

M4

June 28, 1919

Mr. Martin A. Ryerson,
Corn Exchange Bank Building,
Chicago, Ill.

Dear Mr. Ryerson:

Mr. Hodgon,

The conference yesterday at the Johns Hopkins University Hospital was on the whole very satisfactory. There were present Dr. Billings, Dr. Winford Smith, Dr. Seem, Mr. Coolidge and myself. Dr. Smith had sketched the plan for the hospital on one block. This plan involves a layout of the various services in a way highly satisfactory to Billings and Coolidge has thrown them into a preliminary form. We went over them in detail.

1. It is the idea of Smith that the block chosen should be the middle one rather than the Eastern one. In this way it would be possible for expansion in the way of specialties to be grouped on either side of the hospital. If the streets can be tunneled this, he thinks, will be entirely satisfactory. It would be desirable for a second story bridge to be constructed ultimately. The plan contemplates a four story Administration Building fronting on the midway with the various service buildings South of that and with three wards at right angles.

2. It is Smith's desire to throw the Administration building far enough back from the street to afford a convenient approach for automobiles or carriages. Coolidge concurs in this and in making his next sketches will make a careful study as to the distance involved - it may be 75 feet or perhaps a hundred feet. I pointed out the desirability of retaining as much space as practicable on the 61st Street side in order to secure proper treatment for a small park. Of course, this is desirable from the point of view of appearance on that side and also for a private place for the comfort of ambulatory patients. Coolidge will keep this in mind.

M7

June 28, 1919

Mr. Martin A. Ryerson,
Corn Exchange Bank Building,
Chicago, Ill.

Dear Mr. Ryerson:

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Mr. Hodgson

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3. The buildings sketched comprise a frontage on the Midway of 318 feet and a depth of 368 feet.

4th. The question of architectural style and materials is held in reserve. It is questionable whether a hospital building can advantageously involve Gothic forms. It would seem to me desirable, however, to retain on the South side of the Midway the grey stone and the red tile roofs, otherwise buildings there would seem to belong to a different institution. However, all this is subject for later consideration.

5. The capacity of the hospital sketched is 272 beds; of these 12 beds are for isolation, 10 for observation and 250 for the main hospital services, that is medicine, surgery and pediatrics. Of course, by isolation I refer to provision for those cases which are under suspicion and which need isolation until their character is determined.

6. Coolidge and Hodgson stayed over after I left to go over a lot of details. Coolidge will take the data back to Boston and work them up in shape for consideration by the Committee on Buildings and Grounds. This will take a couple of months; by September, therefore, we can have another conference in Chicago of the same persons who met in Baltimore with the Committee. The preliminary conference yesterday sufficed for the architect to make his preliminary sketches.

Dr. Billings is leaving Washington for Chicago tonight and will be there next week. Doubtless he will call on you. Of course Hodgson will be back in Chicago also.

The question of the power plant ought to be settled fairly soon. Dr. Smith's sketches left that out entirely. The whole question of heating, light and power is an important one for obvious reasons.

Of course, the costs will run considerably beyond the eleven ^{hundred} ~~million~~ thousand dollars at our disposal; Billings is quite sanguine however that about additional funds can be obtained.

As far as I can see, therefore, the matter rests at present with the architect. Further, it is not necessary to take any additional steps about personnel or budget until autumn.

Mrs. Judson and I are planning to go up to Albany on the night boat Sunday and right on Monday to Lake George.

With cordial regards, I am

Very truly yours,

Midway of 318 feet and a depth of 368 feet. The buildings sketched comprise a frontage on the

4th. The question of architectural style and materials is held in reserve. It is questionable whether a hospital building can advantageously involve Gothic forms. It would seem to me desirable, however, to retain on the South side of the Midway the grey stone and the red tile roofs, otherwise buildings there would seem to belong to a different institution. However, all this is subject for later consideration.

5. The capacity of the hospital sketched is 372 beds; of these 12 beds are for isolation, 10 for observation and 250 for the main hospital services, that is medicine, surgery and pediatrics. Of course, by isolation I refer to provision for those cases which are under suspicion and which need isolation until their character is determined.

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With cordial regards, I am

Very truly yours,

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The University of Chicago
Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LA SALLE ST.
TELEPHONE FRANKLIN 214

July Seven
1 9 1 9

President Harry Pratt Judson,
Fort William Henry Hotel,
Lake George, N. Y.

My dear President:

In the preparation of the
plans for the Billings Medical Building, the
following questions arise:

Will the hospital provide the bakery and staff
to make and bake its bread?

Will the hospital provide storage and refri-
gerator space for its food and meat supplies?

Will the hospital staff buy these supplies?

Will the hospital build a laundry and operate
the same?

Will the above services and supplies be per-
formed and provided by central purchasing and
issuing departments?

Perhaps you will have the
opportunity to take the matter up direct with
Mr. Coolidge while you are in the east.

Kindly let me know if I can
do anything in regard to the matter.

We are thinking of you as de-
lightfully resting in the cool and beautiful
lake country. We are having delightful days
here also.

Very truly yours,

WH:EB

Walter Dill Scott

D. Smith

The University of Chicago

Office of the Council and Business Affairs

July 1957
1 9 1 9

Resident Harry Pratt Jenson
First William Henry Hotel
Lake George, N. Y.

My dear President:

In the preparation of the
plans for the William Henry Hotel, the
following questions arise:

Will the hospital provide the bakery and staff
to make and bake the bread?

Will the hospital provide storage and retail
space for its food and meat supplies?

Will the hospital staff buy these supplies?

Will the hospital build a laundry and operate
the same?

Will the house services and supplies be pro-
vided and provided by central purchasing and
issuing department?

Perhaps you will have the
opportunity to take the matter up direct with
Mr. Coolidge while you are in the area.

Kindly let me know if I can
be of any help in regard to the matter.

We are thinking of having a
lighting meeting in the cool room hospital
lake country. We are having electrical work
done also.

Very truly yours,

WHS

THE JOHNS HOPKINS HOSPITAL

WINFORD H. SMITH, M. D.
SUPERINTENDENT

RALPH B. SEEM, M. D.

AGNES C. HARTRIDGE, R. N.

CARLISLE S. LENTZ, M. D.
ASST. SUPERINTENDENTS

Baltimore, Feb. 4, 1920 19

Dr. Harry P. Judson, Pres.,
University of Chicago,
Chicago, Ill.

Dear Doctor Judson:

Your letter of February 22nd received. I can answer all four of your questions at the same time. It is contemplated, at least, I contemplate providing for all of the Laboratory facilities mentioned by you in the Laboratory Building. They are not so labeled at the present time, because the interior plans of the Laboratory Building represent only the general opinions of Doctors Hekton and Wells.

I think that all of the laboratories which you mention should be provided for in the Laboratory Building, and I think there is ample space for all the laboratory facilities required for some time to come. I have not deemed it advisable to go into detail on this for the reason that it would probably all have to be discussed again when the head of the Laboratory Department is selected. It think it best to make the final lay-out in co-operation with the man who is to be in charge of the laboratory work.

In connection with this point, I wish to state again that I think it important, if we are to make headway on the plans, that the Pathologist and the Chief of the Medical Service be selected in the near future. We have gone about as far as we should go with the plans of the Dispensary, the Medical Clinic, and the Laboratory Department, until the men have been selected who are to direct the work of these Departments. We can develop the detail plans of the Administrative Section, Service Building, Surgical Wards and Operating Rooms, but I feel very strongly that it would be a mistake to attempt to lay out the Laboratory Department and the Medical Clinic in detail, without the opportunity of consulting, at every step, with the men who are to use the facilities of these Departments.

The advantage of working with the heads of Departments are many, - chief among which are, greater satisfaction on the part of the Department heads, in that they have had some choice in the selection of the tools with which they are to work. In the laboratories particularly, there is a legitimate range of choice. Men differ considerably in their methods, and the only sound policy is to learn the requirements of the man who is to be in charge, - then we can plan intelligently; otherwise, not.

The Johns Hopkins Hospital

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WINFORD H. SMITH, M. D.
 RALPH B. BERN, M. D.
 ARTHUR C. HARTWIG, M. D.
 CARLOS E. LEVY, M. D.
 EAST, SOUTHWEAST

Baltimore, Feb. 2, 1920

DR. HARRY P. JACOBSON, Pres.,
 University of Chicago,
 Chicago, Ill.

Dear Doctor Jacobson:

Your letter of February 2nd received. I can answer all four of your questions at the same time. It is contemplated, at least, I contemplate providing for all of the Laboratory facilities mentioned by you in the Laboratory Building. They are not included at the present time, but the Laboratory plans of the Laboratory Building represent only the general opinions of Doctors Nelson and Wells.

I think that all of the Laboratories which you mention should be provided for in the Laboratory Building, and I think there is ample space for all the Laboratory facilities required for some time to come. I have not deemed it advisable to go into detail on this for the reason that it would probably all have to be discussed again when the head of the Laboratory Department is selected. It is best to make the Laboratory Department in co-operation with the man who is to be in charge of the Laboratory work.

In connection with this point, I wish to mention again that I think it important, if we are to make headway on this point, that the Pathologist and the Chief of the Medical Service be selected in the near future. We have gone ahead as far as we should go with the plans of the Dispensary, the Medical Clinic, and the Laboratory Department, until the man have been selected who are to direct the work of these departments. We can develop the details of the Administrative Section, Service Building, Surgical Ward and Operating Room, but I feel very strongly that it would be a mistake to attempt to lay out the Laboratory Department and the Medical Clinic in detail, without the opportunity of consulting, at every step, with the man who is to be in charge of these departments.

The advantage of working with the heads of the departments is many - chief among them are, greater satisfaction on the part of the department heads, in that they have had some choice in the selection of the people with which they are to work. In the laboratory particularly, there is a wide range of choice. Men differ considerably in their methods, and the only sound policy is to leave the responsibility of the man who is to be in charge, - thus we can plan intelligently; otherwise, not.

THE JOHNS HOPKINS HOSPITAL

WINFORD H. SMITH, M. D.
SUPERINTENDENT
RALPH B. SEEM, M. D.
AGNES C. HARTRIDGE, R. N.
ASST. SUPERINTENDENTS

Baltimore, Feb. 4, 1920 191

Dr. Harry P. Judson ----- page 2.

In brief then, the situation, as I see it, is somewhat as follows:

The buildings I laid out are well adapted to the purposes of a Teaching Hospital for the Medical School with classes of from 90 to 100. The plans have reached the stage where we are ready to go ahead with the detail plans, but cannot do this intelligently with reference to certain requirements of the Medical Department, or in the assignment of Laboratory space, until the heads of those departments are selected. We may feel sure, however, that there is space sufficient in the buildings to provide adequate facilities in these departments, at least, for some time to come; the assignment of the space being the matter yet to be decided upon definitely in conjunction with the heads of the departments.

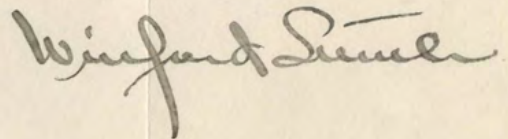
I wish to repeat what I said at the conference held in my office early last fall, that I have proceeded in laying out the plans according to the understanding reached at that conference; namely, - that it were best to plan for a hospital as nearly ideal as possible within reason for a school the classes of which would number 90 to 100 students, with the understanding that if it were then found necessary to cut down the building on account of lack of funds, it could then be done. As I understand, Mr. Coolidge now estimates that on the basis of the cubage of the buildings as now planned, the cost will be between \$2,000,000 and \$2,500,000. The plant could be cut down considerably if it were considered necessary to do so. Any material cut, however, would be at the expense of its efficiency as a Teaching Hospital for a School of the size specified.

I sincerely trust that it will be found possible to proceed with the complete plant. I also hope that you will find it possible to select the Department heads above mentioned in the very near future in order that we may proceed with the development of the detail plans.

With kindest regards, I am,

Very sincerely yours,

WHS-MS



THE JOHNS HOPKINS HOSPITAL

WILLIAM M. SMITH, M.D.
SUPERINTENDENT
RALPH E. BROWN, M.D.
ADJUTANT
JOHN C. HARTSHORN, M.D.
DEPT. OF MEDICINE

Baltimore, Feb. 2, 1920

Dr. Harry P. Johnson

In reply to your letter of the 28th inst. I am glad to hear that you are

The building I said out are well adapted to the purpose of a Teaching Hospital for the medical school with classes of from 50 to 100. The plans have reached the stage where we are ready to go ahead with the actual plans, but cannot do this intelligently without reference to certain requirements of the Medical Department, or the assignment of laboratory space, and the needs of those departments are selected. We may feel sure, however, that there is space sufficient in the building to provide adequate facilities in these departments, at least, for some time to come; the assignment of the space being somewhat yet to be decided upon definitely in connection with the needs of the departments.

I wish to repeat what I said at the conference held in my office early last fall, that I have proceeded in laying out the plans according to the understanding reached at that conference; namely, that it were best to plan for a hospital of about 100 to 150 beds, which would be a sound plan in view of the fact that it is more than necessary to cut down the building on account of lack of funds, it could then be done. As I understand, Mr. Cowling now estimates that as the basis of the estimate of the building as now planned, the cost will be between \$2,000,000 and \$2,500,000. The plan could be cut down considerably if it were considered necessary to do so, but material and, however, would be at the expense of the efficiency of the Teaching Hospital for a school of the size specified.

I sincerely trust that it will be found possible to proceed with the complete plan. I also hope that you will find it possible to select the department heads above mentioned in the very near future. In order that we may proceed with the development of the actual plans.

With kindest regards, I am,

Very sincerely yours,

William M. Smith

WMS:MS

THE JOHN MCCORMICK INSTITUTE FOR INFECTIOUS DISEASES

637 SOUTH WOOD STREET

CHICAGO

February 4, 1920

President H. P. Judson,
University of Chicago,
Chicago

Dear President Judson:-

In answer to the questions about the hospital plans in your letter of the second, I may say that space is provided in a general way for all the laboratories mentioned. When I saw the plans last, this space was not assigned definitely, but Dr. Wells and I are watching so that none of the clinical laboratories necessary are forgotten in the absence of the professor of medicine.

Very truly yours,

L. Hektoen

February 7, 1923

President F. J. Jackson,
University of Chicago,
Chicago

Dear President Jackson:

In answer to the question

about the hospital plans in your letter of the
20th, I say that space is provided in a
general way for all the laboratories mentioned.
When I saw the plans last, this space was not marked
definitely, but Dr. Wells and I are satisfied as to the
need of the clinical laboratories necessary and
sufficient in the absence of the professor of medicine.

PRESENT USE OF SENN HALL

M4

Sixth Floor

Surgical Amphitheatre (Not now used. Revision proposed)
Pediatrics - Dispensary & Clinics.
Neurologic Clinics.

Fifth Floor

Students Laboratory (Ward workers)
Museum
Obstetrics & Gynecology - Path. Laboratory & classroom.

Fourth Floor

Surgery - Pathology & Museum
- Research
Sprague Institute
- Laboratory - Chemistry
- Metabolism
- Research Rooms
- Animal Room.

Third Floor

Medicine Dispensary & Laboratory
Eye Dispensary
Skin Dispensary (part)

Second Floor

Pediatrics Dispensary
Ear Nose & Throat Dispensary

First Floor

Gen'l Surgery Dispensary
Genito-Urinary Dispensary
Obstetrics & Gynecology Dispensary.
Physical Therapy
Supt's Office and Social Service.

Basement

Nutritional Clinic & Diet Kitchen.
Receiving Room
Records
Drugs & Storage.

Sixth Floor

Surgical Amphitheatre (Not now used. Revision proposed)
Pediatrics - Dispensary & Clinics.
Neurologic Clinics.

Fifth Floor

Students Laboratory (Ward workers)
Museum
Obstetrics & Gynecology - Path. Laboratory & classroom.

Fourth Floor

Surgery - Pathology & Museum
- Research
Sprague Institute
- Laboratory - Chemistry
- Metabolism
- Research Rooms
- Animal Room.

Third Floor

Medicine Dispensary & Laboratory
Eye Dispensary
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Second Floor

Pediatrics Dispensary
Ear Nose & Throat Dispensary

First Floor

Gen'l Surgery Dispensary
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Obstetrics & Gynecology Dispensary.
Physical Therapy
Supt's Office and Social Service.

Basement

Nutritional Clinic & Diet Kitchen.
Receiving Room
Records
Drugs & Storage.

(COPY)

As would be

As would be

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RAWSON BUILDING

SENN BUILDING

Basement
1st Floor
2d Floor
3d Floor
4th Floor
5th Fl.
6th Floor

(None)

Surgical - Operating Room, North
- Anaesthetic Room
- Sterilizing Room
Medical - Clinic, South

Pathology

Pathology

Gynecology, Museum & Lab.

Surgery

Genl. A.M.

Oral A.M.

G.U. P.M.

X-ray

Surgery - North $\frac{1}{2}$

Sprague - South $\frac{1}{2}$

Medicine

Genl. A.M.

Special P.M.

Physical Diagnosis

Laboratory Diagnosis

Neurology & Orthogenics

Eye - P.M.

Obstetrics & Gynec. A.M.
1 room all day

Pediatrics A.M.

Skin, P.M. 1 room all day

Ear, nose & throat, P.M.

Library

College Administration

Dispensary - Social Service

or - Waiting Room

Dispensary - Receiving Clerks
- Record Clerks
- Drugs

Nutritional - Post-Natal
(Infant Welfare)

Library Stacks & Work Room

Physiotherapy

Occupational Therapy

Boilers, pumps, etc.

Record Storage
Drug Storage

(COPY)

As would be

As would be

SENN BUILDING

RAWSON BUILDING

Surgical - Operating Room, North
- Anesthetic Room
- Sterilizing Room
Medical - Clinic, South

(None)

Pathology

Pathology

Gynecology, Museum & Lab.

Surgery - North $\frac{1}{2}$

Sprague - South $\frac{1}{2}$

Surgery
Genl. A.M.
Oral A.M.
G.U. P.M.
X-ray

Neurology & Orthopedics

Eye - P.M.

Medicine
Genl. A.M.
Special P.M.
Physical Diagnosis
Laboratory Diagnosis

Pediatrics A.M.

Obstetrics & Gynec. A.M.
1 room all day

Ear, nose & throat, P.M.

Skin, P.M. 1 room all day

Dispensary - Receiving Clerks
- Record Clerks
- Drugs

Library
College Administration
Dispensary - Social Service
or - Waiting Room

Nutritional - Post-Natal
(Infant Welfare)

Record Storage
Drug Storage

Library Stacks & Work Room
Physiotherapy
Occupational Therapy
Boilers, pumps, etc.

Basement : 1st Floor : 2nd Floor : 3rd Floor : 4th Floor : 5th Floor : 6th Floor

M4
March 30, 1920

Dear Mr. Epstein:

As the plan of the Hospital nears completion the architect and the medical staff are anxious to have the Dispensary not housed in a separate building as had been our first thought, but to be an essential unit of the entire plant.

The plant will, in fact, involve in one combination three things,- first, the hospital; second, the laboratories of the Department of Pathology; and third, the dispensary. By arranging it in this way the greatest efficiency will be produced for all the three units working together. The entrance to the Hospital will be from the Midway and the entrance to the Dispensary will be from the East side. Of course the Midway front will bear the name of the Albert Merritt Billings Hospital and the East front, properly designated, will bear the name of the Max Epstein Dispensary.

I am going to New York tomorrow, but on my return early next week I shall want to confer with you as to the plans so that everything may be entirely satisfactory to you before we proceed.

The plans are, we think, in every way admirable. It will make a combination for teaching and research and for

M+

March 30, 1920

unpublished work, which I believe
with cordial regards
Yours truly, I am,
-2-

Dear Mr. Epstein:

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Discovered
originator and
vs the by
Dear Mr. Epstein:

March 30

-2-

humanitarian work, which I believe to be unique.

With cordial regards to Mrs. Epstein as well as to
yourself, I am,

Very truly yours,

Mr. Max Epstein,
4906 Greenwood Ave.
Chicago, Ill.

HPJ:JN

-2-

humanitarian work, which I believe to be unique.
With cordial regards to Mrs. Epstein as well as to

yourself, I am,
Very truly yours,

Mr. Max Epstein,
4908 Greenwood Ave.,
Chicago, Ill.

HPJ:JH

COOLIDGE & SHATTUCK,
ARCHITECTS,
AMES BUILDING, BOSTON. 9.

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M4

April 1
1920

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

Dear President Judson:

Your letter of the 29th. is received. I am sure you do not realize the amount of work and time that must be spent in working out the details of the plans for the hospital and medical school. It is not as if the building was to be of bays which are duplicated in arrangement and furnishing, but there is a vast amount and variety of detail to be studied in connection with the different departments. Besides this, it will be some time before we have all the information, as I understand that the head of the medical department has not yet been appointed, and as soon as he is, the plans will have to be submitted to him and he will doubtless have ideas of his own and wish various changes from the plans as they are now. The time I have mentioned, nine months from the time the plans are finally approved, is the shortest time you could count on having the drawings and specifications ready for contract. The time for getting out the drawings does not depend so much on having a large

H.P.J.--2.

force of men to work on them as in having men who are familiar with this kind of work and detail, and it is impossible to get a large number of such experienced men.

You may be sure that I shall do all I can to push the drawings ahead as rapidly as may be consistent with the good of the work, but it would not be safe to make the time any shorter than what I have already mentioned.

If you wish it, I will come to Chicago and talk the matter over with you at once. I was planning to come soon anyway, but I am studying the elevations here as well as in the Chicago office, and I would prefer to come a little later, if you are to be in Chicago, when I have something I like to show you. I naturally want to get the drawings done as soon as I can, but they have to be complete and right, and my statement is based on past experience.

Yours very truly,

Charles N. Hooley

H.P.J.--S.

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the drawings ahead as rapidly as may be consistent with the good of the work, but it would not be safe to take the time any shorter than what I have already mentioned.

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Sincerely,

Yours very truly,

Will H. H. H.

The University of Chicago

The University Libraries

OFFICE OF THE DIRECTOR

167
M4
April 30, 1920.

My dear Mr. President:

Coolidge & Hodgdon have, on the instruction of the Committee on Buildings and Grounds, as I understand, sent me drawings of the library portion of the proposed new hospital and medical buildings, and have asked me for my suggestions concerning them.

I have made some study of the matter and gathered some data, but find myself unable to make any further progress without definite knowledge as to what the purpose of the University is respecting this library. In incidental conversation with ^{our} medical men with a view to getting their help in the matter, I have discovered that some expect that the library in this building will be the medical library of the University. Others think of it as a relatively small hospital library, expecting that the medical library will be on the present main quadrangle in connection with the biological library.

May I inquire whether there has been a definite decision respecting the character of this library; in particular, in respect to the point which I have raised above. The decision will, of course, materially affect the amount of space needed, size of rooms, etc.

Very truly yours,

President Harry Pratt Judson,

The University of Chicago.

Ernest D. Burton

EDB-LN

The University of Chicago

The University of Chicago

Office of the Librarian

April 10, 1931

My dear Mr. President:

Geoffrey & I have, on the invitation of the
Committee on Libraries and Grounds, as I understand, now on duty
of the library portion of the proposed new physical and medical build-
ings, and have asked for my suggestions concerning them.
I have the copy of the master and general plans
data, but find myself unable to make any further progress without
further knowledge as to what the purpose of the building is in re-
gard to this library. In informal conversation with Mr. [Name]
view to getting their help in the matter, I have discovered that some
extent that the library in this building will be the medical library
of the University. Others think of it as a relatively small medical
library, suggesting that the medical library will be on the ground
mainly [Name] in connection with the [Name] library.
Now I wonder whether there has been a definite decision
regarding the location of this library, in particular, in regard to
the point which I have raised above. The decision will, of course,
essentially affect the amount of space needed, and of course, etc.

Very truly yours,

Frederick A. [Name]

President Harry [Name]

The University of Chicago

May 25, 1920

Dear Mr. Burton:

Your note of the 30th of April about the library in the new hospital and medical building was received and I meant to speak to you about it personally. The understanding is that the library there will be the working library of the research students of the Department of Pathology. The main reserve of medical books will be in Harper.

Very truly yours,

Mr. E. D. Burton,
Faculty Exchange.

HPJ:JN

May 22, 1920

Dear Mr. Burton:

Your note of the 30th of April about the library in

the new hospital and medical building was received and I
meant to speak to you about it personally. The understanding
is that the library there will be the working library of the
research students the Department of Pathology. The main

reserve of medical books will be in Harper.

Very truly yours,

Mr. E. D. Burton,
Faculty Exchange.

HPJ:JH

For President Judson

M 4

May 4, 1920

Mr. Charles Hodgdon,
Coolidge and Hodgdon,
Corn Exchange Bank Bldg.,
Chicago, Illinois.

Dear Mr. Hodgdon:-

I will advise you following a conference which I am to have with Mr. Coolidge here on Friday of this week as to what day next week to send on your representative to go over the details with me, and to mark them on the drawings.

I have made a few changes on the plan which seemed to be desirable on account of fenestration, and certain other structural changes seem to have crept in, but in every instance this means merely the shifting of partitions and does not involve any important structural changes whatever.

I have said verbally to Mr. Coolidge many times, and I think to you, that I did not favor Gothic architecture for hospital buildings, and I wish now to go on record to that effect. In the first place I think it is more extravagant in the cost of construction and more difficult to obtain desirable fenestration. I think with regard to the latter point you have worked the plans out exceedingly well on the whole, and in a manner which will be acceptable from the standpoint of practical hospital efficiency. I do feel however that the cost of the buildings will be considerably increased on account of this type of construction, and while this is not a matter for me to decide, I wish to have my opinion on record. I understand that the Building Committee of the University feels that the buildings must conform to the general style of architecture of the University buildings.

The projection which you have added to the front and which appears to be carried up four full floors is apparently planned for architectural purposes. This will involve considerable expense I judge, and is not needed in that it adds nothing to the efficiency of the hospital. So far as I am concerned therefore I should be obliged to recommend that it be left off in the interest of economy. If you feel that it is necessary from an architectural standpoint, and the Building Committee of the University approves the expenditure for that reason, then on the fourth floor this should be made a part of the lounge, which would then make possible the space now designated for lounge for two rooms, which would give one additional sleeping room. On the second floor this should be used as a study in connection with the library.

Very truly yours,

(Signed) W. H. Smith

WHS/EC

For President Johnson

May 4, 1930

Mr. Charles H. Hodge,
Geological and Biological
Survey, Exchange Bank Bldg.,
Chicago, Illinois.

Dear Mr. Hodge:-

I will advise you following a conference which I
am to have with Mr. Hodge here on Friday of this week as to what day
next week to send you representative to go over the details with me,
and to mark them on the drawings.

I have made a few changes on the plan which seemed
to be desirable on account of location, and certain other structural
changes seem to have resulted, but in every instance these changes merely the
shifting of partitions and does not involve any important structural
changes whatever.

I have said verbally to Mr. Hodge many times,
and I think to you, that I did not favor Gothic architecture for hospital
buildings, and I think that is the reason for the changes. In the first
place I think it is more appropriate in the case of a hospital and more
difficult to obtain desirable construction. I think with regard to the
latter point you have worked the plan out exceedingly well on the whole,
and in a manner which will be acceptable from the standpoint of structural
hospital efficiency. I do feel however that the cost of the building
will be considerably increased on account of this type of construction, and
while this is not a matter for me to decide, I wish to have my opinion on
record. I understand that the Building Committee of the University feels
that the building must conform to the general style of architecture of the
University buildings.

The projection which you have added to the front
and which appears to be carried up four full floors is apparently planned
for architectural purposes. This will involve considerable expense I
think, and is not needed in that it adds nothing to the efficiency of the
hospital. So far as I am concerned therefore I should be inclined to
recommend that it be left off in the interest of economy. At the same time
it is necessary from an architectural standpoint, and the Building Committee
of the University approves the expenditure for that reason, that on the
fourth floor there should be built a part of the lounge, which would then make
possible the same for the lounge for the room, which would give
one additional sleeping room. On the second floor this should be used as
a study in connection with the library.

Very truly yours,

(Signed) W. H. Smith

WHS/20

THE JOHNS HOPKINS HOSPITAL

M4 + 81

WINFORD H. SMITH, M. D.
SUPERINTENDENT

RALPH B. SEEM, M. D.

AGNES C. HARTRIDGE, R. N.

CARLISLE S. LENTZ, M. D.
ASST. SUPERINTENDENTS

Baltimore, May 4, 1920 19

President Harry P. Judson,
University of Chicago,
Chicago, Illinois.

Dear President Judson:-

As the architects are now beginning work on the detailed plans of the Billings Memorial Hospital, I am going over the plans with regard to details, and I am prompted again to speak of the laboratories. There are certain features which seem to me to be essential, and which are not clearly indicated on the present layout prepared by Drs. Hektoen and Wells, although it is quite possible that they have the matter clearly in mind.

✓ First I wish to refer to the laboratory for the teaching of clinical microscopy. This laboratory should be large enough to accommodate an entire class, and in my opinion should be under the direction of the medical department, rather than under the direction of the professor of pathology or a director of laboratories. I think one of Osler's chief contributions to the organization here was the placing of clinical microscopy under the medical department, which makes possible a close relationship with the medical wards of the hospital and the drawing of material for demonstration purposes such as blood, sputum, gastric contents, and other body secretions. This laboratory space should not only be specifically designated but specifically equipped for the purpose of teaching clinical microscopy, and should be so located in my opinion as to occupy the best relationship with the medical division.

✓ The same is true of at least one good sized laboratory and one smaller laboratory for research in chemical and metabolic studies in connection with the department of medicine. There should also be at least one fair sized room as a research clinical laboratory for medicine.

Surgery will require at least two small laboratory rooms, and pediatrics at least one chemical laboratory. It is essential, as I see it, that the clinical departments have control of the laboratories mentioned, and that the space be definitely assigned to them. I feel quite sure that any men whom you may select to take charge of the clinical work would stipulate that the laboratory facilities which I have mentioned must be placed at their disposal, and it is quite possible that they would demand even more space than I have stipulated.

I am sending a copy of this letter to Dr. Billings for his information, and one copy is enclosed for the chairman of the Building Committee.

Very truly yours,

WHS/EC

Winford Smith

The Johns Hopkins Hospital

Form No. 100-1-17

WILLIAM H. SMITH, M.D.
 DEPARTMENT OF
 MEDICAL HISTORY
 JOHN H. HARTWELL, M.D.
 CARL L. LINT, M.D.
 DEPARTMENT OF

May 4, 1930 Baltimore

President Harry P. Johnson,
 University of Chicago,
 Chicago, Illinois.

Dear President Johnson:-

As the architects are now beginning work on the detailed plans of the Billings Memorial Hospital, I am going over the plans with regard to details, and I am proposing against a part of the laboratory. There are certain features which seem to me to be essential, and which are not clearly indicated on the present layout prepared by Drs. Johnson and Wells, although it is quite possible that they have the matter clearly in mind.

First I wish to refer to the laboratory for the teaching of clinical microscopy. This laboratory should be large enough to accommodate an entire class, and in my opinion should be under the direction of the medical department, rather than under the direction of the professor of pathology or a director of laboratories. I think one of Oiler's chief contributions to the organization here was the placing of clinical microscopy under the medical department, which makes possible a close relationship with the medical work of the hospital and the drawing of material for demonstration purposes such as blood, sputum, gastric contents, and other body secretions. This laboratory space should not only be specifically designated but specifically equipped for the purpose of teaching clinical microscopy, and should be located in my opinion as to occupy the best relationship with the medical division. The same is true of at least one good sized laboratory and one smaller laboratory for research in chemical and metabolic studies in connection with the department of medicine. There should also be at least one large sized room as a research clinical laboratory for medicine.

Barbery will require at least two small laboratory rooms, and radiative at least one chemical laboratory. It is essential, as I see it, that the clinical department have control of the laboratories mentioned, and that the space be definitely assigned to them. I feel quite sure that any man whom you may select to take charge of the clinical work would stipulate that the laboratory facilities which I have mentioned must be placed at their disposal, and it is quite possible that they would demand even more space than I have stipulated.

I am sending a copy of this letter to Dr. Billings for his information, and one copy is enclosed for the chairman of the Building Committee.

Very truly yours,

Wm. H. Smith

WHS/EC

THE JOHNS HOPKINS HOSPITAL

WINFORD H. SMITH, M. D.
SUPERINTENDENT

RALPH B. SEEM, M. D.

AGNES C. HARTRIDGE, R. N.

CARLISLE S. LENTZ, M. D.
ASST. SUPERINTENDENTS

Baltimore, May 26, 1920 19

Dr. Harry Pratt Judson, President,
University of Chicago,
Chicago, Illinois.

Dear Dr. Judson:-

I beg to submit to you the following memoranda relating to the conference recently held with Mr. Jackson of the office of Coolidge and Hodgdon concerning the plans for the new Billings Hospital. I found on Mr. Jackson's arrival that certain changes had been made by Drs. Billings, Wells, Lewis and Hektoen with the following result:

That the number of offices for members of the full-time staff located in the head house at the north end of the ward units had been reduced, and that the number of laboratories located in that section had been increased. As the use of this space depends very largely upon the policy of the heads of the departments, I approve these changes. I merely call attention to the fact that laboratories opening on this long east and west corridor at the head of the ward units should be well ventilated, if they are to be used for chemical purposes, and they should not at any time be used for work requiring the presence of animals, except for a brief working period of a few hours or part of a day.

I objected to certain examining rooms in connection with the Medical Department offices which are entirely without outside light or ventilation. It seems to me that examining rooms of this type for the department of medicine are bad. I have already called Dr. Billings attention to this.

The hospital clinical laboratory was definitely located in the laboratory wing, and should be common for all clinical departments. It is not desired to duplicate laboratories of this kind, providing one for each ward. The ward laboratory in connection with each ward is really more a work room for the internes and students for the purpose of making blood examinations, and simple tests of that kind, but is not for the purpose of urinalysis and work of that nature. The metabolic laboratory, if located directly over the east and west corridor, should be well ventilated by artificial exhaust in order to prevent odors reaching the main corridor.

Attention was called by the architect to the fact that there is a rule in the university that no elevators shall be installed with an automatic device. I wish to call attention to the fact that I think the situation in this hospital is somewhat different from other parts of the university. The elevators in the kitchen, the service wing and the laboratory

The Johns Hopkins University

Library of the
Johns Hopkins University
Baltimore, Maryland

Dr. Henry David Thoreau
Walden, Massachusetts
May 20, 1841

I have the honor to acknowledge the receipt of your letter of the 17th inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

I am, Sir, very respectfully,
Your obedient servant,
Johns Hopkins

I have the honor to acknowledge the receipt of your letter of the 17th inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

I am, Sir, very respectfully,
Your obedient servant,
Johns Hopkins

I have the honor to acknowledge the receipt of your letter of the 17th inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

I am, Sir, very respectfully,
Your obedient servant,
Johns Hopkins

President Judson

June 28, 1920

Coolidge and Hodgdon,
Corn Exchange Bank Bldg.,
Chicago, Illinois.

Gentlemen:-

Your blue print showing the revised plans of the pharmacy, the diet kitchen and the X-ray developing room dated June 21st is approved.

The notation on the plans which I previously returned to you reading Special Plan for Icecream Room refer to the special layout to be prepared as the result of a conference between your Mr. Jackson and the Elyria Glazed Tank Co., the whole to be incorporated as a part of the milk room layout.

With reference to the decisions reached at a conference in your office between Drs. Billings, Lewis and Wells on the following points I wish to record my opinion.

First that large classroom on the ground floor nearest the dispensary should not be transposed with the hydro-therapy space for the reason that in my opinion it is more essential that this large classroom be in close relationship to the dispensary than that the hydro-therapy department should enjoy that closer relationship. The apparatus which will go in the hydro-therapy department would not in the main be a duplicate of the apparatus in the orthopedic clinic - only the baking apparatus for the smaller parts such as joints, arms and legs will be provided in the orthopedic department. Furthermore the classroom will be used by various departments and constantly in demand. Patients from the dispensary, as well as from the hospital, will be shown here. I think the location should remain as it is; and the classroom on the second floor now located over the hydro-therapy department is not a medical school classroom at all, it is a practical demonstration and classroom for the training school for Nurses and in my opinion must remain where it is. If this decision stands then the clinical laboratory must be in the pathological wing as now shown. Whether it is placed on the second floor as suggested or on the third floor as now provided is immaterial to me. If placed on the third floor it will be necessary to provide the space for toilets for employees elsewhere. This would probably have to be done by taking the space marked "supplies" next to the elevator, a part of the teaching room and a part of the hospital pathology laboratory. I think this indicates clearly my reaction on this matter, namely that the hydro-therapy department and the class room should remain as they are.

I think that small exhibition cases for X-ray plates in the teaching rooms for the ward units is very good. These should be of a portable nature. I have no doubt that they have not been specified up to

President Johnson

June 28, 1955

Coeligen and Hadden,
Corn Exchange Bank Bldg.,
Chicago, Illinois.

Gentlemen:-

Your blue print showing the revised plans of the
pharmacy, the diet kitchen and the X-ray developing room dated June 28th
is approved.

The notation on the plans which I previously returned
to you reading Special Plan for Laboratory Room refers to the special layout to
be prepared as the result of a conference between your Mr. Jackson and the
X-ray classed June 24th, the whole to be incorporated as a part of the X-ray
room layout.

With reference to the decisions reached at a confer-
ence in your office between Dr. Hillings, Lewis and Wells on the following
points I wish to record my opinion.

First that large classroom on the ground floor nearest
the dispensary should not be transposed with the hydro-therapy space for the
reason that in my opinion it is more essential that this large classroom be
in close relationship to the dispensary than that the hydro-therapy department
should enjoy that close relationship. The apparatus which will go in the
hydro-therapy department would not in the main be a duplicate of the appar-
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parts such as joints, arms and legs will be provided in the orthopedic
department. Furthermore the classroom will be used by various departments
and constantly in demand. Patients from the dispensary, as well as from the
hospital, will be shown here. I think the location should remain as it is;
and the classroom on the second floor now located over the hydro-therapy
department is not a medical school classroom at all, it is a practical
demonstration and classroom for the training school for nurses and in my
opinion must remain where it is. If this decision stands then the clinical
laboratory must be in the postgraduate wing as now shown. Whether it is
placed on the second floor as suggested or on the third floor as now provided
is immaterial to me. It placed on the third floor it will be necessary to
provide the space for toilet for employees elsewhere. This would probably
have to be done by taking the space currently occupied by the elevator,
a part of the teaching room and a part of the hospital pathology laboratory.
I think this indicates clearly my position on this matter, namely that the
hydro-therapy department and the class room should remain as they are.

I think that small exhibition cases for X-ray plates
in the teaching room for the ward units is very good. These should be of
a portable nature. I have no doubt that they have not been specified up to

this time because it was felt that they were a part of the movable equipment.

Dr. Lewis' decision to leave out the balconies in the operating rooms meets with my approval, as does also his decision that compressed air and vacuum is desirable in all four operating rooms. I think this clears up all of the points referred to in your letter. I have gone over them all with Dr. Seem who agrees with me, and he will be able to go into the matter more in detail with you next week on his arrival in Chicago. He leaves here on Wednesday by motor and will arrive in Chicago probably Saturday.

Yours truly,

(Signed) W.H.Smith.

Johns Hopkins Hospital

WHS/EC

2
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in the operating rooms meets with my approval, as does also his
decision that compressed air and vacuum is desirable in all four
operating rooms. I think this clears up all of the points referred
to in your letter. I have gone over them all with Dr. Boon who
agrees with me, and he will be able to go into the matter more
in detail with you next week on his arrival in Chicago. He leaves
here on Wednesday by motor and will arrive in Chicago probably
Saturday.

Yours truly,

(Signed) W.H. Smith

Johns Hopkins Hospital

WHS/ro

THE JOHNS HOPKINS HOSPITAL

WINFORD H. SMITH, M. D.
SUPERINTENDENT

RALPH B. SEEM, M. D.

AGNES C. HARTRIDGE, R. N.

CARLISLE S. LENTZ, M. D.
ASST. SUPERINTENDENTS

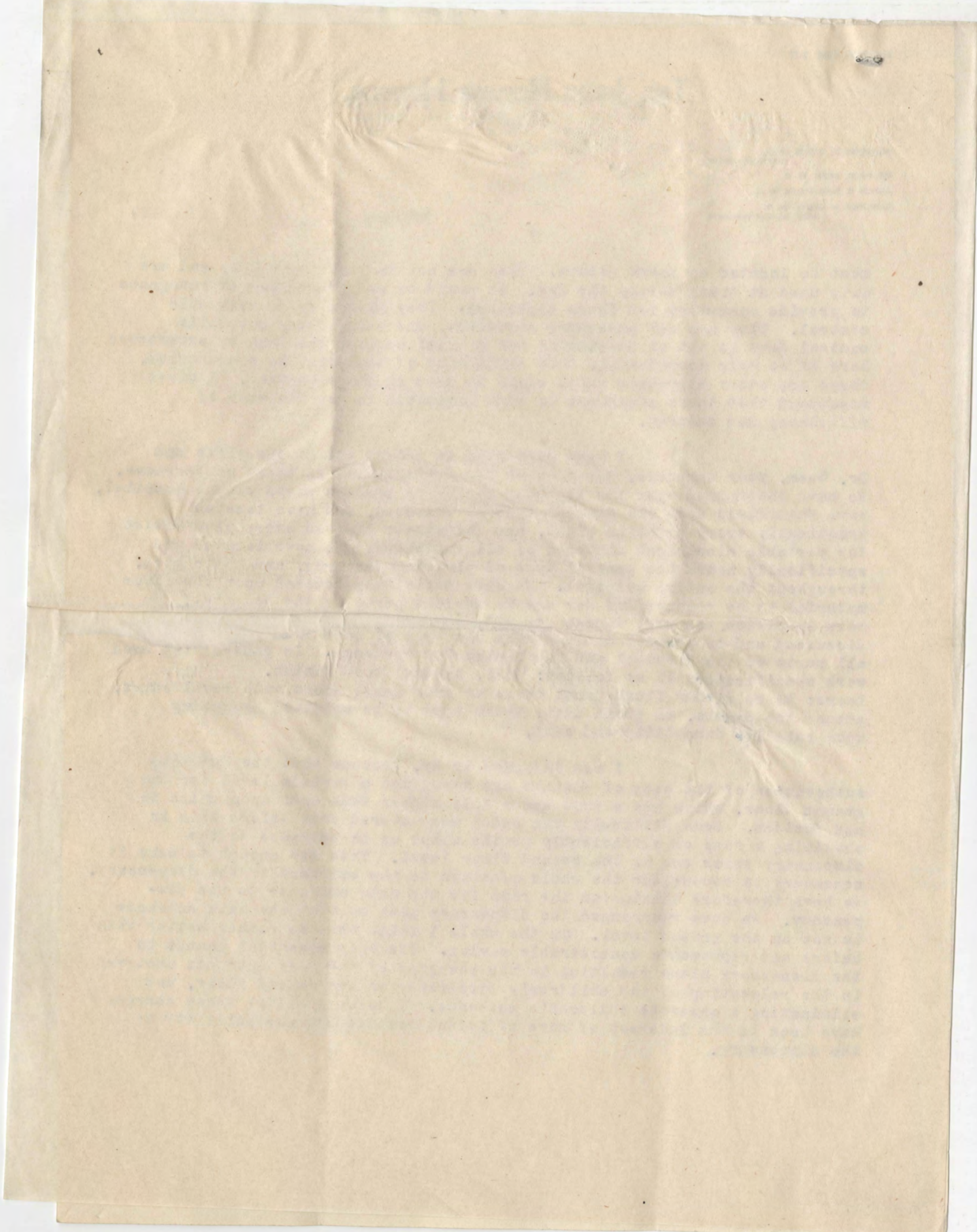
Baltimore, 19

2

must be located at those points. They are not in continuous use, and are only used at times during the day. It would be an unwarranted extravagance to provide operators for these elevators. They should be of automatic control. They are not passenger elevators, and even if the automatic control does go out of commission for a brief period, and from my experience here it is only occasionally that difficulty of this kind is encountered, there are other elevators which could be used in the emergency. I strongly recommend that these elevators be made automatic in the interest of efficiency and economy.

I have gone over in detail all of the plans and Dr. Seem, your director, was present and participated in these conferences. We have determined upon the lighting system in various parts of the hospital, have determined upon the general type of fixtures, and have located practically every electric light, and definitely located every plug outlet for portable electrical fixtures of all varieties. We have located and specifically noted the general type of plumbing fixtures, and throughout the entire hospital. We have definitely decided on the material to be recommended for use in various parts of the hospital. We have specified the wall finish, the floor finish, discussed and in general decided upon the type of wood to be used in all parts of the hospital and the finish for the same. In general the wood work specification is as follows: Oak, natural wood finish. Doors: to be either flush panel doors or four panel doors with bevel edges, around the panels, to avoid dust, which type to be selected depending upon relative durability and cost.

I was informed by Mr. Jackson that the building authorities of the city of Chicago had specified a certain level for the ground floor, which was a foot and a half higher than that upon which we had decided. Some difficulty was being encountered even before this in obtaining a ramp of sufficiently gentle slope as an entrance to the dispensary which was on the second floor level. This was enough to make it necessary to reconsider the whole question to the entrance to the dispensary. We have therefore eliminated the ramp for the main entrance to the dispensary. We have rearranged the dispensary plan so that the main entrance is now on the ground level. On the whole I think this is rather better than before and represents considerable saving. The only essential change in the dispensary plans resulting in the changing of the main entrance occurred in the relocating of the children's dispensary on the second floor, and eliminating a separate children's entrance. I believe all of these changes have been in the interest of more efficient service and accessibility to the dispensary.



THE JOHNS HOPKINS HOSPITAL

WINFORD H. SMITH, M. D.
SUPERINTENDENT
RALPH B. SEEM, M. D.
AGNES C. HARTRIDGE, R. N.
CARLISLE S. LENTZ, M. D.
ASST. SUPERINTENDENTS

Baltimore.....19

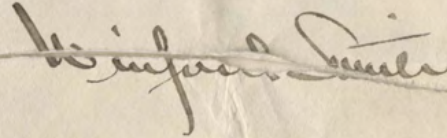
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It was decided to request Miss Coburn to lay out the serving rooms for the dining halls.

In general then the details have been furnished in all respects to make it possible for the architect to proceed to develop the working plans. When it comes to writing the specifications of course the whole subject will have to be gone into again with more detail with relation to the type of fixtures, dimensions, etc.

I am more than pleased with the plans. I believe that this will represent as good if not the best type of teaching hospital of its size which we have in this country. The arrangements, the ease of circulation between the departments and at the same time the concentration should make it very economical for administration.

Very truly yours,



WHS/EC

The Joint Forces Hospital

REPORT OF THE
COMMISSIONER OF THE
GENERAL LAND OFFICE
IN RESPONSE TO A
RESOLUTION OF THE
LEGISLATIVE ASSEMBLY
PASSED ON 11th MARCH 1944

The Joint Forces Hospital is a large, modern, and well-equipped institution, which has been established to provide medical and nursing services for the armed forces of the United Kingdom and the Commonwealth. It is situated in a beautiful and healthy environment, and is well supplied with all the necessary facilities for the treatment and care of patients. The hospital is under the management of a highly qualified and experienced staff, and is well equipped with the latest medical and nursing appliances. The hospital is a very important institution, and it is hoped that it will continue to provide a high standard of medical and nursing services for many years to come.

President Judson

M4

December 12, 1920

Dr. R. B. Seem,
c/o Coolidge and Hodgdon,
134 S. La Salle St.,
Chicago, Ill.

Dear Dr. Seem:

Your letter enclosing proposal of the architect to change the shape of the medical wards was duly received, and has been given careful consideration. I have gone over the matter from every angle and I can see no objection to the change, - in fact I think it will be a very interesting experiment and may possibly be preferable to the old arrangement. It certainly has the advantage of increasing the bed capacity for the same amount of money. There are certain criticisms of the plan suggested however which are as follows:

I think the three beds on either side at both ends of the open ward are a little crowded. It may be held in reserve for emergency use, but I would only show two beds where three are shown. Furthermore drafts would be likely to cross those beds and make them undesirable.

If the bed capacity of these wards is increased as shown, it will be necessary to increase certain of the surgery departments, for example - there should be one more toilet added, possibly an extra bath, although the latter I think is not really essential, and the lavatories would have to be increased in number. The linen room would have to be enlarged slightly. The space for increasing the lavatory unit, and the linen room, could be obtained by extending as I have indicated, encroaching upon the four bed ward, which would cut this ward down to three beds.

Then the kitchen and the diningroom would both need to be enlarged, which would cut out one of the single rooms. I think this space should be arranged if possible so that you could get at least two single rooms, but it would be necessary to change the fenestration.

With these suggestions I heartily approve of the changes. Your letter stated that the changes were suggested on the third and fourth floors. I assume you meant second, third and fourth floors, as those are all now shown as the narrow wards.

Another suggestion which I would make if it can be done is to shift the stairway if possible to the other side, thereby making it possible to get out on the perch directly from the ward corridor, instead of going out into the main corridor. This is what we did in the surgical unit. This would be particularly desirable with the larger ward unit.

December 12, 1930

Dr. R. B. Seem,
c/o Goelitz and Hodgdon,
134 S. La Salle St.,
Chicago, Ill.

Dear Dr. Seem:

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Another suggestion which I would make if it can be done is to shift the stairway if possible to the other side, thereby making it possible to get out on the porch directly from the ward corridor, instead of going out into the main corridor. This is what we did in the surgical unit. This would be particularly desirable with the larger ward unit.

You raised the question as to whether or not this would be a desirable type of ward for the surgical unit for the central wing. I do not know that I think this type of ward would be quite as good for a surgical ward because of the necessity of surrounding the bed at times with dressing carriages, etc., but if there were any real reason for adopting it at this time I would not hesitate to do it. But the reason for the change in the medical wing is that you have the foundations, the ground floor and first floor of the wide unit, and at no increased expense the additional bed capacity can be obtained. To make the change on the central wing would involve considerable extra expense, and I certainly think it would be better to keep it as it is, which we know is planned according to sound principles, than to adopt a wider unit leaving off one floor in order to keep the expense down, for the addition of another floor later would be very expensive and most inconvenient. I would not change then the central wing.

I will answer your letter received this morning concerning the other points which you raised within a day or two, when I have had a chance to consider them.

Yours truly,

(Signed) W. H. Smith,

Johns Hopkins Hospital

WHS/EC

You raised the question as to whether or not this would be a desirable type of ward for the surgical unit for the central wing. I do not know that I think this type of ward would be quite as good for a surgical ward because of the necessity of surrounding the bed at times with dressing cartages, etc., but if there were any real reason for adopting it at this time I would not hesitate to do it. But the reason for the change in the medical wing is that you have the foundations, the ground floor and first floor of the wide unit, and at no increased expense the additional bed capacity can be obtained. To make the change on the central wing would involve considerable extra expense, and I certainly think it would be better to keep it as it is, which we know is planned according to sound principles, than to adopt a wider unit leaving off one floor in order to keep the expense down, for the addition of another floor later would be very expensive and most inconvenient. I would not change then the central wing.

I will answer your letter received this morning concerning the other points which you raised within a day or two, when I have had a chance to consider them.

Yours truly,

(Signed) W. H. Smith,

Johns Hopkins Hospital

WHS/EC

M4

Chairman of Building Committee

December 28, 1920.

Dr. R. B. Seem,
134 S. La Salle Street,
Chicago, Ill.

Dear Dr. Seem:

I have your letters of December 22nd and 24th. I will answer them in the order of their receipt.

I note that the length of the Administration Building has been increased seven feet, apparently for purely architectural purposes. From my point of view this is a waste of money and at the present high cost of building, unjustifiable.

My feeling on this point is the same as with regard to increasing the cost for the sake of providing Gothic architecture, which in the first place does not lend itself well to hospital construction and in the second place increases the cost, which is at best well nigh prohibitive.

I think the fenestration is faulty on the main floor, particularly in the offices. However, having made the criticism, I think the responsibility is the architect's to make sure that the fenestration is such as to properly light all these rooms on the ground floor.

I do not favor moving the telephone room and sacrificing one of the offices as suggested. If you want a clerk's room it can be obtained perfectly well by dividing and by rearranging the admission suite as indicated by the enclosed sketch; - "A" giving one arrangement; "B" a somewhat different arrangement of the same space. The examining room is seventeen feet deep, much larger than is required for any such purpose and it will be possible to make of this room both a small clerk's interviewing room, the dividing partition of which need not go to the ceiling. Personally I should think that the clerk's office between the admitting office and the waiting room for patients to be admitted would be better than "B" which is in accordance with your suggested arrangement. However, I leave that to you.

I have one further criticism of the ground floor. According to the present arrangement there is ample space within the main lobby for entrance, so that a vestibule is entirely unnecessary and my recommendation is that the expensive structure, which runs more or less through three stories and which is entirely unnecessary, except for architecture alone, be dispensed with as a means of saving several thousand dollars. I can hear Mr. Coolidge and Mr. Jackson say "Why the man must be crazy! You have to pay some attention to the architectural appearance." Of course I realize that that is true but I merely

M4

Chairman of Building Committee

December 28, 1930.

Dr. E. E. Egan,
134 E. La Salle Street,
Chicago, Ill.

Dear Dr. Egan:

I will answer them in the order of their receipt. I have your letter of December 22nd and 24th.

I note that the length of the Administration Building has been increased seven feet, apparently for purely utilitarian purposes. From my point of view this is a waste of money and at the present high cost of building, unjustifiable.

My feeling on this point is the same as with regard to increasing the cost for the sake of providing Gothic arches, which in the first place does not lend itself well to hospital construction and in the second place increases the cost, which is at best well nigh prohibitive.

I think the Administration is likely on the main floor, particularly in the offices. However, having made the criticism, I think the responsibility is the architect's to make sure that the Administration is such as to properly light all these rooms on the ground floor.

I do not favor moving the telephone room and erecting one of the offices as suggested. If you want a clerk's room it can be obtained perfectly well by dividing and by rearranging the admission suite as indicated by the enclosed sketch; - "A" giving one arrangement; "B" a somewhat different arrangement of the same space. The examining room is seventeen feet deep, much larger than is required for any such purpose and it will be possible to make of this room both a small clerk's interviewing room, the dividing partition of which need not go to the ceiling. Personally I should think that the clerk's office between the admitting office and the waiting room for patients to be admitted would be better than "B" which is in accordance with your suggested arrangement. However, I leave that to you.

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wish to emphasize that from the stand point of practical usefulness of the hospital, this embellishment at the front entrance could be dispensed with entirely. In fact, I would rather have the entrance inside and this vestibule space given over to a porte cochere, which was the original idea, - that is if some break in the front at this point is essential. I do feel that we have so much space on the inside of the main lobby now that it will seem ridiculous to have this little vestibule on the outside.

I note that there are no changes on the second floor and I approve of the changes on the third and fourth floors. On the fifth floor I prefer the arrangement which I outlined to you in my last letter, which I have modified according to the blue print which I am now sending you. I do not think that under this arrangement the moisture from the scrub-up room will in any way interfere with the care of the instruments and from the practical stand point it is much better to have the cases in the place where the instruments are cleaned.

You ask for the special plug for signal and lighting. I send you herewith a little sketch taken from our blue print of the Woman's Clinic. You will notice that two wall receptacles, one for the patient's signal receptacle and the bull's eye and two receptacles, one for the fan and one for drop light, are all on one plate. This is a combination plate, devised by the Hixson Electric Co., who do the electrical work for Coolidge and Shattuck of Boston, and is a combination of the Holtzer Cabot and Bryant. Mr. Hodgden ought to be able to obtain through Mr. Coolidge the details of this.

Now with relation to your letter of the 24th, with regard to Mr. Coolidge's suggestion that we widen the middle wing to conform to the East wing, recently modified because of additional beds obtainable at the same cost. I understand that this suggestion is made because of the fact that we can increase the number of beds by thirty, for practically \$55,000, which is a very small unit cost, and obtain a type of ward which we have passed on as entirely acceptable although it is a marked departure from the traditional open ward. I am in favor of this ward, to pass it for general adoption. I think it is a perfectly good ward and will be a very interesting experiment as a departure from old traditions. I am willing to approve it if the Trustees feel that they can listen to a proposal which will increase the cost \$55,000; even though they can get the money I hesitate to recommend anything which will increase a cost which already must seem to them to be a ~~most~~ prohibitive ~~expense~~. However, there is no doubt that the money, if obtainable, would be well spent at this time. What I am afraid of is that when the tentative estimates are obtained this building will be found so expensive that we shall have to begin to cut and modify and of course one of the things we would have to do first is to cut the size of the dispensary so that it would have to operate at different times during the day, but before we consider sacrificing any of the practical features which make for efficiency

wish to emphasize that from the stand point of practical usefulness of the hospital, this embellishment at the front entrance could be dispensed with entirely. In fact, I would rather have the entrance inside and this vestibule space given over to a porte cochere, which was the original idea, - that is if some break in the front at this point is essential. I do feel that we have so much space on the inside of the main lobby now that it will seem ridiculous to have this little vestibule on the outside.

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I certainly think the Trustees should consider a simpler type of architecture and less expensive construction. I will not recommend the expenditure of \$55,000 additional, but I will go on record to the effect that if the money can be obtained, it is desirable to make this change in the central wing, from the stand point of the investment. On the other hand the Trustees should understand that every move which increases the number of beds in the hospital is going to increase the cost of maintenance.

Very truly yours,

WHS:EE

I certainly think the Trustees should consider a simpler type of architecture and less expensive construction. I will not recommend the expenditure of \$25,000 additional, but I will go on record to the effect that if the money can be obtained, it is desirable to make this change in the central wing, from the stand point of the investment. On the other hand the Trustees should understand that every move which increases the number of beds in the hospital is going to increase the cost of maintenance.

Very truly yours,

WHS:EE

The University of Chicago

Office of the President

A. M. Biering's Hospital

Cost of Operation

I Distribution of Space

II Estimate of Dr. Seem

RE: " " Mr. Flook

The University of Chicago

Office of the President

Medical Bldg.

Hospital

I. Distribution
of Space

Dispensary

II. Administration
of Hospital (General)

Clinical Teaching

III. Care of Physical Plant
Floor

Research

The University of Chicago

Office of the President

1902

Mr. [illegible]

Respected

Chairman

I am writing

to you regarding

the [illegible]

[illegible]

[illegible]

I am, Sir, very respectfully,
Yours,
[illegible]

The University of Chicago

Office of the President

Med. Bldg.

5,155,000 cu. ft.

@ 50¢ cu. ft. =

\$ 2,577,500 Cost

The University of Chicago

Office of the President

Mr. [illegible]

1117 [illegible]

200 [illegible]

1117 [illegible]

*Distributing Space**Hospital*

December 31, 1920.

M4

THE UNIVERSITY OF CHICAGO HOSPITAL & MEDICAL SCHOOL.

Distribution of Cubic Feet.

A. Hospital		2,968,000	
B. Dispensary:			
Ground Floor	390,200		
First Floor	271,000	661,200	
C. Teaching:			
Pathology Wing	731,000		
Assembly Hall	58,000		
Class Room, 1st floor east	16,700		
Teaching & Students' Rooms	54,000	859,700	
D. Clinical Research, 4th floor, South-west wing	86,700	86,700	
E. Common to Dispensary & Hospital,			
Pharmacy, basement	52,500		
Pharmacy, ground floor	16,600		
X-Ray	61,400		
Hydro-therapy	37,800		
Social Service	14,200		
Heart Station & Dentistry	32,400	214,900	
F. Common to Hospital & Teaching			
Library, 2nd floor	105,000		
Ward Offices and Special Laboratories	64,000	169,000	
G. Common to Hospital, Dispensary and Teaching:			
Footings	77,500		
Tunnels	118,000	195,500	
Total Cubic Feet			5,155,000

Equal division of items "E" and "F" and proportional division of item "G" between the departments mentioned give the following totals:

Hospital	3,294,500	64%
Dispensary	795,000	15-1/3%
Teaching	978,800	19%
Clinical Research	86,700	1-2/3%

December 31, 1930.

THE UNIVERSITY OF CHICAGO HOSPITAL & MEDICAL SCHOOL.

Distribution of Cubic Feet.

A. Hospital	2,928,000	
B. Dispensary:		
Ground Floor	390,200	
First Floor	271,000	661,200
C. Teaching:		
Pathology Wing	737,000	
Assembly Hall	58,000	
Class Room, 1st floor east	16,700	
Teaching & Students' Rooms	24,000	825,700
D. Clinical Research, 4th floor,	58,700	58,700
South-west wing		
E. Common to Dispensary & Hospital:		
Pharmacy, basement	52,500	
Pharmacy, ground floor	16,600	
X-Ray	61,400	
Hydro-therapy	37,800	
Social Services	14,200	
Heart Station & Dentistry	32,400	214,900
F. Common to Hospital & Teaching:		
Library, 2nd floor	105,000	
Ward Offices and Special Laboratories	64,000	169,000
G. Common to Hospital, Dispensary and Teaching:		
Footings	77,500	
Tunnels	118,000	195,500
Total Cubic Feet		5,155,000

Equal division of items "B" and "D" and proportional division of item "G" between the departments mentioned give the following totals:

Hospital	2,294,500	64%
Dispensary	735,000	14-1/2%
Teaching	276,200	5%
Clinical Research	85,300	1-2/3%

174
Chairman of the Bldg. Committee

January 4, 1921

Dr. R. B. Seem,
c/o Coolidge and Hodgdon,
134 S. La Salle St.,
Chicago, Ill.

Dear Dr. Seem:-

I have your letter of December 31st. I approve the plan for the new medical and surgical ward. The alternate kitchen arrangement I think is preferable although both are good. One thing should be born in mind with reference to the signal system for this new type of ward and that is that the signal plugs will be between beds as before, but that a bull's eye pilot light must show at each of the large cubicles in order to locate the call. This was not necessary with the beds against the wall down two sides of the room but it will at once be apparent that the pilot light would not be seen with the ward arranged as at present unless the system is amplified to supply the pilot light on top of the cubicle partition or on the post or somewhere where it can be seen up the full length of the ward or from the nurse's office. This is a detail to be worked out later, but I mention it now in order that it may receive consideration at the proper time.

With reference to the pediatric ward, I think the new arrangement is all right. It will however be necessary to enlarge the utility room, by at least three feet and I suggest the possibility of enlarging it to the north showing the boys and girls toilets to the north and reducing the ward to the north of the girls toilet to a three bed instead of a four bed unit. With the number of patients now provided for here the utility room as shown is much too small. Of course the partitions were supposed to be glazed partitions, but the new grouping of utilities does open up the south end of the ward a little more than before and under this new arrangement, I would suggest what we had discussed before - that the elevator at the south end be eliminated on this floor. With the kitchen now so far away the elevator serves no practical purpose and it would be better if possible to utilize this space for something else which would open up this entire south end of the ward for vision and ventilation. The architect should provide for the machinery in the basement so that if we can possibly keep the elevator shaft from coming above the floor level on this ward it will be done. In any event we must approximate this as nearly as possible in order that the space may be usable by the elimination of the elevator on this floor. I think I would prefer that the four wards at the south end be changed back to two wards of eight beds each. This however is I think a detail which will have to be decided upon by the pediatrician and cannot be definitely settled at this time. In any event I do not feel very strongly about it and am willing to space it as it is. This unit undoubtedly will have to be modified to suit the ideas of the chief of the department when he is obtained.

Yours truly,

W. H. Smith

WHS/EC

Chairman of the Bldg. Committee

January 4, 1921

Dr. R. E. Seem,
c/o Coebridge and Hodgdon,
134 S. La Salle St.,
Chicago, Ill.

Dear Dr. Seem:-

I have your letter of December 31st. I approve the plan for the new medical and surgical ward. The alternate kitchen arrangement I think is preferable although both are good. One thing should be born in mind with reference to the signal system for this new type of ward and that is that the signal plugs will be between beds as before, but that a pull's eye pilot light must show at each of the large cubicles in order to locate the call. This was not necessary with the beds against the wall down two sides of the room but it will at once be apparent that the pilot light would not be seen with the ward arranged as at present unless the system is amplified to supply the pilot light on top of the cubicle partition or on the post or somewhere where it can be seen up the full length of the ward or from the nurse's office. This is a detail to be worked out later, but I mention it now in order that it may receive consideration at the proper time.

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Yours truly,

W. H. Smith

WHS/EC

CHARLES A. COOLIDGE
CHARLES HODGDON

COOLIDGE AND HODGDON
ARCHITECTS.

CORN EXCHANGE BANK BUILDING, CHICAGO

January 6, 1921

Hospital

Administration Cost estimate

Seem

II
M4

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

My dear President Judson:

I have revised the schedule of salaries and wages of the resident professional staff officers and employees of the Hospital to conform with rates paid for similar positions in Chicago in-so-far as it has been possible to secure the information. You will note that the increases indicated add \$3785 to the amount of the monthly pay roll formerly submitted. It is expected that there will be some decline in the scale of wages by the time we are ready to engage employees.

I thought you would be interested in the distribution of cubic feet between the different departments in the Hospital and Medical School Building, which was prepared at the request of Mr. Ryerson.

As Mr. Ryerson had made some inquiries as to the probable costs of conducting a hospital I thought that a statement showing the costs of maintenance on a basis of per capita costs of hospitals in other cities might be helpful. Accompanying this letter are the following inclosures: That transmitted in your letter of December 17th; revised schedule of salaries; distribution of cubic contents of the hospital; a statement as to the maintenance costs of hospitals.

I have written to Dr. Smith in Baltimore to find out if he knows of any data which might be helpful in estimating the cost of furnishings and equipment.. To arrive at any thing like an accurate figure will require a considerable time. All the equipment has not been selected and in some instances the size has not been determined. These items are being considered as the detail drawings are being made which show the location and arrangement of furniture and equipment. Up to the present no attempt has been made to decide upon furnishings, either as to quality or quantity.

Sincerely yours,

J. B. Seem

COOLIDGE AND HOBSON
ARCHITECTS

1000 EXCHANGE BANK BUILDING CHICAGO

CHARLES A. COOLIDGE
CHARLES HOBSON

January 2, 1915

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

My dear President Judson:

I have received the schedule of relative and general
the resident and general staff officers and employees of the
hospital to which you refer for similar conditions in
Chicago is as follows: as it is not possible to secure the
information. You will note that the figures are not
to the amount of the salary and that the figures are not
expected that there will be any change in the salary of
by the time we are ready to begin operations.

I thought you would be interested in the classification of
ratio between the different departments in the hospital and
between general building, which was presented in the report of the
Board.

As Mr. Judson has made some inquiries as to the probable
costs of conducting a hospital I thought I should send a statement
the ratio of expenditures on a basis of per capita costs of the
ratio is other things being equal. Accompanying this letter
are the following particulars: That transmitted to your letter of
December 17th; revised schedule of salaries; classification of ratio
contents of the hospital; a statement as to the maintenance costs
of hospital.

I have written to Mr. Smith in Baltimore to find out if
he knows of any data which might be helpful in determining the cost
of furnishings and equipment. To answer your inquiry as to
accounts figure will require a considerable time. All the same
sent me and present and in a few days and the figures will
been determined. These figures are being prepared in the hospital
figures are being prepared in the hospital and are being
figures are being prepared. It is the intention to have the
made for the year 1915, which is a matter of fact.

Sincerely yours,

Charles A. Coolidge

M4

February 28, 1921

Coolidge and Hodgdon,
134 S. La Salle St.,
Chicago, Ill.

Dear Mr. Hodgdon:

I have checked over the small plans, large plans and detail plans of units with Dr. Seem, and have given him my general approval of the same with certain modifications of which he has now. I have a few general comments which I wish to record from my notes as follows:

I do not like the arrangement of toilets, lavatories, and baths on the internes floor. The lavatories and baths can be in the same room. The toilets should be in a separate room with communication with the bathroom. The present arrangement I consider very bad.

I notice in going over the plans that sinks have been placed very generally in front of the windows. This I object to. It will make it difficult to get at the windows and is bad practice. In some instances where only a part of the sink projects in front of the windows, this will be permissible, but so far as possible the space in front of the windows should be free for easy access to them. Dr. Seem informs me that it was very largely his idea to place the sinks in front of the windows on account of better light but I disagree with him, and feel that the light should be sufficient for their location in other places, and that it is important that the windows be easily accessible for short, as well as long, people.

I approve the substitution of Bellevue scrub-up sinks for the four position scrub-up sinks specified.

I suggest the interchange of the closet and the nurses toilet and lavatory on the first dispensary floor, for the obvious reason that such a change will make for greater seclusion.

With the location of the carpenter shop under the middle ward wing a sprinkler system should be installed in order to protect this wing against the hazards of fire.

I have taken up with Dr. Seem the desirability of locating the chemical and biological laboratory on the same floor with the metabolism ward, and kitchen. I think this can be arranged by interchanging some of the rooms on the two floors. The details of this change Dr. Seem will work out with you.

The more I see of this plan the more I believe that it is the best plan from arrangement, concentration and accessibility from all parts of all plans with which I am familiar. I think the detail elevations which Dr. Seem has shown me are most attractive.

Yours truly,

(Signed) W. H. Smith

WHS/EC

February 28, 1931

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134 S. La Salle St.,
Chicago, Ill.

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Yours truly,

(Signed) W. H. Smith

WHS/EC

The University of Chicago

Office of the President

Albert Menitt Beetings
Hospital

Architects Estimate

Cost of Construction

Copy of Epstein's Letter to
for Dickinson

The University of Chicago

Office of the President



-copy-

M4

November 19, 1921.

Mr. Wallace Heckman,
Counsel & Business Manager,
The University of Chicago,
Chicago, Ill.

Dear Mr. Heckman:

Obedient to your request of November 19th we are writing below the estimate of the cost of the items that are comprised in the estimate for the Medical School and Hospital:

GENERAL WORK:

Excavation, Masonry, Steel,	
Carpentry, Plastering,	
Painting, etc.-----	\$1,925,000
Cut Stone-----	552,550
	<u>\$2,477,550.</u>

MECHANICAL WORK:

Heating & Ventilating	202,600	
Plumbing	315,000	
Refrigeration	39,400	
Electric Wiring	107,450	
Elevators	58,625	723,075
Cost of Building		<u>\$3,200,625</u>

EQUIPMENT:

Sterilizers	17,750	
Kitchen Fixtures	13,150	
Carrier System	17,000	
Hydrotherapy Fixtures	5,300	
Refrigerators	40,000	
Laboratory Fixtures	48,500	
Electric Fixtures	14,290	155,990
		<u>155,990</u>

Architects Fee	201,369.90	\$3,356,615
Less amount received	<u>15,000.00</u>	196,369.90
		<u>\$3,553,011.90</u>

We commenced working on the drawings in the spring of 1918; we have not commenced making the working drawings and specifications because we have not been authorized by the University to do so. We estimate that it will take nine months after receiving the order to make the working drawings, to make them complete and the specifications ready for taking bids.

Very truly yours,

(Signed) Coolidge & Hodgdon.

November 10, 1931.

Mr. Wallace Heckman,
Counsel & Business Manager,
The University of Chicago,
Chicago, Ill.

Dear Mr. Heckman:

Obedient to your request of November 1931, and
writing below the estimate of the cost of the items that
are contained in the estimate for the Medical School and
Hospital:

GENERAL WORK:
Excavation, masonry, steel,
etc., etc., etc.

Our estimate is \$885,500.

Mechanical Work:
Heating & Ventilating
Plumbing
Refrigeration
Electric Wiring
Elevators

Our estimate is \$757,075.

Cost of Building \$1,642,575

FURNITURE:
Sterilizers
Kitchen Fixtures
Canteen System
Hydrotherapy Fixtures
Refrigerators
Laboratory Fixtures
Electric Fixtures

14,750
12,150
17,000
5,200
40,000
48,500
14,300

188,900

\$1,831,475

\$1,831,475.00

\$1,831,475.00
\$1,831,475.00

We commenced working on the drawings in the spring of
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ifications because we have not been authorized by the University to
do so. We estimate that it will take nine months after receiving
the order to make the working drawings, to make the complete and
the specifications ready for bidding.

(Signed) Wallace Heckman, Counsel & Business Manager.

FRANK BILLINGS
PEOPLES GAS BUILDING
122 SOUTH MICHIGAN BOULEVARD
CHICAGO

1550 North State Parkway

9
M4

January 3, 1922.

Mr. Harry Pratt Judson,
President of the University of Chicago,
Chicago, Illinois.

Dear Mr. Judson:

Ten days ago, at his request, I accompanied Dr. Norman Bridge to the office of Coolidge and Hodgdon to view the plans of the Billings Hospital. Dr. Bridge expressed great satisfaction with the completeness of the plans for the care and treatment of patients, for teaching and for investigatory work. He asked many questions of the architects and I then learned that no working plans of the hospital had been undertaken; that the completion of the working plans, from which contracts may be made, will require from seven to nine months' time; and that an additional two or three months' time will be required to secure satisfactory bids and contracts.

My interpretation of these apparent facts is that if the architects should begin to make working plans immediately, a year approximately, must elapse before active construction of the hospital may be begun.

I admit surprise that no work has been done by the architects on the working plans. I inferred from some source that the preparation of working plans had been undertaken some months ago.

Since this interview with the architects I have given the subject of the plans for the medical schools of the University earnest thought and I request your consideration of the statements which follow:

In the fall of 1916 the Rockefeller Foundation and the General Education Board proposed the plan for the medical schools of the University which would include a complete medical school at the Midway and a graduate school on the West Side. The plan proposed included the grouping under the authority of the University of designated corporations already engaged in medical teaching, the treatment of the sick and injured and investigatory work; the financing of the plans, which recognized the investments already owned by the University and by the other corporations included in the group with a statement that \$5,300,000.00 was estimated by the Foundation and by the Board as necessary and sufficient to develop and organize the medical schools of the University.

The Foundation and the Board also presented certain conditions which included full-time clinical teachers of the main departments of the medical school at the University and the proposition that the Foundation and the Board would contribute each \$1,000,000.00 provided the balance of \$3,300,000.00 was contributed by others.

FRANK HILLMAN
CHICAGO
1550 North State Parkway

January 5, 1933

Mr. Harry Pratt Johnson,
President of the University of Chicago,
Chicago, Illinois.

Dear Mr. Johnson:

Several days ago, at his request, I accompanied Dr. Norman
Bridge to the office of Goodrich and Hobson to view the plans of the
Billings Hospital. Dr. Bridge expressed great satisfaction with the gen-
eralness of the plans for the care and treatment of patients, for teaching
and for investigatory work. He raised many questions of the architect
and I then learned that no working plans of the hospital had been undertaken;
that the completion of the working plans, from which contracts may be made,
will require from seven to nine months' time; and that an additional two or
three months' time will be required to secure satisfactory bids and contracts.

My interpretation of these figures is that if the
architects should begin to make working plans immediately, a year approx-
imately, must elapse before active construction of the hospital may be begun.

I admit surprise that no work has been done in the architect's
on the working plans. I inferred from some advice that the preparation of
working plans had been undertaken some months ago.

Since this interview with the architect I have given the
subject of the plans for the medical schools of the University earnest
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General Education Board proposed the plan for the medical schools of the
University which would include a complete medical school at the Midway and
a graduate school on the West Side. The plan proposed included the grouping
under the authority of the University of designated corporations already
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already owned by the University and by the other corporations included in the
group with a statement that \$5,000,000.00 was estimated by the Foundation and
by the Board as necessary and sufficient to develop and organize the medical
schools of the University.

The Foundation and the Board also presented certain conditions
which included full-time clinical teachers of the new departments of the
medical school at the University and the proposition that the Foundation and
the Board would contribute each \$2,500,000.00 provided the balance of \$5,000,000.00
was contributed by others.

FRANK BILLINGS
~~PROCTER GAS BUILDING~~
~~122 SOUTH MICHIGAN BOULEVARD~~
CHICAGO

1550 North State Parkway

-2-

On or before June 1, 1918, the plan for the medical schools of the University as proposed by the Foundation and the Board including all of the conditions enumerated were completed. Indeed the financial budget as proposed was more than met by the subscription of an additional sum of \$200,000.00.

In this connection it must be borne in mind that the majority of the subscribers to the fund were made acquainted with the proposed plans including the total sum necessary to finance the project, and it was undoubtedly this knowledge which enabled the Trustees of the University to so quickly secure the generous and remarkable contributions to the fund.

We are all cognizant of the fact that owing to the World War it was impossible to begin building construction to complete the plan while the war lasted. We are also aware of the fact that since the Armistice was signed, the high cost of building material and of wages have made building construction practically impossible. However, during 1921 industrial conditions improved with a decline in the price of building material and in the cost of labor and in consequence building construction has gradually taken place with an additional promise of still better conditions in 1922.

Therefore, some of us who were contributors to the fund and others of us who see the need of better facilities for medical education including instruction of graduates in medicine, hoped that the Trustees of the University would be able to go forward with active building construction early in 1922. Therefore, my surprise and disappointment on finding that the architects have not yet begun to make working plans of the new hospital.

In view of all of the facts which I have attempted to set forth, it seems to me that the Rockefeller Foundation and the General Education Board have a moral and perhaps a legal responsibility in pushing to an early conclusion the building construction which will enable the Trustees of the University to complete the organization of the medical schools of the University.

I am aware that this is a long letter, but I beg your indulgence which I hope you will grant, because I am sure you must believe that I have no personal, selfish interest in the matter.

Very sincerely yours,

Frank Billings

FRANK B. HILLMAN
President of the Board of Trustees
The University of Chicago
Chicago, Illinois
1800 North State Parkway

-2-

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In view of all of the facts which I have attempted to set forth, it seems to me that the Rockefeller Foundation and the General Education Board have a moral and perhaps a legal responsibility in waiting to an early completion the building construction which will enable the Trustees of the University to complete the organization of the medical schools of the University.

I am aware that this is a long letter, but I beg your indulgence which I hope you will grant, because I am sure you must believe that I have no personal, selfish interest in the matter.

Very sincerely yours,

Frank B. Hillman

M4

January 4, 1922.

My dear Dr. Billings:-

Yours of the 3rd instant is received.

I consider myself duly castigated. It has seemed advisable to the Board, before proceeding with the detailed drawings, to have the revised plans fully in shape so that we can present them to the Boards in the East. There is an improvement to some extent in building conditions. The last estimate from the architect of the cost of the plan is about three and one-quarter million dollars. Meanwhile I am having a careful study made by the Superintendent of Buildings and Grounds of the cost of operation so far as the physical care of the building is concerned. It is obvious that there must be a large fund added to what we have, not only for the completion of the structure, but also for endowment. This I expect to be able to lay before the Boards at their February meetings. No one is more eager to make rapid progress in this matter than I am.

Very truly yours,

Mr. Frank Billings,
1550 N. State Parkway.
Chicago.

January 4, 1922.

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Very truly yours,

Dr. Frank Billings,
1520 N. State Parkway,
Chicago.

M 4

C O P Y

February 14, 1922.

Mr. Wallace Heckman,
Counsel and Business Manager,
The University of Chicago,
Chicago, Ill.

Dear Mr. Heckman:

Replying to your inquiry of February 10th as to the length of time it will take to make the working drawings, and our cost for making the working drawings and specifications for the Medical School and Hospital, would say that it will take nine months from the date of receiving the order to do this work and our cost will be the customary fee of 4% of the lowest bid received for the work. The 4% would include our charges for the work we have already done. Our total fee, including full size drawings and superintendence, will be 6%. If the work is not carried any further than at the present time, our charges for what we have already done will be \$37,663.00, of which we have received \$15,000.00.

Very truly yours,

(Signed) Coolidge & Hodgdon

COPY

February 14, 1922.

Mr. Wallace Heckman,
Counsel and Business Manager,
The University of Chicago,
Chicago, Ill.

Dear Mr. Heckman:

Replying to your inquiry of February 10th as to the length of time it will take to make the working drawings, and our cost for making the working drawings and specifications for the Medical School and Hospital, would say that it will take nine months from the date of receiving the order to do this work and our cost will be the customary fee of \$5 of the lowest bid received for the work. The \$5 would include our charges for the work we have already done. Our total fee, including full size drawings and superintendence, will be \$5. If the work is not carried any further than at the present time, our charges for what we have already done will be \$27,663.00, of which we have received \$12,000.00.

Very truly yours,

(Signed) Coolidge & Hobbs

M4

February Fourteen
1 9 2 3

MEMORANDUM ON THE MEDICAL DEPARTMENT SITUATION

The last estimate of the cost of the Medical Building and Hospital, as at present planned, including architects' fees, was \$3,588,011. This was exclusive of equipment, It is probably safe to say that the building and equipment built during this year are likely to cost not less than \$5,000,000.

Bedford stone, which was \$1.50 per cubic foot in the building in 1916, is now \$4.50 per cubic foot and is to be substantially increased in price this year.

Steel, which was recently in the neighborhood of \$50 per ton, is now \$78. Other materials are sharing these advances.

FUNDS

The Billings Hospital Fund, together with income, now aggregates -	\$1,183,000.
The accrued income on the Medical Endowment Funds (probably usable) is -	780,000.
The Epstein Dispensary Fund -	<u>100,000.</u>
Total available -	\$2,063,000.

In addition to the cost of the Billings Hospital and Medical Building under present conditions an additional endowment seems necessary under the plan outlined in the communication of the President to the Board on May 8, 1917, of not less than - \$5,000,000.

February 1914
1 2 3

MEMORANDUM ON THE MEDICAL DEPARTMENT SITUATION

The last estimate of the cost of the Medical Building and Hospital, as at present planned, including architect's fees, was \$3,222,011. This was exclusive of equipment. It is probably safe to say that the building and equipment built during this year are likely to cost not less than \$2,000,000.

Bedford stone, which was \$1.50 per cubic foot in the building in 1912, is now \$4.50 per cubic foot and is to be substantially increased in price this year. Steel, which was recently in the neighborhood of \$50 per ton, is now \$75. Other materials are showing these advances.

The Billings Hospital Fund, together with income,

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The Epstein Dispersary Fund -

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Total available -

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of not less than -

CONTRACTS The time is limited for the construction of the Rawson Laboratory on penalty of reversion of the gift to the donor.

On December 10th, next, the Rush Medical College contract is to become operative or cease, together with the co-ordinated hospital contracts, unless extended. It is conceivable that inaction on the part of the University might be helpful to institutions, endeavoring to lure Rush Medical College, or some of its men, away from connection with the University.

There will come a time before very long when subscribers might be justified in suing to recover back money given for the Medical School on the ground that it has not been put to the use for which it was given.

The University is under contract with the Sprague Memorial Institute to co-operate with the latter in an attempt to secure a minimum for endowment of - \$1,500,000.

Medicine, Surgery, and Research should probably go on before the raising of the Psychiatry Fund shall be undertaken by the University. The Sprague Institute may at any time request active co-operation in the raising of the latter fund.

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CONTRACTS The time is limited for the construction of the Rawson

The situation seems to call for prompt resourceful action.

TYPES OF
BUILDINGS

A resurvey of important assumptions may be necessary. Is it certain that the present monumental Gothic stone type of structure, at a cost with equipment of between \$5,000,000 and \$6,000,000, is the essential first step? Dr. Jordon and other research men state that for their work Ricketts Laboratory South is more available than the same space in the more substantial University buildings.

Mr. Ryerson, before leaving, said we might have to resort to the use of some cheaper material, such as manufactured stone, instead of Bedford limestone, to which we have been committed..

At Nashville, Tennessee, the Parthenon has been reproduced, for an art museum, with remarkably fine effect, in material such as that used in the construction of the Taft Fountain on the Midway. An important church in Washington is being built of the same material. An attractive building on the west side of Michigan Avenue south of the Drake Hotel is of a manufactured stone. There may be other and better

TYPES OF
BUILDINGS

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materials, at prices which will make building possible.

Might not the Billings Hospital proper - the central third portion of the structure as at present planned - be built according to the present plan, using material of less cost, and providing space for Pathology and the Dispensary in structures obviously temporary, limited to present requirements so planned that units could be added as necessary; unless, in the course of the campaign for funds, someone might be found who would be willing to provide the funds for the Pathology Building to which the donor's name could be given.

SPACE,
POSSIBLE
REVISION

I am advised that two-thirds of the space in Harvard Medical College would be adequate for the work done there; that the excessive space is a substantial, unnecessary burden to their budget. Whether this is true or not, it often happens that, in planning an ideal structure, attention is paid to future needs rather than present necessities.

ORGANIZA*
TION

Might not a definite detailed organization of Medicine, Surgery, and Research be worked out, modifying still further the plan laid before the Board in May, 1917, providing for ultimate full-time work temporarily using part-time service where necessary to a degree not unsatisfactory to the Board and

ORGANIZATION

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Foundation; at the same time deciding on the personnel, so that the services of the men who are to make practical use of the buildings and equipment would be available in planning the space and providing equipment. The Board would then be in position, perhaps, to ask that the Rawson Laboratory site be conveyed to the University in accordance with the terms of the contract between Rush Medical College and the University, so that the erection of the building could proceed, and also to take up with the Presbyterian Hospital the question of a unified heating and power plant, with a view to economies for both institutions - a subject now under discussion.

CAMPAIGN
FOR FUNDS

In this situation, is not a vigorous, comprehensive campaign for funds of pressing importance, through committees of Alumni, of graduates of Rush Medical College, and friends of the University, with the advice, assistance and services of some such expert as John Price Jones, who was General Manager of the Harvard Endowment campaign, which was organized to obtain \$10,000,000, but obtained \$14,000,000.

Activity in this direction would quite certainly save the University's imperilled contracts, as well as the medical sub-

Foundation; at the same time deciding on the personnel, so that the services of the men who are to make practical use of the buildings and equipment would be available in planning the space and providing equipment. The Board would then be in position, perhaps, to ask that the Rawson Laboratory site be conveyed to the University in accordance with the terms of the contract between Rush Medical College and the University, so that the erection of the building could proceed, and also to take up with the Presbyterian Hospital the question of a unified heating and power plant, with a view to economies for both institutions - a subject now under discussion.

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Activity in this direction would quite certainly save the University's impelled contracts, as well as the medical sub-

scription funds, and establish Medicine, Surgery and Research; and, at the same time, hold and increase the interest of the large body of Rush physicians and surgeons throughout the west, who are bound together by a strong esprit de corps.

These are only suggestions. There are doubtless better ways. Chicago as a location for a great medical school is strategic. The rapidly advancing middle west ought to have, and is sure to have, medical work equal to any. The University with its allied institutions is adequate to undertake the exhilarating task. Less inspiring appeals have produced surprising results.

(Signed) Wallace Heckman

To Mr. Harold H. Swift,
Swift & Company,
Union Stock Yards,
Chicago, Illinois.

Copies to Dr. E. D. Burton,
Mr. Howard G. Grey
Mr. Thomas E. Donnelley,
Mr. Robert L. Scott,
Dr. Wilber E. Post.

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Copies to Dr. E. D. Burton,
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Mr. Robert L. Scott,
Dr. Wilber E. Post.

Very truly yours,

M4

The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LASALLE ST.
TELEPHONE FRANKLIN 214

March Twenty-eight
1 9 2 3

Dr. E. O. Jordan,
Faculty Exchange,
University of Chicago,
Chicago, Illinois.

Dear Dr. Jordan:

I am sending with this a copy of my letter to Howard Shaw, the architect, and of his reply concerning nurses' house.

Mr. Holsman telephoned me that he estimates that for \$36,000 to \$40,000 a nurses' house can be built with rooms 7 x 9, large enough for bed and dresser, with clothes closet and lavatory for each room, a kitchenette and a parlor, with six bath tubs and eight shower baths. If I can get Mr. Holsman's letter in time I will send a copy of it with this.

As to the cost of maintenance of the building which I recommended this morning at the southwest corner of 58th Street and Maryland Avenue, it is estimated to be about the same as the cost of maintenance of Greenwood Hall of the University, which accommodates some fifty to fifty-five, and is located on Greenwood Avenue, which was \$9167.13.

Very truly yours,

WH:AG
Enc.

Marion Holsman

THE UNIVERSITY OF CHICAGO
HENRY K. HOLLMAN
DIRECTOR OF THE GRANT AND DONOR PROGRAM

OFFICE OF THE UNIVERSITY OF CHICAGO
540 EAST 58TH STREET
CHICAGO, ILLINOIS 60637

March Twenty-eight
1955

AMERICAN INSTITUTE IN ARCHITECTURE
CHICAGO ASSOCIATION OF ARCHITECTS
CHICAGO, ILLINOIS

Dr. F. C. Jordan,
Faculty Emeritus,
University of Chicago,
Chicago, Illinois

Dear Dr. Jordan:

I am sending you this a copy of my letter
to Howard Green, the architect, and it also contains
some notes on the house.

Mr. Hollman informed me that he had
written that for \$35,000 to \$40,000 a house could be
built with rooms 7 x 8, large enough for bed and dresser,
with a large closet and lavatory for each room, a kitchen
with a refrigerator and a sink, with a bath and a toilet
or bathroom. If I can get Mr. Hollman's letter in time I
will send a copy of it with this.

As to the cost of maintenance of the
building which I recommended this morning at the southeast
corner of 54th Street and Maryland Avenue, it is estimated
to be about the same as the cost of maintenance of Green-
wood Hall at the University, which is estimated at fifty
to fifty-five, and is located on Greenwood Avenue, which
was \$30,000.

Very truly yours,

W. H. R.
Enc.

HENRY K. HOLSMAN - ARCHITECT

Member
AMERICAN INSTITUTE OF ARCHITECTS
CHICAGO ASSOCIATION OF COMMERCE
CLIFF DWELLERS

37 S. WABASH AVENUE
C H I C A G O
DEARBORN 3320

March 28, 1923.

Mr. Wallace Hickman,
134 S. La Salle St.,
Chicago, Ill.

Re: Nurses Home.

Dear Mr. Hickman;

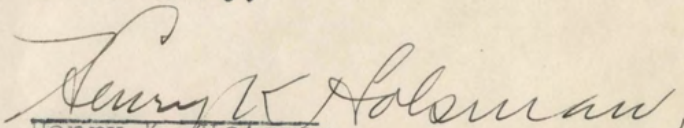
I can build a nurses home in brick of simple Colonial or English Country House style containing;

One living room 20x25 with four alcoves.

One Kitchenette-adjacent to living room. (No dining room.) forty five sleeping rooms 7x9 for single beds and with clothes closets, four bath rooms, eight baths, thirty six lavatories, for thirty to thirty five thousand dollars.

I estimate the janitor service, repairs, heat, light and water to cost from nine hundred to one thousand dollars annually.

Yours truly,


Henry K. Holzman.

HKH*TH.

ARCHITECT

HENRY K. HOLSMAN

172 WABASH AVENUE
CHICAGO
DEARBORN 1120

Member
AMERICAN INSTITUTE OF ARCHITECTS
CHICAGO ASSOCIATION OF COMMERCIAL
CLIFF DWELLERS

March 28, 1928.

Mr. Wallace Hickman,
134 S. La Salle St.,
Chicago, Ill.

Dear Mr. Hickman:

I can build a nurses home in brick of simple Colonial
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One living room 20x25 with four alcoves.
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six lavatories, for thirty to thirty five thousand dollars.

I estimate the janitor service, repairs, heat, light
and water to cost from nine hundred to one thousand dollars
annually.

Yours truly,

Henry K. Holzman

-copy-

Chicago, Ill., March 28, 1923.

Mr. Wallace Heckman,
134 South LaSalle Street,
Chicago, Illinois.

Dear Sir: Re: Nurses Home, Northwestern University.

In reply to yours of March 27th, I should estimate that the building would have about 108,000 cubic feet, costing somewhere between 40¢ and 50¢ a cubic foot according to the exterior treatment. At an average of 45¢ would bring the cost to approximately \$50,000.00.

If the building must conform to collegiate Gothic detail with tile or slate roof, \$10,000.00 should be added to the above estimate. Of course, the shape of the building has a good deal to do with the cost, but I take it from your letter that a simple rectangular lot is available.

Very truly yours,

Signed: Howard Shaw.

S*W

-copy-

Chicago, Ill., March 28, 1925.

Mr. Wallace Heckman,
184 South LaSalle Street,
Chicago, Illinois.

Dear Sir: Re: Nurses Home, Northwestern University.

In reply to yours of March 27th, I should estimate that the building would have about 108,000 cubic feet, costing somewhere between 40¢ and 50¢ a cubic foot according to the exterior treatment. At an average of 45¢ would bring the cost to approximately \$50,000.00.

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Very truly yours,

Signed: Howard Shaw.

S*W

-copy-

March Twenty-seven
1 9 2 3

Mr. Howard Shaw,
39 S. State St.,
Chicago, Ill.

Dear Sir:

In connection with the hospital, the building of which is under consideration, a committee of our doctors would like an estimate of the cost of a nurses' house to house between forty and fifty nurses.

It should be three stories in height with rooms not large but light and well ventilated. Private bathrooms are not necessary but there should be ample and convenient public bathrooms and conveniences. The building will not need a kitchen as the nurses will take their meals in the hospital but there should be a small kitchenette and a parlor. The building ought to be fireproof.

If you could let me have this rough estimate by about noon to-morrow I would greatly appreciate it.

Yours very truly,

Signed: Wallace Heckman.

WH:AG

-copy-

March Twenty-seven
1 2 3

Mr. Howard Shaw,
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Dear Sir:

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If you could let me have this rough estimate by about noon to-morrow I would greatly appreciate it.

Yours very truly,

Signed: Wallace Heckman.

WH:AG

The University of Chicago
Office of the Counsel and Business Manager

April Fourteen
1 9 2 3

Also notation
Norman Bridge Path. Lab. M4

Dr. E. D. Burton, President,
The University of Chicago,
Chicago, Illinois.

Dear Dr. Burton:

I had a conference yesterday with Mr. Rawson. One matter arose which was new. In his letters of gift he did not mention that he cared to have any part in passing on the architecture of the laboratory but in writing from Florida he told me he thought he had included a sentence that when he returned to Chicago he would like to talk with me about the "factory" type of building proposed. The word "factory" seemed to give him a wrong impression. I undertook to explain to him the very great preference which all of our research men have for this type of building which gives them ample light. Also, I told him of the visit of Sir William Lewis of London, a distinguished physiologist, who had much to say in commendation of our department but said, "isn't it too bad they are housed in such a building as this? They should be in a factory type of building where they can have the light they need." I also called attention to the fact that President Charles Elliott succeeded in securing a factory type of building for Harvard University after quite a controversy with the architects on the subject, and only succeeded because of the fact that Mr. J. P. Morgan, who gave the million dollars for the building, rather gently but firmly insisted that President Elliott was better qualified to judge and insisted upon his judgment being accepted. I think we will have no difficulty in that direction. It looked to me as if the architect, while he was away, probably referred to a more monumental type, the exterior of which would be more gratifying to them. Mr. Rawson was very pronounced in stating that it must be understood that the building was distinctly for use.

I had a talk with him about the limit of two years that might be used by Rush Medical College. He offered to extend it to three and before we closed our conversation extended it to four years. Although we hope, as I understand it, to get at the medical school work before that I still wish he might add another year so that you will not be caught by a definite iron-clad limitation. I will do the best I can in the paper which he cheerfully agreed to sign when prepared.

I took another point up with him so that there might not be any misunderstanding. I told him that the building could not be built for the amount provided for it under present conditions and that a man had been found generous enough to put \$100,000 into a building named for another donor. I told him that in view of this fact I thought it might be appropriate to name one of the floors of Rawson and Senn after Dr. Bridge, the donor. This Mr. Rawson thought would be very fitting and would be "all right".

Mr. Rawson informs me that Mr. Marshall will return on Sunday or Monday. I think he expects Mr. Marshall to make the design for the exterior. I am hoping if he is minded to have it expensive in design and material that he will make provision for the extra expense. Now that Mr. Marshall is to be here I do not know of any reason why the working plans cannot be completed and the bids taken at an early date. This we will all try to work together to bring to pass.

Very truly yours,

WH:AG

P. S. Before sending the above I am in receipt of a letter from Dr. Billings enclosing a subscription by Mrs. Bridge endorsed by the doctor, copies of which I am sending with this. Since Mrs. Bridge puts the condition in her subscription that the fifth floor of the building is to be designated as the "Norman Bridge Pathological Laboratories" I will see Mr. Rawson and endeavor to secure from him a written memorandum consenting to that feature in the building in conformity with his oral approval given to me as above so that there will be no misunderstanding about it.

Very truly yours,

WH:AG
Enc.

Mr. Lawson informs me that Mr. Marshall will return on Sunday or Monday. I think we expect Mr. Marshall to make the design for the extension. I am hoping it is intended to have it executive in design and material that he will make provision for the extra extension. Now that Mr. Marshall is to be here I do not know of any reason why the working plans cannot be completed and the bids taken at an early date. This we will all try to work together to bring to pass.

Very truly yours,

Before signing the above I am in receipt of a letter from Mr. Marshall enclosing a specification by Mrs. Briggs ordered by the board, copies of which I am sending with this. Since Mrs. Briggs states the condition in her specification that the filling of the building is to be designed as the "Woman's College" I will see Mr. Lawson and endeavor to secure from him a written statement concerning the fact that in the building is conformity with his oral approval given to me as above so that there will be no misunderstanding about it.

Very truly yours,

Chicago, April 24, 1923

M4

Messrs. T. E. Donnelley
Julius Rosenwald
~~Martin A. Ryerson~~
Wilber E. Post
Ernest D. Burton ✓

Gentlemen:

Attach you herewith copy of exchange of correspondence between Mr. Ryerson and myself in especial reference to the plans and architecture of the hospital building.

My letter to him was prompted from the idea of keeping him and Mr. Hutchinson apprized of how we were thinking because of their relationship to Buildings & Grounds Committee.

Before Mr. Ryerson left, he said to me that he thought we would have to have new plans for the hospital building, that in view of recent development he didn't think the old plans would do. I take it that he has not changed his mind in this respect but that he is not at the moment committed to change of style of architecture.

Am sending a copy of this exchange of letters to each member of the Medical Committee.

Yours cordially,

HAROLD H. SWIFT

Chicago, April 24, 1923

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(COPY)

Chicago, April 7, 1923

Mr. Martin A. Ryerson,
Hotel Ambassador,
Los Angeles, California.

Dear Mr. Ryerson:

With Mr. Burton's revival of the medical project, the questions of buildings and building costs are very much before us. There are two situations that have come to us forcibly:

1. As to the location of our medical buildings. Our Eastern friends and our own faculty are quite solicitous that we shall not cross the Midway. It is argued that the great strength of our medical school will be the contiguity of our other scientific departments, both pre-medical and otherwise. Our Faculty Committee urges very strongly that we place the medical group of buildings on the north side of the Midway, between Ellis and Drexel Avenues, allowing Midway front for the Hospital and proceeding northward for such buildings as are necessary. This still leaves us from 58th to 57th for growth after the power plant is removed. The two Ricketts laboratories can stay on for a long time. The Press will not be in the way for a long time, - and might then be diverted to other uses if needed.
2. The other situation is in reference to our architecture; its practicability for laboratory type of buildings; and the cost. It is suggested that we certainly should continue Gothic architecture north of all the buildings now located on the Midway and that this be considered our main campus. It is then suggested that a different architecture - perhaps Classic, which is cheaper to build and at the same time adapted to laboratory type of building - be employed on either side of the territory above described.

May I ask that you and Mr. Hutchinson consider this whole question. There has been a good deal of talk recently about variety of architecture. You will be interested in hearing that Howard Shaw said that we had done a tremendous thing now but that we needed to guard against monotony and he thought that future development might well be along another line. There have recently been two or three articles in different magazines, notably Scribners for February, indicating that more variety in institutional buildings is advisable.

If the artistic side of the situation can stand it, the practical ways and means would make it seem quite important to do this sort of thing - to figure out cheaper construction.

Yours cordially,

(Sgd.) HAROLD H. SWIFT

Chicago, April 7, 1933

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THE AMBASSADOR
Los Angeles

April 17, 1923.

Dear Mr. Swift:

I thank you for having kept me so well informed concerning developments at the University. Your letters have interested me very much. I am particularly pleased to learn of the return of Mr. Laing.

I shall not attempt to write at length about the important questions you raise since I shall so soon be in Chicago to talk them over with you. In the meantime there will be time to consider them carefully.

I refer particularly to those concerning the location of the Medical School and the style of architecture to be used in future construction. Mr. Flexner had something to say on the former subject when we were preparing the present plans but I thought we had met his most important suggestions when we enlarged the building to provide liberally for the clinical laboratories and for the research work of the members of the medical staff.

The proposal to change our style of architecture does not impress me favorably at first glance.

We arrived here from Honolulu the 14th, and leave tomorrow on our way East. We expect to stop off at the Grand Canyon, the Petrified Forest, and Santa Fe, reaching Chicago the first week in May.

With kindest regards, very sincerely yours,

(Sgd.) MARTIN A. RYERSON

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