duties of residents may serve in
the specialties of medicine and surgery while living outside the hospital.

(e) Staff Organisation:

Of the hospital with representative of the Board of Managers or the
Superintendent of the hospital included.
Of the dispensary with a representative of the Board of Trustees or
the superintendent included.

(f) Ward Teaching:

To be under the responsible charge of the resident in each department;
the associate attendants of the several services assisting in the ward

(g) Associate attending members of the staff to serve in:

Ward teaching.
General clinics in dispensary.
Special clinics in dispensary.
Clinical investigation.

(h) Organization for college administration:

Officers - Dean of Faculty, Dean of Students, Secretary of Faculty,
Registrar of Students, office personnel.

(i) Organization for education and investigation:

Pathology, autopsies to be held in college;
Laboratories of pathology to be located in hospital and
in the Rawson Building.
Biological chemistry,
Facilities to be available to all departments of the hospital and the
dispensary.
(1) Hospital Organization Committee

(b) Division of Service Committe

- Head
- Director of Administrator
- Director of Finance
- Director of College
- Director of Hospital

(c) Proctorial of Hospital

- Increase of private room beds, drop private rates and lower per diem costs

(d) Hospital Policies

- Inpatient discharge within 7 days of hospitalization
- Inpatient rate will be increased to cover hospital costs
- Inpatient rate will be decreased to cover hospital costs
- Full-time attending physicians and hospital staff will be increased

(e) Staff Organization

- Officer of the Hospital with representation of the Board of Management in the
- Superintendent of the Hospital with a representation of the Board of Trustees or
- The Superintendent-In-Charge

(f) Ward Teaching

To review and the responsibilities of the assistants and the assistants in the ward

- Assistant in the Department of Obstetrics and Gynecology
- Assistant in the Department of Pediatrics
- Assistant in the Department of Surgery

(g) Organization for College Administration

- Registrar - Dean of Faculty, Dean of Students, Secretary of Faculty
- Secretary of Gradaute, Office President

(h) Organization for the Administration and Instruction

- Professor, course to be held in college
- Professor, course to be held in hospital
- Professor, course to be held in college
- Professor, course to be held in hospital
GENERAL REMARKS

It is obvious to anyone interested in the education of medical students, nurses, social workers, dieticians, hospital administrative officers and others and in the investigation of disease that efficient and productive work can be done only with the wholehearted, broadminded and unselfish cooperation of the agencies engaged in the work. To bring about this cooperation of the University of Chicago, Rush Medical College, Presbyterian Hospital and the Central Free Dispensary the program of procedure by the two committees has been suggested in the memoranda prepared for the President of the University.

The financial problem is one which will need to be carefully considered in relation to the Presbyterian Hospital. Experience has shown that the Presbyterian Hospital has prospered financially in direct ratio to the character of the treatment of the sick and injured and of the investigatory work carried on at Rush Medical College and the Presbyterian Hospital. It is rational to believe that the financial prospects of the Presbyterian Hospital will improve in direct ratio to the improvement in all of the work done at the hospital, the college and the dispensary.

The Advisory Medical Committee should study and plan the best sort of organization of the Rush Medical Postgraduate School of the University of Chicago. If this organization is completed in the near future, it will furnish information which may be applied practically in the final adoption of details of the building plan of the Rawson Building. The work and planning for the organization of the Postgraduate School should include the organization of the faculty; the organization and planning for review courses for general practitioners of medicine; the preparation of a curriculum for each department for the teaching and training of graduate students in general surgery, internal medicine, in obstetrics, in pathology and in the specialties of medicine and surgery; the organization planning for various types of fundamental research, clinical investigation, etc. In this connection due consideration should be given to the establishment of Fellowships for recent graduates who are qualified to take up investigatory work and also those who desire training to become efficient practitioners in the several specialties of medicine and surgery including general surgery and internal medicine.

In the organization for medical teaching and investigation agreements should be reached which will insure wholehearted, broadminded and practical cooperation between the clinical departments, between the clinical departments and pathology and biochemistry in teaching and in investigation. The head of the department of pathology in the college and in the hospital should be encouraged to cooperate with the staff of the hospital in the clinical pathological conferences and in holding autopsies in the college building.

With 200 clinical beds made available for the staff to control, the chief of the medical service, of the surgical service and of the obstetrical service should give opportunity to the younger men of the three departments mentioned and of the several specialties in medicine and surgery, to have fixed assignments of beds which give opportunity for professional advancement in a study of patients, in opportunity for investigation and for the purpose of teaching. Proper, broadminded, unselfish and sympathetic cooperation of the clinicians of a department will insure individual and group satisfaction and more efficient work. Like cooperation between the departments of the school and the hospital will be productive of friendliness and more efficient work.

Ward work with the opportunity for the student to study the manifestations of disease by himself, but under proper control, will afford the best type of clinical medical education and will engender in the student self-reliance and a more certain and fundamental type of education.
It is apparent of importance in the coordination of college and university
events, social activities, and recreational programs. An effective and efficient
program in this field can be greatly enhanced by the establishment of a
cooperative plan of programs and activities which will be of mutual
benefit to both institutions. The administration of the college should
cooperate with the university in the formulation and administration of
such plans.

The liaison between the two institutions is important in the development
of a comprehensive program of education and research. The cooperation
between the two institutions is essential to the success of the program.

The coordination of activities between the two institutions is important
in the development of a comprehensive program of education and research.