Gentlemen:—

Your letter of October 22, 1903 to Mr. Ryerson, relating to the union of Rush Medical College with the University of Chicago, was presented to the Board of Trustees at their regular monthly meeting November 17th. After discussion the trustees appointed a committee consisting of Heers, Bartlett, Harper, Hutchinson, MacVeagh, Ryerson and Walker to consider the subject and report. It seemed best to allow considerable time to elapse before again taking up the matter formally, in order that in such an interval of time ample opportunity might be afforded for the study of the problem. Upon the recommendation of the committee named above (Mr. McLeish acting in place of Mr. Ryerson, who is out of the country), the following statement after full discussion of the subject is forwarded to you and is understood to prevent the unanimous opinion of the trustees. We therefore, beg for it your most kindly consideration.

1. The University trustees recognize the fact that inasmuch as the trustees of Rush Medical College have failed to secure the proposed Million Dollars, both institutions are now free from any obligations respecting union. It is also certainly true that the founder of the University is absolved, as you suggest, "from any implications, financial or moral, which, while not intended by him have been assumed (that is, your) assent to the union last year under the conditions agreed upon by the respective institutions when such assent was invited."

2. The trustees desire to emphasize the sincerity of their purpose, when at the time of the original affiliation of Rush College, they stated that "nothing in affiliation as described by the articles of affiliation, shall be understood to give encouragement that Rush Medical College is ever to become the medical school of the University, and that it is the distinct purpose of the University to establish such a medical school when funds shall be provided." In taking this action, the trustees desired to place on record a statement which would serve to offset any possible thought that simply because of the affiliation, the friends of Rush Medical College would have a legal or moral basis for expecting organic union. It is perfectly clear, as you yourself say, that sooner or later the question of organization would come up; but it was desired by the Board of Trustees, to have that question answered when it did arise, purely on the merits of the union itself at the time when it might be considered. It was therefore, agreed by both parties that the act ofaffiliation should not prejudice the case either way. There was no agreement on the part of the University at that time that it should not affiliate other medical schools, and indeed the affiliation of other medical schools had been considered. This clearly shows that the act of affiliation in itself did not imply more than was involved in our duty to the Board. We submit that this action of the Board should not be used to prejudice the cause of the proposed union, if six years later there are found to be good and sufficient reasons for such union, entirely independent of the affiliation.

3. At this point we beg to call attention to some of the results which have followed the affiliation of Rush Medical College.

(1) At the demand of the University and with its moral assistance, the debt of the college amounting to about $75,000, was paid. With large gifts from two of the members of the faculty, and with smaller sums from most of the other members, a debt that had already become burdensome was removed. (2) At the demand of the University the professors occupying places on the Board resigned, and business men were appointed to take their places. The trustees of the college had been up to this time employees. The work of the college was therefore, to a greater or less extent, a private business venture. By the action taken the whole situation was changed and the institution was placed in a position to receive gifts for the enlargement of its facilities for the endowment of its work.

(3) At the demand of the University its requirements for admission were increased, and with the cooperation of the University, the time has actually come when a student may not be admitted to Rush Medical College who has not finished the first year and is approved college courses. The significance of this in the history of medicine in the western states is beyond calculation. Higher ideals have thus been created and already there is evidence that other institutions are planning to take this forward step. The final results will be unseparably beneficial.
4. At the demand of the University all examinations for admission to the college were transferred to the University, the College paying the University such expense as should be incurred in connection with the administration of these examinations. As a result hundreds of students who would otherwise have been admitted have been rejected for lack of preparation, and in this way likewise the standards have been elevated.

5. Many of the younger instructors as a result of the close association of the two institutions have availed themselves of the privilege to do work in the various laboratories of the University. In some cases original work of a high order has been accomplished. In every case work accomplished by these officers has been of a high character.

6. At the demand of the University, all new appointments in the staff of Rush Medical College have required the approval of the University. We quote here the statement of the Dean of Rush Medical College: "I am of the opinion that the vacancies which have occurred in the staff would not have been filled by men of such eminence if the University had not had so large a voice in the matter. This perhaps more than anything else has tended to elevate the standing of the college in the country at large." As a matter of fact, of the present heads of departments, all but three have actually been appointed with the approval of the University authorities.

7. As a result of the close association of the College with the University, the medical college has adopted many of the methods of instruction in vogue at the University, among others the adaptation of the quarterly system to the curriculum, the introduction of the elective system, and the division of large classes into smaller sections.

8. At the suggestion of the University a library was organized for the use of students, and this has developed into a collection of more than twenty thousand volumes. The average daily attendance of students at the library is between 250 and 300 of the less than 400 students in attendance upon the two clinical years now offered at Rush.

9. As a direct result of the association new gifts have been secured for the erection of a new building which is pronounced to be one of the best medical school buildings in the country, this building costing $128,600.

10. During the period of affiliation four medical numbers of the University Record have been issued explaining fully the pedagogical methods which have been introduced in the medical work. These have been widely circulated, and, it is believed, have exercised a decided and beneficial influence upon the progress of medical education.

11. As perhaps the most important result of the association may be mentioned the introduction into the curriculum of the University of the first two years of medical work. With a special gift from Mr. Rockefeller of $50,000, equipment was secured and the work was undertaken. Already the plan has been a dopted by other universities, and in this way the beginning was made of what by many is believed to be the greatest advance that has yet been made in medical education in this country.

Dr. Gaskell, in the report of the Moseley commission which has recently appeared, especially commends this feature of the medical work of the University, and expresses the hope that a similar plan will be adopted in the new London University.

12. It should not be forgotten that one of the results flowing directly from affiliation was the raising last year of more than half a million dollars by Dr. Billings and others for the medical education. More than $200,000 of this was for the McCormick Institute, but $300,000 is still available for the step proposed in this paper. The raising of large sums for medical education was something without precedent in Chicago and was made possible by the past connection and proposed union of the University and Rush Medical College.

At the meeting of the Board when the question of affiliation of Rush Medical College was voted upon, the question was asked- What will the University gain from this affiliation? Mr. Ryerson, the President of the Board answered- "It is not a question of what the University will gain, but what good the University will do." We submit to you whether during these six years the influence thus exerted by the University on medical education has not been large in amount and elevating in the aggregate when it is remembered that this has been done without the expenditure on the part of the University of any money except the
$250000 for equipment which it still possesses, whether the investment may not fairly be regarded as highly satisfactory.

4. With that part of your letter which lays emphasis upon the subject of research and investigation we are in profound sympathy. The attitude of the trustees to work of investigation in other departments of the University work is well known to you, and it has been our strong desire that in the field of medicine as well as in other fields, the greatest emphasis should be placed upon investigation. At the same time we believe it would be unwise for the University to depart from its general policy in this particular division of its work. In every other department of the University provision is made for instruction. This is necessary in part, because only in this way can we secure men well prepared for the higher work of research; and further because in the work of instruction investigators most frequently find their greatest inspiration. It is the experience of most investigators that a certain amount of teaching, especially with advanced students, is of distinct advantage. Moreover, with schools of law and divinity and other professional work organized for the education of students of whom high standards of preparation have been required, it would be manifestly a peculiar policy to restrict work in the Department of Medicine absolutely to a few research professors. Under reasonable regulations it is believed that this highest work can be done with entire satisfaction, and at the same time the lower work be carried on with the greatest advantage and usefulness. We sincerely hope that it will not be thought wise to differentiate medicine from other subjects in the method to be adopted by the University for conducting the work in this most important field. We appreciate and fully support the broad and high plan on which Mr. Rockefeller's views and ideas regarding medicine, rest, as these have been illustrated in his founding the Rockefeller Institute for medical research. We do not, however, see that the organization of medical instruction upon a high plan is in any way inconsistent with these views. As trustees we do not contemplate the establishment of research in any other department of the University, without at the same time providing instruction in connection with such work, and we see no good reason for making exception in this general policy in the case of medicine.

5. The trustees appreciate very keenly that the union of Rush Medical College with the University involves certain expenditures, and after full consideration of this matter agree with you that without some provision for such expense in addition to that which is now in sight, the union would probably prove an embarrassment and a source of disappointment. We are still of the opinion that while "large outlay" may be called for in the more or less remote future in connection with the medical work of the University, the outlays necessarily involved in the proposed organic union with Rush Medical College are limited and quite easily defined. We cordially assent to the understanding that such organic union, if consummated, should not in any way commit the founder of the University to gifts for medical work in the future. In other words, we should not expect his policy in respect to the development of medicine to differ from that adopted for other work in the University. He has indicated very definitely at several times that he did not wish himself to be regarded as in any way committed for the future, and the trustees wish to proceed on this understanding. It remains true therefore, that without provision to a certain amount for the medical work of the University actually involved in the union, such union would not take place.

6. As suggested above, the trustees agreed with you in the opinion that a Million Dollars should be secured as a result to effectively carry on what is involved in the union of the College with the University. The question at once suggests itself—How would this Million Dollars be used? After careful consideration of this question and consultation with the various departments, we would make the following answer. (a) $150000. to $200000. should be used for a new building for anatomy and pharmacology immediately required by the needs of the first two years of work at the University (b) $150000. to $200000. should be used for a building on the present site of Rush Medical College, thus adding greatly to the resources of the clinical work and making the close relationship to the Presbyterian hospital, even more profitable than hitherto. (c) The remainder of the sum $600000. to $700000. should be sacredly set apart for endowment, the income only to be used. This sum approximately $25000. a year would meet all reasonable demands
of the present situation, and would make possible a very comfortable amount of research work. In this case the equipment of the medical faculty would be equal to that of any medical school in the country, except Harvard and Johns Hopkins. The further development of medical work by the provision of new hospitals could be taken up gradually from time to time as money could be secured. It is always to be remembered that Rush Medical College is peculiarly fortunate in its relationship to the Presbyterian Hospital, and to this it is to be added that very excellent working relations have been established with several other hospitals in the city. With the more definite establishment of the College as a part of the University, it is believed that similar relations can be established with other hospitals. It is quite certain that gifts for medical work will be more readily secured when the union is consummated.

7. The present financial situation of Rush Medical College may be summed up briefly as follows:

(1) As a part of Rush Medical College itself may be considered the buildings and grounds of the College including:

(2) two pieces of land, one with a frontage of 146 feet on West Harrison and a depth of 100 feet on Wood Street; the other with a frontage of 124-1/2 feet on the other side of West Harrison Street and a depth of 120 feet, valued at $55000.

(b) Three buildings, one erected in the year of 1875 at a cost of $60000, the Laboratory building erected in 1893 at a cost of $80000, and the Nicholas Senn Hall erected recently at a cost of $125000.

(c) All appliances and equipment belonging to the College, valued at $35000.

(d) The library of the College, in all 20000 volumes, valued at $20000.

(e) Various funds invested $39591.

The following subscriptions were made in connection with the effort to secure the One Million Dollars. Only those are indicated here which it is believed are still good if the union of Rush Medical College with the University is effected.

J. O. Armour $100000.
C. K. G. Billings 100000.
B. L. Smith 10000.
F. B. Ream 10000.
J. H. Moore 10000.
H. C. Burber 25000.
A. D. Bevan 5000.
G. R. Crane 5000.
A.A. Sprague 5000.
Frank Tobey 5000.
J. C. Webster 5000.
E. F. Ingals 5000.
H. B. Fawell 5000.
Frank Billings 5000.
Norman Bridge 5000.

(3) A contract exists between the Rush Medical College and the trustees of the Presbyterian Hospital in accordance with which the privilege is forever granted to the faculty of Rush Medical College to name the medical staff of the hospital. This arrangement brings the hospital into the closest relationship with the Rush Medical College. It is understood that the majority of the Board of Trustees of the Presbyterian Hospital will vote to have this privilege transferred to the faculty of the University of Chicago in case Rush Medical College becomes a part of the University. It is impossible to overestimate the value of this relationship morally as well as medically.

8. The present educational situation may be summed up as follows:

(1) The work of the first two years of Rush Medical College, by agreement of the trustees, approved by yourselves, is conducted as a part of the regular curriculum of the college work of the University. As indicated above, October 1st. next no students will be permitted to enter upon the work of these first two years, who has not completed at least the work of the freshman and sophomore years in an approved college. This means that all medical students hereafter in these two years will be students of senior college grade.
As a matter of fact over 50% are now college graduates. This combined course for the two degrees is especially commended by Dr. Gaskell of the Moseley Commission who is of opinion that the tendency to institute this combined course, which is very similar to that Operation at Oxford and Cambridge, will be more and more developed in the United States.

It should be noted that the two years of medical instruction now offered at the University has no standing, and cannot be recognized as part of a required medical course by the Medical practice acts, excepting as it constitutes part of the regular curriculum of Rush Medical College.

2) The permanent members of the Rush faculty are the very men who would be selected to serve as a medical faculty of the University in case no such union were to take place and the University should organize a Medical School of its own. There is hardly a single exception to be made to the statement. As a matter of fact, as indicated above, no man now occupies a place in the faculty who has not been approved by the University, and a large majority of the present members of the faculty have received their original appointment through the University.

3) When it is recalled that only two medical schools in the country, those of Harvard and Johns Hopkins, make an entrance requirement as high or higher than those of Rush Medical, it will be seen that the work already stands upon an exceedingly high basis. It may fairly be said that as medical colleges now rank, the order will be Hopkins, Johns, Harvard, Rush. We are not unmindful of the fact that Columbia University, following the example of the University of Chicago, has announced its purpose to admit after a certain date only those students who have finished the first two years of the college course. We raise the question whether in view of all the circumstances, the University and Rush Medical College in their joint effort thus far have not accomplished even more than could reasonably have been expected when compared with the longer time in which Johns Hopkins and Harvard have been working on these same problems.

9. We trust that with this statement of the facts before you it will not be regarded as presumptuous on our part to present through you to Mr. Rockefeller, an appeal for help in the further uplifting of this important work in medical education. Our request formally stated is as follows: That Mr. Rockefeller consent to give to the University of Chicago $500,000, the income only of which shall forever be used in connection with the medical work of the University of Chicago, provided that the friends of Rush Medical College and of the University shall be able to secure the sum of $500,000. In addition to be used for medical buildings and for the endowment of medical schools, at the discretion of the trustees of the University of Chicago, it being understood that the subscriptions already received in connection with the proposed union of Rush Medical College with the University shall be regarded as a portion of this $500,000. And further that upon the securing of the full amount of $500,000, the proposed organic union of Rush Medical College and the University shall take place.

In behalf of this appeal we urge most strongly the following considerations:

1. The City of Chicago, as the metropolis and center of influence of the great middle West, presents a field of usefulness for a great University Medical School, not surpassed by any city in the world.

2. It has, from the beginning, been understood that the establishment of such a medical school was included in the plan of the University, so that the time has arrived when the expansion of the first two years of the medical curriculum by provision for the complete four years course should be undertaken.

3. The instruction of students—preparation of medical practitioners of the best type, is quite as much the function of a University as is the promotion of research. Such instruction can only be given in an Institution where research of the highest order is being conducted, and, moreover, original investigation can be carried on to best advantage. The present faculty is present a select group of students from whom may be selected the few who have the rare and peculiar capacity for investigation, and where the research workers may have the stimulus and inspiration which most of them find in the work of instruction.

4. We urge also the advantage for such a school of the enormous amount of clinical material already gathered in the many hospitals in Chicago and available for clinical teaching and investigation. In several of these the students of Rush Medical College are now
receiving bed-side instruction. Of special importance is the Cook County Hospital with its 1000 beds devoted solely to cases of acute diseases, and second only in size in America to the Bellevue Hospital of New York. It must always continue to be the great charity hospital of the city containing a vast number of patients of a kind peculiarly available for clinical research teaching. The opportunities which it affords could not be duplicated even with the expenditure, for hospital buildings and maintenance, of millions of dollars. To the association of Rush Medical College, with the Presbyterian Hospital for medical teaching and investigation reference has already been made. The University Medical School through the department on the west side would be in close proximity to the Cook County Hospital within a short distance of which are the Presbyterian Hospital, St. Anthony's Hospital, the Detention Hospital, St. Elizabeth's Hospital, the Illinois Charitable Eye & Ear Infirmary, the West Side Hebrew Dispensary, in all of which Institutions the students of Rush Medical College are now receiving bed-side instruction.

5. Rush Medical College, occupying this desirable location, with its excellent buildings and equipment, and its very advantageous hospital connections is presented as a gift, outright, to the University, and constitutes exactly such a plan for part of the clinical work of a medical school as the University would provide.

6. Under the affiliation with the College, the University has changed its faculty, modified its educational methods and shaped its whole policy to such a degree that the College has come to be an Institution conforming very fully to University standards and ideals. This is generally recognized by Medical Educators throughout the world. Prof. Geo. Deck of the University of Michigan has recently expressed the opinion that Rush Medical College in affiliation with the University has exercised a wider, stronger influence on Medical education in America than any Institution excepting the Johns Hopkins Medical School.

7. If the University is to be a University in fact as well as in name it must have a medical department. It has always been the hope and purpose of the trustees to establish such a department as soon as this could be wisely done. This city with its many hospitals, some of them among the greatest in the world is an ideal location for a great medical school of high character. The time seems opportune with a well established Medical School offered to us, a school with a long and honorable history, with more than six thousand alumni ready to act as advertising and recruiting agents, thus assuring a large attendance of students from the beginning, with assets of nearly $400,000, and bringing subscriptions of $300,000 more, which it proposes to make half a million.

6. In closing this statement we desire, although with much hesitation, to mention the fact that in our recommendation of the proposed union of Rush Medical College, we have been unanimous; and more than this we have believed that in the best interests of the University it was a most important and significant step. Three times, it will be recalled, we have acted formally on this subject. After six months of quiet consideration, our minds again unite and this time even more strongly than before, in expressing the opinion to the founder of the University through his representatives, that the step proposed, should he feel inclined to accept the proposition made, would be one of the greatest possible advantage to the cause of education at large, to the cause of medical education in particular, and especially to the best interests of the University of Chicago, the care for which has been so generously entrusted to us.
Statement proposed by committee on Rush Medical College to be sent to New York.
My dear President Judson:

In connection with the medical situation, I beg leave to make a suggestion which seems to me of possible value in regard to the future adjustments of the proposed arrangements.

Is it altogether impracticable for the Board of Trustees to appoint an Advisory Medical Commission made up of eminent medical men from other medical schools to recommend appointees for the new staff? Such a Commission might consist of half a dozen men, with one or two representatives from the present Rush Faculty.

The recommendations of such a Board, if the members were judiciously chosen, would present two very important contributions to the situation. In the first place, men selected under the endorsement of such a Board would instantly command the professional respect of the authorities in the medical world, and of the rank and file of the profession in Chicago. In the second place, the selection of men in this way would free the Chicago men at present pushing the plan from charges of personal favoritism, and from some part, at least, of the heritage of ill will which is likely to come from men who are not reappointed upon the new Faculty.
In connection with the matter of the non-acceptance of the name of the University of Chicago as a new name for the University of Chicago, I have the honor to offer the following statement to the attention of the Board of Trustees:

The name of the University of Chicago is well known and respected throughout the country. In the minds of the people of Chicago, it is identified with the best educational institutions of the city. The University of Chicago is the center of intellectual life in Chicago, and has contributed materially to the advancement of knowledge.

I am therefore of the opinion that the name of the University of Chicago should be retained, and that the name of the University of Chicago should be used in all correspondence and publications.

I am, with the utmost respect,

[Signature]
In any event, I submit this suggestion for what it is worth, believing that it contains possibilities of real usefulness.

Yours very truly,

Dean.

[Signature]

JRA/C.
In any event, I cannot find expression for what it would entail.

Apart from that, I cannot produce a recommendation or limit at all.

Yours very truly,

[Signature]

[Date]
Jan. 13th, 1912.

My dear President Judson:

A conference on the proposed medical plan was held yesterday afternoon. The following gentlemen were in attendance: Deans Salisbury and Small, Messrs. Wells, Dodson, Stieglitz, Herrick, Carlson, Jordan, Bensley, Coulter, Kyas, A. P. Mathews and the writer. Mr. Lillie, who was invited and accepted the invitation, failed to appear.

The Committee presented the document which you placed in my hands, and made some preliminary explanations. After this there was general discussion, lasting for nearly two hours. I have requested the members of the conference, so far as they desired, to forward me a brief written statement of the comments which they made. Such of these as come to hand, I shall transmit in due course. The substance of the comments may, I believe, be fairly summarized as follows:

Messrs. Dodson, Wells, and Carlson were of the opinion that the plan in its present form was decidedly worth while pushing, despite certain shortcomings which, in their minds, concerned the amount of money suggested for the foundation of the enterprise, and the lack of provision for the betterment of the work now in progress on our own grounds. They regarded it as decidedly wiser to go ahead with this project than to risk the loss of all connection with a complete program of medical training. Mr. Stieglitz was of the same view, with this qualification: He believes that arrangements should be temporary so far as concerns the retention of the work on the West Side. This temporary tenure
might be, matter of ten, or even twenty years. But ultimately he believes that the hospitals should all be on the other side of the Midway, and that on however small a scale it might be necessary to begin, the University should look forward to entire control of its medical and hospital facilities, and should do this in our own neighborhood.

The other members of the conference, with the exception of the Deans, represented various degrees of vigorous opposition to the whole program. Mr. Coulter, as a non-medical man, disclaimed any professional competency to pass on the question, but expressed himself as unable to see that the University had anything of real value to gain from the proposed project, whereas it seemed to him that it would be shouldering a very heavy obligation under conditions of a seriously hampering kind. The remaining members of the opposition were, some of them, almost bitter in their expressions of dissatisfaction with any plan which does not look to the immediate relief of the conditions of instruction in the medical work done on our own grounds. They were also fundamentally opposed to the conception of a school which should merely join the ranks of other schools turning out ordinary M.D.'s. They wish to see the higher and more definitely research aspects of medical education made the primary and controlling aim in any steps which the University takes in this general direction. They were unanimously of the opinion that the University would be far better off to sever all connection with Rush, and to abstain from entry on an enterprise of this kind, believing that it would be far wiser to wait until funds are forthcoming to build up this higher type of medical work independent of such obligation as would be encountered by entering upon the proposed plan. In this connection, I may say that some of them challenged very seriously the value of the Presbyterian
Hospital facilities.

I believe that the conference was a very wise thing to hold, and despite the warmth of feeling evinced, the discussion passed off pleasantly. It gave everyone a chance to free his mind, and I think you are now in a position to face the exact facts, so far as concerns your own Faculty. I shall, of course, expect to confer further with you at your pleasure. I have set down these statements while my memory of the events is fresh.

Yours very truly,

[Signature]

Dean.
The University of Chicago

[Text not legible]

[Signature]
The University of Chicago will establish a Medical School on the following conditions:

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

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

   1) All the property of the College, either in fee or on long-time lease, as may be found legally practicable;

   2) Their contract with the Presbyterian Hospital, with the assent of the Board of Trustees of said Hospital.

3. That the Board of Trustees of the University be entirely free to determine the policy of the School; to which end 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:

A. That the Board of Trustees of the College shall continue its existence under its charter, and shall be an advisory Board of the University for the Medical School, with such rights and powers as may be agreed on later.
The University of Chicago will establish a Medical School on

The following conditions:

1. That there be given to the University not less than one
2. million dollars for endowment and the number of endowed colleges for
   a building fund.

3. That the Trustees of the Methodist College surrender to the
   University

   (a) All the property of the College, either to be on
       an income only, or as may be found necessary, for
   (b) Their consent with the proprietary Hospital, with
   the consent of the Board of Trustees of said Hospital.

2. That the Board of Trustees of the University be permitted
   to determine the policy of the School to which and the care of
   appointments of all the faculty and employment of the College staff;
   cease and determine with the Trustees of the property and contract

   as above noted.

If further consideration:

A. That the Board of Trustees of the College shall
   continue to exercise under the above, any and all power or authority
   Board of the University for the Methodist College, with such rights and
   powers as may be exercised in fact.
B. That it is the opinion of the Board of Trustees of the University that it may be desirable that members of the medical faculty should give their full time to the work of the School and Hospital; and that in the organization of the School this principle will be tested as far as may be found practicable, and extended as experience may warrant.

C. That the faculty of the School will consist of

1) the teaching staff, and

2) the advisory staff.
That it is the opinion of the Board of Trustees of the University that it may be expedient that members of the Board and faculty appoint the first year of the work of the School and

Hospital may start at the organization of the School. The purpose will be served in the way that the Board, by exchange of experience and

That the faculty of the School will conduct a

Examination of the

If the examination is not satisfactory, it

The examination will be
January 12, 1912.

My Dear Dean Angell:

I have carefully considered the various points in the proposed rearrangements of the medical work in the University, and the diverse views and arguments advanced at our informal conference. I indorse the plan on the following grounds:

I. Since the policy of the School will be in the hands of the Trustees of the University, I have sufficient faith in the Board of Trustees to believe that, as fast as funds are becoming available, the work will be developed in the line of sound ideals and highest efficiency.

II. While $1,300,000 will not go far in placing the clinical departments on a University basis, it is clear that it will permit great improvements over the present situation. It is my deliberate judgement that the consummation of the proposed change will pave the way for securing further endowments for the medical work, while rejection of the plan will at least not favor the University's chances of securing such funds.

III. It is admitted that unless the plan is consummated the affiliation with Rush will terminate. This will greatly reduce the number of students in the medical courses in the University, and by so doing it will greatly reduce the number of students in the departments of Physiology, Anatomy, and Pathology. The following Doctors of Philosophy of the University since 1907 came here as medical students, and in the course of this work became interested in science and determined on a scientific career:
January 15, 1916

My dear Dean Angle:

I have carefully considered the various points in the

proposed rearrangement of the medical work in the University

and the various views and suggestions advanced at our

conference. I approve the plan on the following grounds:

I agree the policy of the School must go into the hands of the

Trustees of the University; I have sufficient faith in the Board

of Trustees to believe that at least as long as I am deemed available

the work will be developed in the line of sound ideas and

philosophy.

attire.

I. The $300,000 which has been left to purchaser the Colleges

will in all probability be used for University funds, it is clear that it

will have great importance as a University asset and as such should

receive the greatest attention. I am myself keenly interested

in the preservation and development of the professional knowledge

with which to educate further generations of the medical work. While

I am in favor of scientific research it is not least important that the

University's

II. I am of the opinion that unless the plan is commensurate with

the work of the College with regard to recruitment. This will greatly

reduce the number of graduates in the medical course in the University,

and in so doing I will certainly reduce the number of students in the

College of Medicine and Surgery, Anatomy and Pathology. The following

departments of Philosophy, Anatomy and Pathology. The following

doctors of philosophy of the University since 1909 have been

interested in science and research in a scientific career:
Physiology: Drs. Pike, Becht, Greer, Luckhardt.
Anatomy: Drs. Sundwall, Goettch, Kirk.
Pathology: Drs. Gomez, Goodman, Davis, Corper.

This is over 50% of the Ph. D. degrees given in these departments in that time. With our present high standards of work in the first two years, such a decrease in the number of students will decrease the now too great number of men of exceptional ability.

IV. There may be some disadvantages in the location of the clinical plant on the West Side. But the proposal leaves the way open for the location of supplementary hospitals and clinical laboratories on the campus, when funds are available. And if the future should show that the highest efficiency is to be reached by locating all the work on the Midway, it is clear that the disposal of the West Side property would yield a considerable sum for such plans.

V. Taking for granted that the proposed resignation of the present faculty is a trial one, and that the trustees exercise the same care in filling vacancies that they have shown in relation to other University divisions, it seems obvious that the University has everything to gain and nothing to lose by the proposed arrangement.

Yours truly,

A.J. Carlson
There is a problem that the Ph.D. graduates given in these departments in the first term, with our present high standards of work, the total number of graduates in the number of students with a degree.

The number of graduates will be of exceptional ability.

This may be some deficiencies in the location of the official.

The proper property would yield a considerable gain for each plane.

A project for research that the proportion of the chancellor is the least one and that the university education as a whole...
January 16, 1912.

In favor of the acceptance of the proposed plan of union of Rush and the University is the lack of a better alternative. There seems to be no reasonable prospect of sufficient funds to establish at the University such hospitals and laboratories as are absolutely necessary for even a research institution, to say nothing of a medical school, and even if the former were possible the desirability of the University conducting a research institution without doing its duty as an educational institution is open to question. If we do not accomplish union with Rush we shall be without a medical school at all, for it is certain that the present unstable and unsatisfactory condition cannot be continued longer. As soon as such a separation should take place the number of medical and pre-medical students in the University would at once drop to a very small number, and it is doubtful if there would be enough left to warrant the continuance of the medical work now being done in the Hull Laboratories, to say nothing of extending and developing that work. With a decreased number of students there will be also a lack of material from which to develop research men, worth for the research men who are really developing are exceptional individuals, and unless there are many students to select them from, there will be few found.

On the other hand, if such a union as proposed can be accomplished, we shall have at once a strong clinical school and shall then be in a position to ask for support and expansion of the research work of the first two years. It is much easier to obtain interest and support for a medical school, and especially for the research work of such a school, than for the science courses of an institution without actual medical work, hospitals, etc.. If the
January 16, 1949.

In view of the acceptance of the proposed plan of union of the University and the University College, it is necessary to take a critical look at the present state of the University and its policies and to consider the steps necessary for a successful implementation of the new arrangement. The University must ensure that the interests of the teaching staff and the students are protected and that the University continues to function effectively.

The proposal to establish a new department within the University is not only a matter of academic interest but also a necessity. It is important for the University to consider the future of its teaching staff and the students. The University must ensure that the new department is well-organized and that it has the necessary resources to function effectively.

On the other hand, it is equally important to ensure that the new department is well-integrated with the existing departments. The University must ensure that the new department is well-supported and that it has the necessary resources to function effectively.

In conclusion, it is important for the University to consider the future of its teaching staff and the students. The University must ensure that the new department is well-organized and that it has the necessary resources to function effectively.
University does not take Rush, the latter undoubtedly will unite with some other strong local institution, and such an organization will appeal to those in Chicago who wish to aid medical science, far more strongly than will any group of departments at the University, without hospitals or medical schools; and it apparently is to local philanthropists that we must look for any possible expansion in the future. If the proposed plan is carried out the University will acquire, entirely without expense to itself, a well housed medical school, with sufficient endowment to permit of the organization of teaching and research on a high plane, with considerable clinical facilities, and intimately associated with two liberally endowed research institutions. With such an establishment under control of the University the likelihood of securing further endowment for extension of teaching and research, both on the South Side and the West Side, will be greatly increased.

The opposition to the proposed union seems to come from two lines of thought. One is an uncompromising idealism, which will refuse any advance less than the entire consummation of its dreams in one grand move, — rather than accept a substantial advance, from which other advances may and probably will come, this idealism prefers to unhappily lament over that which is not, instead of taking what can be had and by proper utilization thereof offer proof of fitness for further growth. As long as there was some reason for hope that our early ideals might be realized by one great gift of ten or fifteen millions, there were perhaps some grounds for refusing to accept make-shifts. There being now no probability of such a fortune coming to us, we must needs take what we can get, and by our use of what we have show those who
University does not take away the letter and specialty will unite with some other school, does not take away and such as organization will be those in Chicago who work to the medical science.

For more strongly than will any group of departments of the University, without possibility of medical schools, such as specialization for local programs that we must look for our possible expansion in the future. J. F. Proctor plan in carrying out the University with higher authority without experience to itself.

University must achieve authority without experience to itself.

University is a well housed medical school, without sufficient embodiment to perform the organization of research and research on a higher plane, with consideration clinical activities and intimately associated with two important expanding research institutions. With such an experiment and expanding research institution.

The opposition to the proposed union seems to come from two types of (p. 2) request. One is an uncompromising insistence, which with any variance from the entire common council of the dean's, in one strong move - rather than sacrifice a substantial of sense from which other avenues may and properly will come, this insistence is opposed to unacceptably large over that which is not intended to prevent from unacceptably large over that which is not intended to keeping what can be paid and in proper establishment thereof. As long as there was some bank of influence to further research. As long as there was some reason to hope that our early ideas might be realized of the great effort of less or fifteen million. There were people some insistence for retaining to succeed where failure. There being some possibility of such a fortunate coming to us, we must leave face which we can get, and if you are not free of what we have known.
have gifts to place that we can make the best use of them. To just such extent as we do this can we progress.

Another source of opposition comes from those who are interested in the biological sciences as such, and who would prefer to work solely in college and graduate courses, without the complexities and burdens which are thrust upon them by the coexistence of a medical department. With these gentlemen one can have nothing but sympathy, especially in view of the hardships which they unquestionably have experienced during the past ten years, and their point of view is easily understood and appreciated. But the University of Chicago has made a creditable start in medical education and research, and it has a great opportunity before it. Philanthropy is just coming to realize its opportunities in medicine, and it is scarcely open to question that in this direction large gifts will be made in the immediate future, as they have been in the immediate past. If the University were to discontinue its medical departments it would fall far from the present-day progress; but if it develops these departments properly, taking advantage of the many opportunities that undoubtedly will be offered it, the growth in this direction cannot fail to stimulate and sustain all parts of the University, and most especially the biological sciences.

Acceptance of such a plan as that proposed does not mean a lowering of ideals, but rather marks a definite step along the only open road to the attainment of those ideals.

[Signature]

H. G. Wells
have eyes to place that we can make the best use of them. To treat

such exertion as we go to this can we progress.

Another source of opposition comes from those who see

interest in the philosophy studies so much and who would
prefer to work solely in colleges and graduate courses without the

completeness and purport in which the student upon whom the co-

existence of a medical department with these gentlemen one can

make nothing of it, the same, especially in view of the patients

with whom medicine has nothing, especially in view of the patients

year's and prior point of view is easily neglected and

appreciation. But the university of Chicago has made a notable

part in medical education and research, and it has a great oppor-

tunity to participate in this. And it is secretly open to discussion

that in this direction these eyes will be made to the immediate

future, as they have been in the immediate past. In the University

were to accommodate the medical departments at whom fall to

the assistant-dean process; but it is developed these departments.

property, taking advantage of the many opportunities that

conflicts with all others. It is the strength in this direction cannot

acceptance of such a plan as that proposed does not mean

a source of ideas, but rather make a definite step on the

only open road to the attainment of those ideas.
[TO J. ANSELL]

In the matter of the suggested changes in the relation of the university to medical education, the advantages to the university arising from the absorption of Rush Medical College, as opposed to a more gradual independent development of clinical medicine in the university, seem to me to center largely in the fact that Rush Medical College as a going concern has an honorable tradition and a large body of instructors, alumni and other personal connections which would be of great value to the university in the organization of clinical instruction and of certain lines of clinical investigation.

Though the university trustees would have the power, under the proposed arrangement, to organize an entirely new clinical faculty and to determine an entirely new line of policy in the medical school, yet the choice of such a course would involve the loss to the university of the greatest, and in my opinion the only, really important advantage which the proposal offers; viz., the loss of the continuity of tradition and of the moral and material resources linked with the present personnel. Since, therefore, the university trustees would probably be unwilling to accept the property and obligations of Rush Medical College and at the same time by a complete change of personnel and policy cut the university off from the enjoyment of one of the greatest assets of the existing medical college, it is fitting to inquire just how valuable this asset would be to the university.

The traditions and ideals of the existing Rush Medical organization are those of a high grade technical school; those of the university departments in medicine, as in other sciences, are research and the training of research men. Each group is efficient...
In the matter of the proposed changes in the relation of the
university to medical education, the advantage to the university
emanating from the expansion of Rush Medical College, it is agreed to
make early and significant development of clinical medicine in the
medical college as a major concern and as an indispensable provision
and a major part of instruction to students and other personnel con-
nective which will be of great value to the university in the
construction of an efficient training and of certain lines of
clinical investigation.

Through the university trustees, Rush Medical College have the power, under the
proposed arrangement, to authorize an additional medical faculty,
and to determine the faculty new medical policy in the medical
college. The choice of such a course would involve the idea of
the university and the trustees, and in my opinion, the only, nearly
important consideration which the board of trustees, and the trustees of
the university, have in mind, and in my opinion, may, nearly
nearly

The trustees of the medical college, and the general council of the medical
college, it is suggested to induce, from the same time of the

The problems and changes of the existing Rush Medical College.

The problem of a high grade technic faculty, and to increase the
university's departments of medicine, as in other sciences, the

research and the training of research men.
in its way; but a ten year's trial of a well organized plan of cooperative work in medical education has resulted in increasing friction and misunderstanding arising from the fundamental difference in point of view. To incorporate Rush Medical College into the university would be sure to perpetuate this friction and probably to increase it, unless that which is most valuable in the existing Rush Medical organization is discarded.

Under the terms of the present affiliation, the university now nominally has control of the organization of the first two years of the medical curriculum; but practically this control is to a large and deleterious extent exercised by an extra-mural body with a different educational ideal. Any practicable plan of union with Rush would probably tend to accentuate these very serious evils.

It would be better, in my opinion, for Rush Medical College to withdraw from any connection with the university than to be more closely united with it.

The additional endowment which it is proposed to raise would be wholly inadequate to bring the clinical departments up to a high standard of efficiency, even as a teaching institution. The existing university medical departments, which are now very seriously overcrowded with students, would, I believe, continue to receive as many students as can properly be accommodated with present facilities, in the event of such a separation. These departments should be partially reorganized, in this event, to provide the first two years of a medical course shaped primarily to train for medical research (i.e., to train research practitioners, as well as teachers and investigators), with the same standards and ideals.
In a way, put a few years' trial of a well-organized plan of
cooperative work in medical education for testing in importance
instruction and medical-education strains from the fundamental
field. To incorporate New Medical College into
the university would be sure to perpetuate this friction and pro-
park to increase. It seems that which is most valuable in the
existing New Medical organization is Glasgow.

Under the terms of its present nomenclature, the university now
consists of two sections: the organization of the first two years
of the medical curriculum, and practical work of extramural body
with different educational ideas. Any practical part of medical
work would properly lend to acquaint these very sections.

It is, in my opinion, for New Medical College to
withdraw from any connection with the university and to be more
cooperatively with it.

The abolition of the medical education which it is proposed to create would be
worthier endeavors to yield the official germs to a firm
system of education, even as a free-thinking institution. The ex-
isting university medical departments, which are now very servantly
devoid of students, would not appear to accommodate with present
conditions of education. Even to show a separation. These germs have

not only to exercise the tendency to prove the
shift two years of a medical course beyond the
neuromuscular (i.e., to train the nervous processes) as well as
concentrate and intensify.
as other departments of the Ogden Graduate School. As fast as funds and men can be provided, clinical departments with similar standards and ideals should be added. I believe that this slower development would in the long run promote the highest interests of medicine in the university better than a more rapid expansion now.

The history of medical endowments in America makes it appear probable that a medical policy developed along advanced university lines with the emphasis on research rather than on routine teaching, will be more likely to draw large endowments than can be expected from the proposal now under consideration.

Jan. 11, 1912

Judson Herrick
As part of the department of the College of Graduate Schools, we feel that
funds and men can be provided. Similar departures with similar
endowments and interests should be helped. I believe that this proposal
government would in the long run promote the highest interests
of medicine in the university better than a mere rapid expansion
now.

The neglect of medical endowments in America makes it appear
possible that a medical body developed along suffering graduate
institutions will be more likely to draw large endowments from the public.

I am, as always, your obedient servant,

[Signature]

[Date: 11/11/1913]
Dr. Kyes

Chicago January 18, 1912.

To the Dean of the Faculties:

My dear Mr. Angel:

In response to your request for an expression of opinion in writing, concerning a proposition now before the University and having to do with the future development of medicine within the University, I submit the following personal views as relative thereto.

I should favor a rejection of the proposition because:

I. Twelve years of affiliation have shown the front of view and purposes of the controlling factor in Rush Medical College to be at variance with the front of view and purposes of a majority of the scientific faculty of the University of Chicago.

II. An efficient minority of the active staff of Rush Medical College considers an assimilation of that institution by the University as undesirable from all points of view.
One million dollars is a trivial sum for which to commit an institution to the tremendous financial demands incident to the maintenance of a technical school curriculum in clinical medicine. (Two of the many chairs in clinical medicine at Harvard University, require each an endowment of more than two million dollars.)

But finally and principally, the University of Chicago in definitely accepting the responsibility of a technical school for the training of medical practitioners which might be developed in the environment of Rush Medical College, would definitely surrender a unique opportunity to advance medicine as such and to lead in the establishment of a new epoch in the organisation of medicine within universities. At the present time there exist in America two distinct and contrasting types of medical institutions, the research institute and technical school. No academic institution maintains departments organized for medical investigation of
from a training school for the average medical practitioner and which are not distinctly incidental to a fixed curriculum.

On the other hand, the endowed institutes for medical research, there is not one with any considerable facilities for the initiation and systematic training of young investigators. In other words, there is not an organization either intra- or extramural which stands definitely for the Ph.D. type of work in medicine. The supply of this lack is the next opportunity of universities and indeed is the unique opportunity of the University of Chicago with its departments of the fundamental medical sciences already organized in juxtaposition and close correlation with the scientific departments of physics, botany, chemistry, zoology and psychology. The cost of such an organization would not equal that of a high grade technical school as such and the product would embrace the highest type of medical practitioners as well as the professional investigator — both in a limited number. This opportunity would be lost by
The accumulation of any medical school now available and it is the forfeiture of this opportunity which constitutes the chief objection to the proposal now under consideration.

Preston Kyce
March 7, 1912.

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

My dear President Judson:

I am very anxious to reorganize our surgical department somewhat along the lines of the surgical departments in the German universities, and give some of the younger men with distinct possibilities greater clinical and teaching opportunities. There are in addition to Dr. Dean Lewis and myself eight men who are doing the bulk of the dispensary work, the laboratory instruction and section teaching. We are not able to pay them salaries. They are doing excellent work and the only means we have of compensating them is to give them an opportunity to do clinical teaching and a three month's service in the hospital each year.

At present I can provide for four of these men. In order to provide for the other four it will be necessary to enforce a rule which the faculty adopted some years ago of retirement from active college work at the age of 65. Personally, I believe this is an excellent rule, but if enforced this year it would retire Drs. A. C. Cotton and D. W. Graham. This would, of course, leave them as consulting members of the hospital staff and every opportunity for doing their own private work, but would give some of the younger men a chance. As far as the surgical department is concerned it would materially improve the character of the work.

Our announcement is to be published, I understand, in May. The plan which I should like to follow is to give each one of these younger men a three month's surgical service in the hospital and give them in addition six month's work either in the out-patient department or in some special course.

Dr. Graham will be 70 years old next year. His own son is one of the bright younger men whom I desire to give an opportunity in the department. I
Dear Mr. Brown,

I am writing in response to the opportunity you mentioned in your recent letter, which I received on May 1975. I was very interested in the information you provided about the government program and the related educational initiatives.

I am currently preparing for the advanced science program at the University of Chicago, with a focus on chemistry. I believe this background will be beneficial to the postgraduate program you described. I am particularly interested in the research opportunities you mentioned, which align with my academic and career goals.

I am eager to learn more about the details of the program, including the application process and any financial considerations. I would appreciate it if you could provide me with this information as soon as possible.

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

Sincerely,
[Your Name]
Dr. Arthur Dean Bevan  
Peoples Gas Bldg  
Michigan Blvd and Adams St  
Chicago  
Judson 2.

desire to submit this matter to you and to Dr. Billings with a request that, if possible, action can be taken so that we may obtain the benefit of this reorganization of the surgical department this coming year.

Very truly yours,

[Signature]
Dr. Arthur Dean Eyring
President of the Board
64th Street and Virginia Street
Chicago

June 5

I am writing to bring this matter to your attention. It seems to be a matter of some importance, and I think it would be wise if we could proceed with some urgency.

Thank you for your consideration.

W. O. Smith
President Judson.

Dear President Judson:

I have been intending to report to you on a matter connected with the medical situation and as a meeting has been called for to-morrow, it will be best to put the information in your hands before the meeting, as it is not a matter for public discussion. Dr. Joseph Capps and I are colleagues on the above Council of the American Medical Association. At a recent meeting of the Council Dr. Capps opened a conversation about the medical situation and in the course of our conversation he told me that he is the family physician of Mrs. Culver, that he has often discussed medical education with Mrs. Culver and finds her intensely interested in it.

He tried to ascertain her views in regard to Rush College—of course, very tactfully and without any direct questions and without mentioning the negotiations that are under way—and he found that she has no interest whatever in Rush College, is quite indifferent to it while she is intensely interested in the medical work done at the University of Chicago. Dr. Capps believes—he has no positive information—that Mrs. C. would probably be quite willing to further aid the development of medicine at the University, while she would not do the same for the development on the West side. He has also found,
with other patients of advanced age, who have consulted him as to how to help humanity, that they are, as a rule, much more likely to be interested in the medical work of the University than in that of Rush. I received the same impression from Dr. Joseph Miller, in a second conversation on the same day: it is quite evident that the University ideals and high standards must appeal to minds which are not likely to be interested in a medical school proper, but rather in the results of medical research and higher medical education.

I have no doubt that you have made similar observations and that you have reached your own conclusions; but the conclusion I have reached is that in reaching a decision of the question confronting us, the University must proceed in such a way as to appeal both to the many friends that Rush College undoubtedly has in many circles, and to the friends and admirers of the University and its high policies. Naturally we must use every resource at our command. That is why I am decidedly in favor of accepting the Rush proposals—and just as decidedly in favor of announcing to Rush College and to the public that the University will positively move its medical work to the South side campus just as soon as the endowment of a hospital can be secured. I think such an announcement would do much to start the movement toward the endowment needed. I may say, in this connection, that I have heard outrageous estimates of the amount of endowment needed, estimates
I am glad to announce that the American Association of University Women has decided to hold a conference in Chicago this summer. The purpose of the conference is to bring together women from all over the country to share ideas and experiences related to the advancement of women in education and professional fields.

The conference will feature keynote speakers, panel discussions, and workshops on a variety of topics, including leadership, career development, and social justice. I am excited to be part of this important event and look forward to meeting many talented and dedicated women who are committed to making a difference in the world.

Please mark your calendars and plan to attend if you are interested in learning more about the conference and the work of the American Association of University Women. For more information, please visit the organization's website or contact the conference organizers directly.

I am confident that this conference will be a significant event for women in higher education and I encourage everyone to participate in this important gathering.
American Medical Association  
Council on Pharmacy and Chemistry

J. A. CAPP, A.M., M.D.,  
Rush Medical College, University of Chicago

DAVID I. EDWARDS, A.B., M.D.,  
Department of Medicine, University of Pennsylvania

OTTO FOLIN, S.B., Ph.D.,  
Faculty of Medicine, Harvard University

R. A. HATCHER, Ph.G., M.D.,  
Cornell University Medical College

JOHN HOWLAND, M.D.,  
College of Physicians and Surgeons, Columbia Univ.

REID HUNT, M.D.,  
Hygienic Laboratory, U. S. P. H. and M. H. S.

L. F. KELLOGG, Ph.D., M.S., M.D.,  
Division of Drugs, Department of Agriculture

J. H. LONG, M.S., Sc.D.,  
Northwestern University Medical School

F. G. NOVY, Sc.D., M.D.,  
Dept. of Medicine and Surgery, University of Mich.

W. A. PUCKER, Ph.G., SECRETARY,  
Chemical Laboratory, American Medical Association

G. H. SIMMONS, M.D., LL.D., CHAIRMAN,  
Editor JOURNAL AMERICAN MEDICAL ASSOCIATION

TORALD SOLLAMANN, M.D.,  
Western Reserve University, Medical Department

JULIUS STIEGELZITZ, Ph.D., Sc.D.,  
Kent Chemical Laboratory, University of Chicago

M. I. WILBER, Ph.M.,  
Hygienic Laboratory, U. S. P. H. and M. H. S.

H. W. WILEY, Ph.D., M.D.,  
Bureau of Chemistry, Department of Agriculture

#3  

Kent Chemical Laboratory, CHICAGO, ILL.

...to which I would not listen for one moment. If it had been proposed in 1891 to endow and put the present University into being as it now is, I doubt if it could have been done. In the same way, I believe that if the University could start with a nucleus of a hospital, costing perhaps a million for building and a million for endowment, the medical school would grow of itself, through the sheer weight of its ideals and results. I have made no estimate of the minimum cost, but I do know that the minima suggested to me by men interested are maximum rather than minimum values.

In conclusion, if the University does not see any prospect of starting its clinical work on the campus say within five years, then I might suggest that Mrs. Culver might be brought to take a decided interest in a new building for pathology and bacteriology—to be erected possibly on 57th St., opposite the Hull group. As chairman of the Committee on buildings and equipment, a committee of our medical board, I studied, with Prof. Donaldson, some years ago the plans for such a building—which was to be the first new building for the medical work at the University. I think, if it were deemed wisest to have the building on the South side of the Midway—where it ought to be if the hospital is finally located there—Mrs. Culver would not see any objection to its location there, if she understood that it would form there the nucleus of the clinical years, just as the Hull court group is the nucleus of the first two years work.
Dr. Capps acquiesced in my request to be allowed to report his views to you. He told me, in doing so, that some time ago Dr. Billings had inquired of him how Mrs. Culver feels toward Rush College. Dr. Capps answered him, truthfully, that she seemed quite indifferent to Rush, but he did not consider it wise, in view of Dr. Billings' absorption in the one side of the plans under way, to inform him just then that Mrs. C. feels quite differently towards the University itself. In conclusion, may I add, that on one occasion when Capps spoke to Mrs. C. about the fine work done in the Hull Court buildings, she was quite touched and remarked that it was the first information she had that her gift had been as productive as he described. Probably modesty prompted the remark--I thought you should be told of it, nevertheless.

Yours sincerely,

Julius Stegkifj
March 18, 1912

My dear Dr. Judson

I am much obliged for your letter of 14th. I agree with you that something should be done about the Medical question at Calh. College. I expect to be at home early in April & will call a meeting of our Trustees as soon after my arrival as possible, hoping that among us we may come to some conclusion that may be mutually beneficial. With best regards

Very sincerely yours,

[Signature]

John J. Elmore
March 30, 1912.

Mr. Thos. W. Goodspeed,
Secy. B. of T. Rush Medical College,
University of Chicago,

My Dear Sir:-

At the last meeting of the Board of Trustees which I attended, I was instructed to get the valuation on the Rush Medical property. I took the matter up at once but was not able to get in the final figures until yesterday. I told the gentlemen who made the estimates that I wanted a conservative and fair estimate on the property considering its use as a Medical College, and I am confident that they have made their estimates on this basis.

For valuation of the land we are indebted to Mr. E. C. Woltersdorf, a real estate dealer on Madison St. and Ogden Av. who has had a large and long experience in west side real estate. I told him that I wished him to make this as a donation to the cause of medical education and he did so cheerfully.

For the valuation of the buildings and for the contents we are indebted to Mr. J. L. Whitlock, General Agent of the Glens Falls Insurance Co. I gave him similar instruction and asked that he make the estimate on the same basis which he did cheerfully.

The buildings and their contents have been valued from the Insurance Adjusters standpoint, but it would probably cost us about 50% more to replace them. Take for example, the Senn Memorial Building upon which he has placed a valuation of $90000. It was
March 30, 1915

Mr. Thea. G. Goodspeed,

Dean of Thea. Memael College,

University of Chicago,

My dear Sir:

At the last meeting of the Board of Trustees which
I attended, I was interested to see the statement on the hand
which reads: "I ask the matter up at once, and we must have
Maeool's property." I find the matter is not the same, and that
many of the Trustees take exception to the statement and that
I was asked to report on the matter. I wish to make it clear
that I have no intention of making any statement on the case.

For information of the Board, we are interested in Mr. E. O.
McCallum's report. It is a report of the property at the end of
who has had a large and good experience in the best extent. I
wish to say that I am willing to make this as a publica to the cause
of the property, and if it can be made available.

For the information of the Trustees and for the convenience
we are interested in Mr. R. L. Smith's General Agent at the Chicago
Police Insurance Co. I have the utmost confidence in the work
that he has done in the service of the Board, and to that available.
We think that his report is a valuable addition to the Board's
report of the property. I hope to make it clear to the Board that
our reports are consistent with the report of the Board.

Yours truly,

[Signature]

[Note: The handwriting makes it difficult to transcribe the rest of the letter accurately.]
built only a few years ago and it is entirely fire proof and was constructed so as to stand for centuries. It cost between $130,000 and $135,000. but he has placed the valuation at only $90000, though I am unable to see any depreciation in its physical value or in its worth for the uses for which it was intended.

The value of the building on the South side of the street Mr. Whitlock put in at $40000 though it cost $100,000. about 15 years ago. It is of slow burning construction and well adapted for its purposes. We were not able to get from Mr. Whitlock a valuation on the contents of the Senn Memorial Building, but upon looking it over carefully, I have placed this myself at $15000, which I think conservative. The figures are as follows:

Land values on the property on the North side of Harrison St. at the corner of Wood St. at $350 per front foot, $ 42350.00

Values of buildings, Old Building
   Senn Hall 25000.00
   90000.00

Contents of Old Building, including Library
   40000.00
Contents of the Senn Hall 15000.00

The South side of the street, land values at $225. per front foot
   Valuation of Building 28075.00
   Valuation of Contents 40000.00
   10000.00

Total 290425.00

In addition to this there are certain endowments including one of about $7500 to the Central Free Dispensary which we control, amounting to something over $20000.

Yours very truly,

Dictated.

E. Whitman Ingalls,
Only a few years ago, for example, it was the custom to estimate the cost of construction at $180,000, and $150,000. But now we please the vacation at only $90,000, moving out in the

II am unable to see any expectation, so the present value of the property.

Worth for the need for which it was intended.

The value of the building on the South side of the street

will look both at $4000 and at $100,000 about $100,000, apart for taxes.

If it is also upon similar conditions, and well calculated for the site, we may not speak to get from Mr. Whitten a vacation on the convenience of the 60th Memorial Hall. But under looking it over,

convinced, I have pleaded the measure of $1800, which I think can:


<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Value of property, 3rd floor</td>
<td>$6000</td>
</tr>
<tr>
<td>Value of property, 4th floor</td>
<td>$3000</td>
</tr>
<tr>
<td>Value of property, 5th floor</td>
<td>$2000</td>
</tr>
<tr>
<td>Value of property, 6th floor</td>
<td>$1000</td>
</tr>
<tr>
<td>Value of property, 7th floor</td>
<td>$000</td>
</tr>
<tr>
<td>Total</td>
<td>$15000</td>
</tr>
</tbody>
</table>

In addition to these the credit and

I am writing to inform you of our plans for the temporary library which we

are now planning.

Yours very truly,

[Signature]
Chicago, April 23, 1912

My dear Mr. Ryerson:—

The Board of Trustees of Rush Medical College last week had a meeting to consider the suggestions with regard to the future of the medical work. The meeting was deferred 'till then in order to have Mr. Glessner present. The basis suggested by the Board of Trustees of the University was unanimously approved. A Committee of Seven was appointed, of which Mr. Glessner is chairman, to cooperate with a committee to be appointed by the Board of Trustees of the University, with instructions, (1) to confer with the Board of Trustees of the Presbyterian Hospital with reference to the transfer of the contract to the University; (2) to proceed with raising the fund needed. It is agreed that your suggestion of $1,500,000 rather than $1,300,000 should be made the basis. I am hoping that we can have a special meeting of our Board as early next week as practicable, in order that the appointment of the committee may be authorized immediately. If you will telegraph a suggestion as to the time I will see that a meeting is called. It being likely that the meeting will be a brief one, perhaps the noon hour
would do.

Things here are moving busily. All work is proceeding on the Library, and the delay caused by strike has not been unduly troublesome, and we are confident that we shall be in shape for the dedication proceedings. The Convocation address will be given by the Secretary of the Treasury, Mr. MacVeagh, and the principal address at the dedication exercises by President Emeritus Angell of the University of Michigan. The various plans for the exercises are going ahead. The work on the Ryerson Laboratory is also progressing, and bids fair to be completed ultimately.

I trust that you and Mrs. Ryerson have had a really successful trip, and that you will come back rested and ready for the fatigues of life at Lake Geneva.

With cordial regards to both, I am,

Very truly yours,

H.P.J. = L.

Mr. Martin A. Ryerson,
The Holland House, New York.
Mr. March A. Henderson,

The National Home, New York,

With confidence to base it on,

Very truly yours,

[Signature]

[Date]
Chicago, May 11, 1912.

At the joint meeting of the Committees of the University of Chicago and Rush Medical College, held May 8, 1912, copy of the minutes of which have been sent to you, the following committee was appointed—Messrs. Billings, Bartlett, Hutchinson, Rosenwald, Bevan, Judson, and Ex officio Messrs. Ryerson and Glessner—to solicit the funds required.

Secretary.
Chicago, May 11, 1925.

At the joint meeting of the Committee on the University of Chicago and the Board of the University of Chicago, held May 10, 1925, the following committee was appointed by President, Regents, and the Board of Trustees to meet the following:

Walter, Rosenwald, Eaves, and myself

President and President, to settling the faculty

Secretery