

M4

May 4, 1923. CEF-s

Re RAWSON CLINICAL LABORATORIES:

Dr. Wilber E. Post,
122 South Michigan avenue,
Chicago, Illinois.

Dear Sir:

Since our letter to you of March 17th, the drawings have been changed by increasing the area of the fifth floor, making it the same size as those below.

The building as now shown with the additional space on the fifth floor represents approximately \$408,100.00 builders' cost. This amount is arrived at, using the same unit of cost as was used in the make up of our figure of \$385,000.00 on March 17th for the smaller building, though there has been a considerable raise in price since then.

We understand that Mr. Rawson desires an all stone exterior following the character of sketch submitted to him by us, a print of which is attached hereto. With this extra stone we expect that the increased cost can be held down to approximately \$15,000.00, which must be added to the above price.

If provisions are made for seven additional future stories, the cost will be increased approximately \$30,000.00.

Mr. Rawson also requests a monumental treatment for the lobby, which would probably take \$10,000.00 additional.

If all these items are included and the architects' fee of six per cent. added, it makes a grand total of \$490,780.00. Our estimates include full equipment of plumbing, heating and ventilation required to comply with the City Ordinance.

We have no way of establishing the laboratory equipment required and it will have to be added; and the same thing applies to systems of forced fan ventilation., if any is required.

We feel that building prices are now at the peak. We estimate they have raised approximately twenty per cent. since the first of January. We also think that we see symptoms indicating that the peak has been reached and we anticipate that if with the drawings completed and orders to let contracts at hand ready to act at the psychological moment, that we can let contracts for ten per cent. less than these figures between now and the end of the year.

Very truly yours,

MARSHALL & FOX,

By

Copy to
✓ Mr. Wallace Heckman

May 4, 1923. CWT-a

Re HANSON CLINICAL LABORATORIES:

Dr. Wilber E. Post,
122 South Michigan Avenue,
Chicago, Illinois.

Dear Sir:

Since our letter to you of March 17th, the drawings have been changed by increasing the area of the fifth floor, making it the same size as those below.

The building as now shown with the additional space on the fifth floor represents approximately \$408,100.00 additional cost. This amount is arrived at, using the same unit of cost as was used in the main up of our figure of \$385,000.00 on March 17th for the smaller building, though there has been a considerable rise in price since then.

We understand that Mr. Hanson desires an all stone exterior following the character of sketch submitted to him by us, a print of which is attached hereto. With this extra stone we expect that the increased cost can be held down to approximately \$15,000.00, which must be added to the above price.

If provisions are made for seven additional future stories, the cost will be increased approximately \$30,000.00.

Mr. Hanson also requests a monumental treatment for the lobby, which would probably take \$10,000.00 additional.

If all these items are included and the architect's fee of six per cent. added, it makes a grand total of \$490,760.00. Our estimates include full equipment of plumbing, heating and ventilation required to comply with the City Ordinance.

We have no way of establishing the laboratory equipment required and it will have to be added; and the same thing applies to systems of forced fan ventilation, if any is required.

We feel that building prices are now at the peak. We estimate they have raised approximately twenty per cent. since the first of January. We also think that we see symptoms indicating that the peak has been reached and we anticipate that it with the drawings completed and orders to let contracts at hand ready to set at the psychological moment, that we can let contracts for ten per cent. less than these figures between now and the end of the year.

Very truly yours,

MARSHALL & FOX,

By

Copy to
Mr. Wallace Hookman

-copy-

M4

May 5, 1923.

Messrs. Marshall & Fox,
221 N. Michigan Ave.,
Chicago, Ill.

RE: RAWSON LABORATORY BUILDING

Gentlemen:

Referring to your favor of the 4th instant, to Dr. Wilbur E. Post. This is to confirm and perhaps make a little more definite the general instructions, given you by Mr. T. E. Donnelley, Acting Chairman of the Committee on Buildings and Grounds of the University, to proceed as promptly as possible with the preparation of working plans and specifications and the taking of bids for the construction of the Rawson Laboratory Building.

In doing so we would like to have you take alternative bids on the following items:

- A. Stone exterior as shown in the plans accompanying your letter, and brick as previously planned.
- B. The additional cost if provision shall be made for seven additional stories.
- C. The additional cost of monumental treatment to the lobby.

Please ascertain if use of stone will delay construction and, if so, how much.

We will appreciate your advancing the matter as fast as possible, and will be glad to know how soon you can have the working drawings ready for the taking of bids and an estimate of how long a time thereafter it will take to secure bids.

Yours very truly,

WH:HF

Signed: Wallace Heckman.

M4

-copy-

May 6, 1933.

Respectfully,
W. H. Harrison
Chicago, Ill.

Gentlemen:

Referring to your favor of the 4th instant, to
Dr. William H. Harrison, this is to confirm and perhaps make
a little more definite the general instructions
given you by Mr. F. E. Donnelly, Acting Chairman of the
Committee on the part of the Board of Directors, to
proceed as promptly as possible with the preparation of
working plans and specifications and the taking of bids
for the construction of the Harrison Laboratory Building.

In doing so we would like to have you take
alternative bids on the following items:

- A. Stone exterior as shown in the
plans accompanying your letter,
and brick as previously planned.
- B. The additional cost of provision
shall be made for seven additional
stories.
- C. The additional cost of monumental
treatment to the lobby.

Please ascertain if use of stone will delay
construction and, if so, how much.

We will appreciate your attention to the matter
as fast as possible, and will be glad to know how soon
you can have the working drawings ready for the taking
of bids and an estimate of how long a time construction is
will take to secure bids.

Yours very truly,

W. H. Harrison

W.H.

-copy-

M4

July 3, 1923 GBH-d

M. Wallace Heckman,
1204, 134 South LaSalle Street,
Chicago.

Dear Sir:

We have completed the preliminary working drawings of the RAWSON LABORATORIES, a set of which drawings we are sending you herewith.

We have made a close approximate estimate of cost of the building as contemplated by these drawings, and enclose herewith a detailed statement of the make-up of said cost.

You will notice the total amount is \$447,560. This compares with our approximate figures given in letter to Dr. Wilbur E. Post, as of May 4th, which totaled \$433,000.

We have not as yet made up the cost of providing foundations and structural steel for the 7 future additional stories.

The estimate, you understand, of course, does not include any laboratory equipment or piping for such equipment or special ventilation. The estimate does not include alterations in the Senn Building.

Will you kindly make an examination of the drawings, ascertain if the cost of the work as based upon these drawings is within the funds available for the building, exclusive of the laboratory equipment and ventilation, and let us know whether we shall proceed on this basis; and also whether any funds will be available for provision for the future 7 additional stories?

Yours very truly,

MARSHALL & FOX

BY Lewis B. Walton (Signed)

1 ENCLOSURE

-copy-

July 5, 1923 DWH-4

M. Wallace Heckman,
1204, 134 South LaSalle Street,
Chicago.

Dear Sir:

We have completed the preliminary working drawings of the
RAWSON LABORATORIES, a set of which drawings we are sending
you herewith.

We have made a close approximate estimate of cost of the
building as contemplated by these drawings, and enclosed
herewith a detailed statement of the makeup of said cost.

You will notice the total amount is \$447,350. This compares
with our approximate figures given in letter to Dr. Wilbur
E. Post, as of May 4th, which totaled \$423,000.

We have not as yet made up the cost of providing foundations
and structural steel for the 7 future additional stories.

The estimate, you understand, of course, does not include
any laboratory equipment or piping for such equipment or
special ventilation. The estimate does not include alter-
ations in the main building.

Will you kindly make an examination of the drawings, and ac-
certain if the cost of the work as based upon these drawings is
within the funds available for the building, exclusive of
the laboratory equipment and ventilation, and let us know
whether we shall proceed on this basis; and also whether any
funds will be available for provision for the future 7 addi-
tional stories?

Yours very truly,

MARSHALL & FOX

By Lewis B. Walter (Signed)

1 ENCLOSURE

-copy-

Approximate cost of Rawson Laboratories to be built for University of Chicago, corner Harrison and Wood Streets, based on drawings prepared by Marshall & Fox, Architects, dated June 11, 1923.

Size of lot - 92 x 100

Floor area - 62,400 sq. ft.

Cubical contents - 820,000 cu. ft.

No provision for additional stories. Flat slab.

Total estimated cost, exclusive of architect's fee \$447,650.

General Conditions	29,700.
Wrecking & Pumping	2,200.
Excavation	9,900.
Sheet Piling and Shoring	3,850.
Concrete Walls and Footings	16,500.
Brick & Tile Walls	19,700.
Cut Stone Work	59,500.
Finished Cement Floors	11,900.
Waterproofing	250.
Reinforced Concrete and Fireproofing	71,500.
Tile Partitions	9,500.
Rough Carpentry	2,650.
Interior Wood Trim including metal coves at jambs and base	16,200.
Metal Windows	16,600.
Glass & Glazing	10,450.
Structural Steel	9,500.
Plastering	27,500.
Roofing	1,650.
Sheet Metal	1,650.
Painting	12,650.
Hardware	2,750.
Fire Escape	2,000.
Iron Other Than Structural, including fire escape doors and elevator doors	11,200.
Marble	3,850.
Terrazzo	1,100.
Elevators	24,200.
Ventilation	3,300.
Heating & Boilers	22,000.
Plumbing	27,500.
Lighting Fixtures	5,500.
Electric Wiring	11,000.

Total \$447,650.

Cubic foot cost based on above total cost \$.5475

Approximate cost of Newton Laboratories to be built for University of Chicago, corner Harrison and Wood Streets, based on drawings prepared by Marshall & Fox, Architects, dated June 11, 1935.

-copy-

Size of lot - 92 x 100
Floor area - 92,400 sq. ft.
Original contents - \$22,000 or 1%
No provision for additional storage. First class.

Total estimated cost, exclusive of architect's fee \$447,000.

General Conditions	\$2,700.
Wrecking & Pumping	2,200.
Excavation	2,200.
Sheet Piling and Shoring	2,200.
Concrete Walls and Footings	12,500.
Brick & Tile Walls	12,700.
Out Stone Work	22,200.
Finished Cement Floors	11,300.
Waterproofing	220.
Reinforced Concrete and Pipeprooling	71,200.
Tile Partitions	2,200.
Rough Carpentry	2,200.
Interior Wood Trim including metal covers at Jamba and base	12,200.
Metal Windows	12,200.
Glass & Glazing	10,400.
Structural Steel	2,200.
Plastering	27,200.
Roofing	1,200.
Sheet Metal	1,200.
Painting	12,200.
Hardware	2,750.
Pipe Casings	2,000.
Iron Other Than Structural, including fire escape doors and elevator doors	11,200.
Marble	2,200.
Terrazzo	1,100.
Elevators	24,200.
Ventilation	2,200.
Heating & Boilers	22,000.
Plumbing	27,200.
Lighting Fixtures	2,200.
Electric Wiring	11,200.

Total \$447,000.

Cable foot cost based on above total cost \$447,000.

M4
X

MEMORANDA NEW YORK SEPT. 27, 28. -1923

4:15 P.M. 27th. Left Rush Contract with Dr. A. Flexner indicating that it was very important not to change it if not absolutely necessary.

11:00 A.M. 28th Met Rose and Flexner at 61 Broadway. Flexner said he had several questions to raise and referred to the passage in which the University agreed to do what the Rush Charter defined as its purpose, and to several passages in which it was not indicated that the West Side work was to be postgraduate. I replied that that was intentional and was designed on the one hand to satisfy the Court that the University would fulfil the functions of Rush, and on the other hand to leave the University entire freedom for the future. Dr. Rose at once agreed that this was right and Flexner assented, provided the implications were not that undergraduate work would be done on the West Side. I assured him this was not the case and they then approved my telegram to Mr. Heckman

"Rush contract acceptable to Officers General Education Board. Please inform Martin at once."

Taking up the Professorship of Medicine, Dr. Rose said he wanted to say first that the University must treat their opinion as of no more weight than that of a man on the street; that the decisions rested with us and we must take the responsibility, the blame if it was wrong, the praise if it was right. I replied that I appreciated his saying this, but that we wanted to work with them. I then reported for Rose's benefit the visit of Post and myself to Blake and to Peabody, and our disposition now to turn to McLean. I stated frankly the objections to McLean, lacking initiative and persistence in research, lacking proved skill as clinician, and stated the plan

MEMORANDUM NEW YORK SEPT. 27, 1922

4:15 P.M. 27th. Left Rush Contract with Dr. A. Flexner

indicating that it was very important not to change it if not absolutely necessary.

11:00 A.M. 28th Met Rose and Flexner at 61 Broadway. Flexner said he had several questions to raise and referred to the passage in which the University agreed to do what the Rush Charter defined as its purpose, and to several passages in which it was not indicated that the West Side work was to be postgraduate. I replied that that was intentional and was designed on the one hand to satisfy the Govt that the University would fulfill the functions of Rush, and on the other hand to leave the University entire freedom for the future. Dr. Rose at once agreed that this was right and Flexner assented, provided the implications were not that undergraduate work would be done on the West Side. I assured him this was not the case and they then approved my telegram to Mr. Hackman

"Rush contract acceptable to Officers General Education Board. Please inform Martin at once."

Taking up the Professorship of Medicine, Dr. Rose said he wanted to say first that the University must treat their opinion as of no more weight than that of a man on the street; that the decision rested with us and we must take the responsibility, the blame if it was wrong, the praise if it was right. I replied that I appreciated his saying this, but that we wanted to work with them. I then reported for Rose's benefit the visit of Post and myself to Alaska and to Pasadena, and our disposition now to turn to McLean. I stated frankly the objections to McLean, lacking initiative and persistence in research, lacking proved skill as clinician, and stated the plan

which we had been led to formulate as follows,

- a) We try to develop research on a limited scale at once.
- b) Appoint McLean as Professor of Medicine and member of a Committee of Organization
- c) As fast as we can find them, appoint promising young men as research instructors and set them to work, - wherever best, - but with nucleus at Chicago.
- d) If necessary, provide temporary hospital facilities. President Illinois Central.
- e) McLean himself to arrange for research and clinical work.
- f) Best of these men added to faculty.
- g) At liberty to appoint other professors of Medical chairmanship left open.

Dr. Rose gave his entire assent to this program especially approving the plan of trying out a man before committing ourselves to him.

Dr. Flexner approved the whole program (in particular the beginning of research work by appointment of research instructors and not making McLean Dean), except the proposal to make McLean a professor of medicine. His objections were a) With a small hospital we could not have two professors of Medicine. This has been tried in various places and failed except when there were 400 beds and upwards. b) McLean has another place open to him, and would not be likely to accept the place at Chicago under these conditions.

He advised consulting Cole and Simon Flexner as to McLean's competence, saying that Cole would be altogether objective.

Incidentally he said that Woodyat was fully competent for the place at Chicago, and added various statements worth remembering but not recording.

I then called on Dr. Cole and put the whole case to him. He was at first doubtful about our plans of appointing research men, saying that there were plenty of places doing the work, but finally approved it. He considered long before expressing his opinion

not
the
that
he
about
McLean

which we had been led to formulate as follows.

- a) We try to develop research on a limited scale at once.
- b) Appoint McLean as Professor of Medicine and member of a Committee of Organization
- c) As fast as we can find them, appoint promising young men as research instructors and set them to work, - wherever best, - but with nucleus at Chicago.
- d) If necessary, provide temporary hospital facilities. President Illinois Central.
- e) McLean himself to arrange for research and clinical work.
- f) Best of these men added to faculty.
- g) At liberty to appoint other professors of Medical chairmanship left open.

Dr. Rose gave his entire assent to this program especially approving the plan of trying out a man before committing ourselves to him.

Dr. Flexner approved the whole program (in particular the beginning of research work by appointment of research instructors and not making McLean Dean), except the proposal to make McLean a professor of medicine. His objections were a) With a small hospital we could not have two professors of Medicine. This has been tried in various places and failed except when there were 400 beds and upwards. b) McLean has another place open to him, and would not be likely to accept the place at Chicago under these conditions. He advised consulting Cole and Simon Flexner as to McLean's competence, saying that Cole would be altogether objective.

Incidentally he said that Woodruff was fully competent for the place at Chicago, and added various statements worth remembering but not recording.

I then called on Dr. Cole and put the whole case to him. He was at first doubtful about our plans of appointing research men, saying that there were plenty of places doing the work, but finally approved it. He considered long before expressing his opinion

about McLean, but finally said that McLean ought to work quietly, that he ought not to have too much administrative work or be in the lime light, that on our plans of a research school there ought not to be a great deal of work of organization to do and that he ought to welcome our proposition to come to us expecting to give three-fourths of his time for the next three years to research and the oversight of younger men doing research and leave the future to develop itself--that if he would not do that he was not our man. He seemed to say that our criticisms of McLean were warranted. He disagreed with Flexner about it being impossible to have two professors of Medicine because of the impossibility of dividing the beds.

Cole promised to hold back McLean from accepting anything till he had heard from us, but without mentioning us and Flexner promised not to offer McLean the other position till we had reached our decision and had our say.

about McLean, but finally said that McLean ought to work quietly, that he ought not to have too much administrative work or be in the line light, that on our plans of a research school there ought not to be a great deal of work of organization to do and that he ought to welcome our proposition to come to us expecting to give three-fourths of his time for the next three years to research and the oversight of younger men doing research and leave the future to develop itself--that if he would not do that he was not our man. He seemed to say that our criticisms of McLean were warranted. He disagreed with Flexner about it being impossible to have two professors of Medicine because of the impossibility of dividing the beds.

Cole promised to hold back McLean from accepting anything till he had heard from us, but without mentioning us and Flexner promised not to offer McLean the other position till we had reached our decision and had our say.

Copy to Mr. Burton

FRANK BILLINGS
1550 NORTH STATE PARKWAY
CHICAGO

M 4
335488

November 10, 1923.

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

My dear Mr. Burton:

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

The committee has held many conferences with the architects and has submitted tentative floor plans from time to time, to the present heads of departments and other members of the faculty of Rush Medical College, to the President and some members of the Board of Managers of the Presbyterian Hospital, and to Mr. Frederick H. Rawson, Dr. Norman Bridge and others. On November 8, 1923, the committee held a conference with the architects and passed the following resolution:

RESOLVED: That the prepared plans for the Rawson Laboratory building are so far completed and satisfactory that the advisory committee approves them for submission and consideration to the President and Board of Trustees of the University of Chicago.

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

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

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

Very sincerely yours,

Frank Billings

FRANK HILLING
1225 NORTH STATE PARKWAY
CHICAGO

November 10, 1923.

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

My dear Mr. Burton:

On March 16, 1923, the Board of Trustees of the University of Chicago authorized the President of the University to appoint a committee to act in an advisory capacity with the architects in making building plans for the new laboratory to be erected by the University on the present site of the old building of Rush Medical College. Mr. Johnson appointed Drs. Dean D. Lewis, Wither A. Post, Ludwig Hekken, George A. Shambaugh and Frank Hilling (Chairman) members of the committee.

The committee has held many conferences with the architects and has submitted tentative floor plans from time to time, to the present heads of departments and other members of the faculty of Rush Medical College, to the President and some members of the Board of Managers of the Presbyterian Hospital, and to Mr. Frederick H. Lawson, Dr. Norman Bridge and others. On November 8, 1923, the committee held a conference with the architects and passed the following resolution:

RESOLVED: That the prepared plans for the Lawson Laboratory building are so far completed and satisfactory that the advisory committee approves them for submission and consideration to the President and Board of Trustees of the University of Chicago.

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

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

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

Very sincerely yours,

Frank Hilling

November 12, 1923.

My dear Dr. Billings:

I have your very important letter of November 10th and have also received the plans of the Rawson building. I shall bring the whole matter first before our Committee on Medical Affairs, and then with their recommendation, to the Board of Trustees. As the next meeting of the Board is on the 13th of December I shall hope to be able to report action by the middle of next month.

Very truly yours,

Dr. Frank Billings,
1550 N. State Parkway,
Chicago, Ill.

EDB:CB

Before taking up the matter with any committee I should like to talk the situation over with you. Could we meet at the University Club for luncheon at 1 o'clock Thursday, the 15th?

BS, & Trustees of Univ request a
Joint Com - to make recommendations
to the several Bds on all the points
covered by Dr. Billings letter

Call on Mr. Shaw - before meeting of the Bd

Appoint a Commission (or make up the Policy
of the Unit in respect to Rush Med
College & the Postgraduate School

Very truly yours,

Dr. Frank Billings,
1550 N. State Parkway,
Chicago, Ill.

EDB:CB

Before taking up the matter with
any committee I should like to talk the situa-
tion over with you. Could we meet at the Uni-
versity Club for luncheon at 1 o'clock Thurs-
day, the 12th?

MH

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

November 12, 1923

Members of the Medical Committee:

I think you will be interested in certain facts about the cost of hospital building which were given me recently by Mr. Abraham Flexner in New York.

When the plans for the medical school of Vanderbilt University at Nashville were first made a year or two ago, Mr. Coolidge, who is their architect, gave a general estimate that the buildings would cost between six or seven million dollars. When they were submitted to Mr. Flexner for advice, he called attention to the fact that on this basis the University would have only one or two million dollars to conduct the school. As a consequence the whole matter was reconsidered and the contracts have now been let for a hospital of 150 beds, with laboratories for both clinical and preclinical subjects, and a nurses' home, at a cost of \$1,990,000. The requirements, while different from those of our school, are in the totality of them not much less than ours.

Very truly yours,

EDB:HP

MM
The University of Chicago
CHICAGO, ILLINOIS
Office of the President

November 12, 1923

Members of the Medical Committee:

I think you will be interested in certain facts about the cost of hospital building which were given me recently by Mr. Abraham Flexner in New York.

When the plans for the medical school of Vanderbilt University at Nashville were first made a year or two ago, Mr. Coolidge, who is their architect, gave a general estimate that the buildings would cost between six or seven million dollars. When they were submitted to Mr. Flexner for advice, he called attention to the fact that on this basis the University would have only one or two million dollars to conduct the school. As a consequence the whole matter was reconsidered and the contracts have now been let for a hospital of 150 beds, with laboratories for both clinical and preclinical subjects, and a nurses' home, at a cost of \$1,990,000. The requirements, while different from those of our school, are in the totality of them not much less than ours.

Very truly yours,

EDB:HP

File

*Comment by
consequence*

M4

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

November 20, 1923

My dear Mr. Swift:

Mr. Hodgdon, of Coolidge & Hodgdon, calls my attention to the fact that his latest orders from the Board of Trustees in respect to the medical buildings were to suspend work. He has for sometime been giving to Dr. Seem and, since Dr. McLean's arrival, to Dr. McLean also, working space in his drafting rooms and the assistance of his staff. The matter has now however reached such a point that the expense involved is considerable, calling for the full time of two men.. He desires therefore an order authorizing him to resume work upon these plans. I assume that this would be under an already existing contract as to compensation for such work.

Very truly yours,

Mr. Harold H. Swift
Union Stock Yards
Chicago, Illinois

EDB:HP

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

November 20, 1923

My dear Mr. Swift:

Mr. Hodgson, of Oculist & Hodgson, calls my

attention to the fact that his latest orders from

the Board of Trustees in respect to the medical buildings

were to respond work. He has for sometime been giving to

Dr. Seon and, since Dr. Seon's arrival, to Dr. Seon

also, working space in his dressing room and the assist-

ance of his staff. The matter has now however reached

such a point that the expense involved is considerable,

belonging for the full time of two men. He desires

therefore an order authorizing him to resume work upon

these plans. I assume that this would be under an

already existing contract as to compensation for such

work.

Very truly yours,

Mr. Harold E. Swift
Union Stock Yards
Chicago, Illinois

EDS:RP

M4

November 20, 1923

My dear Mr. Hodgdon:

For my information and because I have had little to do with this phase of university business before, I should be glad to have a letter from you in which you state precisely how matters stand between your firm and the University in respect to the medical buildings.

1. If your correspondence shows it I should be glad to have a memorandum of the original order, and the terms of the agreement under which you took up the work.
2. A statement of when work was completed on the plans drawn for the buildings on the south side of the Midway.
3. What payments were made to you on account of those plans, and how the matter stands today.
4. What work has been done so far on the plans for building on the south side, and under what terms you understand we are acting, and what is the amount of our indebtedness to you up to date.

Please do not take this letter to convey anything except exactly what it states. I am only desirous of knowing just where we are before giving orders for further procedure.

As I am leaving for New York on Thursday, I should be glad if you could give me an answer to this letter by Thursday morning, sending it out by messenger, if necessary.

Very truly yours,

Mr. Charles Hodgdon
134 South La Salle Street
Chicago, Illinois

EDB:HP

M4

November 20, 1923

My dear Mr. Hodgdon:

For my information and because I have had little to do with this phase of university business before, I should be glad to have a letter from you in which you state precisely how matters stand between your firm and the University in respect to the medical buildings.

1. If your correspondence shows it I should be glad to have a memorandum of the original order, and the terms of the agreement under which you took up the work.
2. A statement of when work was completed on the plans drawn for the buildings on the south side of the Midway.
3. What payments were made to you on account of those plans, and how the matter stands today.
4. What work has been done so far on the plans for building on the south side, and under what terms you understand we are acting, and what is the amount of our indebtedness to you up to date.

Please do not take this letter to convey anything except exactly what it states. I am only desirous of knowing just where we are before giving orders for further procedure.

As I am leaving for New York on Thursday, I should be glad if you could give me an answer to this letter by Thursday morning, sending it out by messenger, if necessary.

Very truly yours,

Mr. Charles Hodgdon
134 South La Salle Street
Chicago, Illinois

EDB:HP

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

C O P Y

February 14, 1933.

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 \$2. If the work is not carried any further than at the present time, our charges for what we have already done will be \$37,863.00, of which we have received \$15,000.00.

Very truly yours,

(Signed) Coolidge & Hodgdon

M4
X

335631

COOLIDGE AND HODGDON
ARCHITECTS.

CHARLES A. COOLIDGE
CHARLES HODGDON

134 SOUTH LA SALLE STREET, CHICAGO

November 22, 1923.

Mr. Ernest D. Burton,
President, The University of Chicago,
Chicago, Ill.

Dear Mr. Burton:

Complying with what you asked of me today, namely, that we give you a memorandum of the terms of the existing agreement between the University of Chicago and this firm respecting our services as architects of the Hospital and Medical School for the University, I wish to say that this agreement (as well as every agreement we have had with the University that I can now recall) is oral, Mr. Ryerson and Mr. Hutchinson having told Mr. Coolidge, in this instance about April 1st, 1918 that this firm had been appointed architects for the Hospital and Medical School. Mr. Coolidge then stated to them that we would charge six per cent of the actual cost of the work for our services, payment to be made to us from time to time as the work on the drawings, etc. progressed. Messrs. Ryerson and Hutchinson said that our terms were accepted and ever since we have proceeded on those terms.

We proceeded actively with the studies, drawings and plans in 1918 and continued work on them until they were fully developed. The University has paid us from time to time a total of \$15,000, on account of our services, leaving, of course, a substantial balance due us.

We were instructed about August 5, 1921 to suspend work for the present and in April, 1923 we were directed to resume it and to prepare studies, drawings and plans for the proposed new location North of the Midway and West of Ellis Avenue. This work was carried on in accordance with the directions you gave us April 25, 1923, the details of which you know, and therefore it is unnecessary to do more than mention.

Now in accordance with your instructions to me this morning, we are going on with the work for the above location and we shall bear in mind the possibility recently brought to our attention that the buildings may be extended Westward beyond the site specified to us last spring.

As requested, I am enclosing copy of our letter dated February 14th, 1922.

Kindly let me know whether you desire any further details on this subject.

Yours very truly,

Coolidge + Hodgdon
C. Hodgdon

335631

COOLIDGE AND HODGSON
ARCHITECTS

124 SOUTH LA SALLE STREET, CHICAGO

November 22, 1922.

CHARLES A. COOLIDGE
CHARLES HODGSON

Mr. Ernest D. Burton,
President, The University of Chicago,
Chicago, Ill.

Dear Mr. Burton:

Complying with what you asked of me today, namely, that we give you a memorandum of the terms of the existing agreement between the University of Chicago and this firm respecting our services as architects of the Hospital and Medical School for the University, I wish to say that this agreement (as well as every agreement we have had with the University that I can now recall) is oral. Mr. Ryerson and Mr. Hutchinson having told Mr. Coolidge, in this instance about April 1st, 1918 that this firm had been appointed architects for the Hospital and Medical School. Mr. Coolidge then stated to them that we would charge six per cent of the actual cost of the work for our services, payment to be made to us from time to time as the work on the drawings, etc., progressed. Messrs. Ryerson and Hutchinson said that our terms were accepted and ever since we have proceeded on those terms.

We proceeded actively with the studies, drawings and plans in 1918 and continued work on them until they were fully developed. The University has paid us from time to time a total of \$15,000, on account of our services, leaving, of course, a substantial balance due us.

We were instructed about August 5, 1921 to suspend work for the present and in April, 1922 we were directed to resume it and to prepare studies, drawings and plans for the proposed new location North of the Midway and West of Ellis Avenue. This work was carried on in accordance with the instructions you gave us April 26, 1922, the details of which you know, and therefore it is unnecessary to do more than mention.

Now in accordance with your instructions to me this morning, we are going on with the work for the above location and we shall bear in mind the possibility recently brought to our attention that the buildings may be extended westward beyond the site specified to us last spring.

As requested, I am enclosing copy of our letter dated February 14th, 1922.

Kindly let me know whether you desire any further details on this subject.

Yours very truly,

Charles A. Coolidge
Charles Hodgson

M4
Harold H. Swift
Union Stock Yards
Chicago

November 27, 1923

Memo. to H. G. Grey
T. E. Donnelley
R. L. Scott
W. E. Post
J. Rosenwald
E. D. Burton ✓

Gentlemen:

On Sunday, November 25, H.H.S. called Mr. Fairweather on the phone and referred to the newspaper account of the application to Court to dissolve the partnership of Marshall and Fox, architects, asking where in Mr. Fairweather's opinion that left our work on the Rawson Laboratory. Mr. Fairweather replied that he was not clear; that both Marshall and Fox had worked on our plans, and that a Mr. Walton had chiefly represented them. It was agreed that he would informally draw out Mr. Walton as to the situation. Attach herewith copy of Mr. Fairweather's report.

In the same mail came a letter from Mr. Heckman, evidently dictated at the hospital, of which copies were sent to Messrs. Grey, Donnelley, Scott, and Post, raising the whole question as to our relationship to these architects.

As is known to the Committee, Mr. Heckman feels we have not had the best cooperation from the firm along the following lines:

1. Serious delay. This in part due to our insistence that they get up plans and specifications in such shape as to permit our asking bids on the outside and in such shape as will provide for the building which would suit our needs at the present time and also for building extra heavy foundations which would permit several stories to be added later if desired.
2. Mr. Heckman had a feeling that they were trying to secure instructions from Mr. Rawson and were deferring to him rather than working with us, who employed them.

M4

Chicago
Union Stock & Bond
Exchange

November 27, 1923

Memo. to H. G. Grey
T. E. Donnelley
R. L. Scott
W. E. Post
J. Rosenwald
E. D. Burton

Gentlemen:

On Sunday, November 25, H.H.S. called Mr. Fairweather on the phone and referred to the newspaper account of the application to Court to dissolve the partnership of Marshall and Fox, architects, asking where in Mr. Fairweather's opinion that left our work on the Rawson Laboratory. Mr. Fairweather replied that he was not clear; that both Marshall and Fox had worked on our plans, and that a Mr. Walton had chiefly represented them. It was agreed that he would informally draw out Mr. Walton as to the situation. Attach herewith copy of Mr. Fairweather's report.

In the same mail came a letter from Mr. Heekman, evidently dictated at the hospital, of which copies were sent to Messrs. Grey, Donnelley, Scott, and Post, raising the whole question as to our relationship to these architects. As is known to the Committee, Mr. Heekman feels we have not had the best cooperation from the firm along the following lines:

1. Serious delay. This in part due to our insistence that they get up plans and specifications in such shape as to permit our asking bids on the outside and in such shape as will provide for the building which would suit our needs at the present time and also for building extra heavy foundations which would permit several stories to be added later if desired.
2. Mr. Heekman had a feeling that they were trying to secure instructions from Mr. Rawson and were deferring to him rather than working with us, who employed them.

I have checked the terms of Mr. Rawson's gift and quote herewith paragraph from his letter of June 15, 1917:

"While not making this paragraph a condition of the gift, I would very much appreciate it if you would employ as architect for this laboratory Mr. Benjamin H. Marshall of the architectural and engineering firm of Marshall & Fox, whom I regard very highly as an architect. His work in Chicago and elsewhere is so well known that I feel sure all the Trustees are familiar with it."

Incidentally, H.H.S. met Mr. Rawson in the Chicago Club at luncheon during the summer and discussed the Rawson Laboratory and said that he felt we had not had the best support and cooperation from the architects. Mr. Rawson said he regretted that situation and if we wanted support from him in the matter, he would be very glad to be of service if we would indicate the line to pursue.

Shall be glad if Mr. Donnelley, in the double capacity of member of the Medical Committee and vice chairman of Buildings & Grounds (and acting chairman in absence of Mr. Hutchinson) will accept responsibility for this situation, perhaps discussing with Mr. Rawson and making it the occasion for a new understanding with Mr. Marshall, carrying with it the definite inference or statement that we had not been fully satisfied in the past and shall expect better service in the future.

I have checked the terms of Mr. Rawson's gift and quote

herewith paragraph from his letter of June 15, 1917:

"While not making this paragraph a condition of the gift, I would very much appreciate it if you would employ as architect for this laboratory Mr. Benjamin H. Marshall of the architectural and engineering firm of Marshall & Fox, whom I regard very highly as an architect. His work in Chicago and elsewhere is as well known that I feel sure all the Trustees are familiar with it."

Incidentally, H.H.S. met Mr. Rawson in the Chicago Club

at luncheon during the summer and discussed the Rawson Laboratory and said that he felt we had not had the best support and cooperation from the architects. Mr. Rawson said he regretted that situation and if we wanted support from him in the matter, he would be very glad to be of service if we would indicate the line to pursue.

Shall be glad if Mr. Donnelly, in the double capacity

of member of the Medical Committee and vice chairman of Buildings & Grounds (and acting chairman in absence of Mr. Hutchinson) will accept responsibility for this situation, perhaps discussing with Mr. Rawson and making it the occasion for a new understanding with Mr. Marshall, carrying with it the definite inference or statement that we had not been fully satisfied in the past and shall expect better service in the future.

THE UNIVERSITY OF CHICAGO
230 So. Clark St.
C H I C A G O

November 26, 1923

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Illinois.

My dear Mr. Swift:

I conferred this morning with Mr. Walton, an engineer of the firm of Marshall and Fox, through whom we have had most of our dealing with that firm. Mr. Walton tells me that he represents Mr. Marshall; that both Mr. Marshall and Mr. Fox have worked on the plans. He thought the facts behind the newspaper story should give the University no concern about the normal progress of the firm's work with respect to the Rawson Building. What the facts behind the newspaper stories are Mr. Walton did not volunteer.

Mr. Walton states that his understanding regarding the present status of the work in his office is as follows: Mr. Fox returned from a meeting of the Medical Committee at which, he says, Dr. Post was present. This was about three weeks ago. Dr. Post indicated to him that the plans had been practically approved by the Medical Committee and would have to go to the Board of Trustees for formal adoption before any instructions could issue to Marshall and Fox for the taking of bids. Mr. Walton understands that his firm is, therefore, waiting for some additional instructions from the University. If the status of this matter is not clear to you, I shall, if you wish, confer with Dr. Post and see where he understands the matter now rests.

Mr. Walton also indicated that he could not say more than I have given you above, and that if any interference with the work should develop, he would suggest that a conference be arranged between a representative of the University, Mr. Rawson, and representatives of the two architects.

My approach to Mr. Walton was on the ground of a private and personal inquiry, such as we talked about last evening over the telephone.

Mr. Silas Strawn, the attorney, called me this morning to say that the newspaper comments concerning the firm of Marshall and Fox were based upon a slight tempermental difficulty which he expected would be adjusted shortly, and that in any event, he hoped that it would not give the University any concern regarding the work which this firm had in progress for the University.

Yours very truly,

G. O. FAIRWEATHER

GOF HF

G. O. FAIRWEATHER

Yours very truly,

which this firm had in progress for the University. that it would not give the University any concern regarding the work expected would be adjusted shortly, and that in any event, he hoped and Fox were based upon a slight temperamental difficulty which he to say that the newspaper comments concerning the firm of Marshall Mr. Silas Strawn, the attorney, called me this morning over the telephone.

private and personal industry, such as we talked about last evening My approach to Mr. Walton was on the ground of a

sentatives of the two architects. work should develop, he would suggest that a conference be arranged between a representative of the University, Mr. Rawson, and representative of the two architects. than I have given you above, and that if any interference with the Mr. Walton also indicated that he could not say more

understands the matter now rests. You, I shall, if you wish, confer with Dr. Post and see where he from the University. If the status of this matter is not clear to that his firm is, therefore, waiting for some additional instructions to Marshall and Fox for the taking of bids. Mr. Walton understands of Trustees for formal adoption before any instructions could issue approved by the Medical Committee and would have to go to the Board Dr. Post indicated to him that the plans had been practically he says, Dr. Post was present. This was about three weeks ago. Mr. Fox returned from a meeting of the Medical Committee at which the present status of the work in his office is as follows: Mr. Walton states that his understanding regarding

the newspaper stories are Mr. Walton did not volunteer. work with respect to the Rawson Building. What the facts behind the University no concern about the normal progress of the firm's plans. He thought the facts behind the newspaper story should give Mr. Marshall; that both Mr. Marshall and Mr. Fox have worked on the our dealing with that firm. Mr. Walton tells me that he represents of the firm of Marshall and Fox, through whom we have had most of I conferred this morning with Mr. Walton, an engineer

My dear Mr. Swift:

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Illinois.

November 26, 1923

THE UNIVERSITY OF CHICAGO
230 So. Clark St.
CHICAGO

COPY - HGG TED RLS WEP JR EDB

(From Harold H. Swift)

Copy - HGG TED RLS WEP JR EDB (From Harold H. Swift)

THE UNIVERSITY OF CHICAGO
230 So. Clark St.
Chicago.

November 26, 1923

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

Dear Mr. Swift:

In view of the dissolution of the firm of Marshall and Fox, which has been announced, it might be well --

- (A) To ascertain whether Marshall and Fox have proceeded to carry out the instructions of the University as to the preparation of building plans and specifications from which bids could be taken, (including provision for alternative bids);
- (B) The precise extent to which that has progressed up to this time;
- (C) After receiving that information the Medical Committee and Mr. Donnelley might well confer as to what course ought to be pursued, i.e. whether Marshall and Fox, or either of them, shall proceed with the work. (Mr. Rawson, as I recall it, merely expressed a preference that they do the work. The provisions of the gift did not require it.)

Perhaps it might be well for Mr. Donnelley or some other member of the Committee to confer with Mr. Rawson on the subject, advising him of the course you are pursuing in the above particulars.

Some such action as the above seems desirable since -

- (1) Things are apparently at a stand-still;
- (2) The present situation leaves the University quite at liberty to take whatever course it deems best.
- (3) Marshall or Fox, by going forward under instructions of some member of the Committee, might think they had acquired some right to proceed, thus depriving the University of the present advantageous position it is in with respect to their further employment.

Very truly yours,

WH:EB

WALLACE HECKMAN (B)

Copies to Dr. Post
Mr. Grey
Mr. Donnelley
Mr. Scott

(Dictated but not read)

(Dictated but not read)

Mr. Scott
Mr. Donnelley
Mr. Grey
Copies to Dr. Post
WH:EB

WALLACE HECKMAN (B)

Very truly yours,

(3) Marshall or Fox, by going forward under instructions of some member of the Committee, might think they had acquired some right to proceed, thus depriving the University of the present advantageous position it is in with respect to their further employment.

(2) The present situation leaves the University quite at liberty to take whatever course it deems best.

(1) Things are apparently at a stand-still;

Some such action as the above seems desirable since -

particulars. subject, advising him of the course you are pursuing in the above other member of the Committee to confer with Mr. Rawson on the Perhaps it might be well for Mr. Donnelley or some

it.)

(C) After receiving that information the Medical Committee and Mr. Donnelley might well confer as to what course ought to be pursued, i.e. whether Marshall and Fox, or either of them, shall proceed with the work. (Mr. Rawson, as I recall it, merely expressed a preference that they do the work. The provisions of the gift did not require

(B) The precise extent to which that has progressed up to this time;

(A) To ascertain whether Marshall and Fox have proceeded to carry out the instructions of the University as to the preparation of building plans and specifications from which bids could be taken, (including provision for alternative bids);

and Fox, which has been announced, it might be well -- In view of the dissolution of the firm of Marshall

Dear Mr. Swift:

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

November 26, 1923

Chicago.
230 So. Clark St.
THE UNIVERSITY OF CHICAGO

Copy - HGG TPD RLS WEP JR EDB (From Harold H. Swift)

Copy - HGG TED WLS WEP JR EDB

(From Harold H. Swift)

THE UNIVERSITY OF CHICAGO
230 So. Clark Street
C H I C A G O

October 19, 1923

Marshall & Fox,
721 N. Michigan Ave.,
Chicago, Ill.

Attention L. B. Walton

Gentlemen:

Referring to your favor of October 16, the supposition that in the preparation of working plans and specifications for the Ransom Laboratories in accordance with my letter to you of August 29, paragraph No.2 of "B" reading "additional cost if provisions shall be made so that seven additional stories can be built later" has been changed to five stories is an error.

Mr. Flock advises me that he has not intended to and has not, so far as he knows, communicated any such instructions or information. As a matter of fact, so that you understand the situation, Mr. Flock is not authorized to change instructions given from this office. I trust this makes the situation clear.

Very truly yours,

(Sgd.) WALLACE HECKMAN

WH AG

(From Harold H. Swift)

Copy - HGG TED WLS WEP JR EDB

THE UNIVERSITY OF CHICAGO
230 So. Clark Street
CHICAGO

October 19, 1933

Marshall & Fox,
721 N. Michigan Ave.,
Chicago, Ill.

Attention L. B. Walton

Gentlemen:

Referring to your favor of October 16, the
supposition that in the preparation of working plans and
specifications for the Ramsey Laboratories in accordance with
my letter to you of August 29, paragraph No. 2 of "B" reading
"additional cost if provisions shall be made so that seven
additional stories can be built later" has been changed to
five stories is an error.

Mr. Flook advises me that he has not intended
to and has not, so far as he knows, communicated any such
instructions or information. As a matter of fact, so that
you understand the situation, Mr. Flook is not authorized to
change instructions given from this office. I trust this
makes the situation clear.

Very truly yours,

(Sgd.) WALLACE HECKMAN

WH AG

Copy - HGG TED ELS WEP JR EDB

(From Harold H. Swift)

THE UNIVERSITY OF CHICAGO
230 So. Clark Street
C H I C A G O

August 29, 1923

Marshall & Fox,
721 No. Michigan Ave.,
Chicago, Ill.

Gentlemen:

RE: RAWSON LABORATORY BUILDING

Referring to your favor of July 25: The situation has not changed materially since the date of my letter of May 5.

I am instructed to advise you that we should be glad to have you proceed as promptly as possible with the preparation of working plans and specifications in sufficient detail so that bids can be taken for the construction of the Rawson Laboratory. We should like to have you prepare them so that alternative bids can be taken on the following items:

- A.
 - 1. Stone exterior, as shown in the plans you sent;
 - 2. Or brick, as previously planned;
- B.
 - 1. As shown by the plans;
 - 2. Additional cost, if provision shall be made so that seven additional stories can be built later;
- C.
 - 1. Cost with monumental treatment of the lobby, as shown in the plans;
 - 2. Cost with dignified, appropriate treatment but not monumental.

We understand that this will involve additional cost, which I understood from Mr. Walton over the telephone would be probably between \$500 and \$1,000. We shall desire a consultation before the actual taking of the bids is proceeded with.

Very truly yours,

(Sgd.) WALLACE HECKMAN

WH EB

(From Harold H. Swift)

Copy - HGG TRD WLS WEP JR EDB

THE UNIVERSITY OF CHICAGO
230 So. Clark Street
CHICAGO

August 22, 1933

Marshall & Fox
731 No. Michigan Ave.,
Chicago, Ill.

RE: RAWSON LABORATORY BUILDING

Gentlemen:

Referring to your favor of July 25: The situation has not changed materially since the date of my letter of May 8.

I am instructed to advise you that we should be glad to have you proceed as promptly as possible with the preparation of working plans and specifications in sufficient detail so that bids can be taken for the construction of the Rawson Laboratory. We should like to have you prepare them so that alternative bids can be taken on the following items:

A.
1. Stone exterior, as shown in the plans you sent;

2. Or brick, as previously planned;

B.
1. As shown by the plans;
2. Additional cost, if provision shall be made so that seven additional stories can be built later;

C.
1. Cost with monumental treatment of the lobby, as shown in the plans;
2. Cost with dignified, appropriate treatment but not monumental.

We understand that this will involve additional cost, which I understand from Mr. Wilson over the telephone would be probably between \$500 and \$1,000. We shall desire a consultation before the actual taking of the bids is proceeded with.

Very truly yours,

(Sgd.) WALLACE NECKMAN

WH EB

Copy - HGG TED RLS WEP JR EDB (From Harold H. Swift)

THE UNIVERSITY OF CHICAGO
#230 So. Clark Street
C H I C A G O

May 5, 1923.

Messrs. Marshall & Fox,
721 North Michigan Ave.,
Chicago, Ill.

Gentlemen:

RE: RAWSON LABORATORY BUILDING

Referring to your favor of the 4th instant, to Dr. Wilber E. Post. This is to confirm and perhaps make a little more definite the general instructions, given you by Mr. T. E. Donnelley, Acting Chairman of the Committee on Buildings and Grounds of the University, to proceed as promptly as possible with the preparation of working plans and specifications and the taking of bids for the construction of the Rawson Laboratory Building.

In doing so we would like to have you take alternative bids on the following items:

- A. Stone exterior as shown in the plans accompanying your letter, and brick as previously planned.
- B. The additional cost if provision shall be made for seven additional stories.
- C. The additional cost of monumental treatment to the lobby.

Please ascertain if use of stone will delay construction and, if so, how much.

We will appreciate your advancing the matter as fast as possible, and will be glad to know how soon you can have the working drawings ready for the taking of bids and an estimate of how long a time thereafter it will take to secure bids.

Yours very truly,

(Sgd.) WALLACE HECKMAN

WH HF

Copy - HGG TRD RLS WEP JR KDB (From Harold H. Swift)

THE UNIVERSITY OF CHICAGO
#230 So. Clark Street
CHICAGO

May 5, 1933.

Messrs. Marshall & Fox,
721 North Michigan Ave.,
Chicago, Ill.

Gentlemen:

RE: RAWSON LABORATORY BUILDING

Referring to your favor of the 4th instant, to
Dr. Wilbur E. Post. This is to confirm and perhaps make a little
more definite the general instructions given you by Mr. T. E.
Donnelley, Acting Chairman of the Committee on Buildings and
Grounds of the University, to proceed as promptly as possible
with the preparation of working plans and specifications and
the taking of bids for the construction of the Rawson Labora-
tory Building.

In doing so we would like to have you take
alternative bids on the following items:

- A. Stone exterior as shown in the
plans accompanying your letter,
and brick as previously planned.
- B. The additional cost if provision
shall be made for seven additional
stories.
- C. The additional cost of monumental
treatment to the lobby.

Please ascertain if use of stone will delay
construction and, if so, how much.

We will appreciate your advancing the matter as
fast as possible, and will be glad to know how soon you can
have the working drawings ready for the taking of bids and an
estimate of how long a time thereafter it will take to secure
bids.

Yours very truly,

(Sgd.) WALLACE HEGEMAN

WH HP

The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, 124 SOUTH LA SALLE ST.
TELEPHONE FRANKLIN 214

ROOM 1838, 230 SOUTH CLARK ST.
TELEPHONE DEARBORN 9312

DECEMBER THIRD

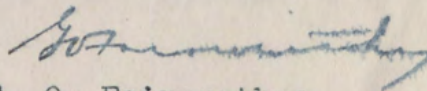
1 9 2 3

President E. D. Burton
The University of Chicago

My dear Dr. Burton:

I am sending herewith a copy of my letter to Mr. Donnelley. If I have not given him the substance of the situation, will you kindly advise me, or him directly.

Yours very truly,



G. O. Fairweather

GOF:HF

M 4
335684

1

THE UNIVERSITY OF CHICAGO

OFFICE OF THE DEAN AND CHANCELLOR

CHICAGO, ILL.

1900

President E. B. Burton
The University of Chicago

My dear Mr. Burton:

I am sending herewith a copy of my letter to
Mr. Connelley. If I have not given him the substance
of the situation, will you kindly advise me, or him
directly.

O. O. Palmer

DECEMBER THIRD

1 9 2 3

Mr. T. E. Donnelley
731 Plymouth Court
Chicago, Illinois

My dear Mr. Donnelley:

Confirming my telephone conversation with you a few days ago, regarding the status of the Rawson Laboratory Building plans: I have since conferred with President Burton. He advises me that the facts are substantially as I outlined them to you, namely: the Medical Committee has approved the plans subject to modifications that may yet be proposed as a result of a conference to be had between representatives of the co-operating institutions. This conference is concerned with matters of operating co-operation. The President either has or will appoint representatives to such a conference. When the conference has reported and the plans have been revised accordingly, I understand that the matter will be ready for the action of the Committee on Buildings and Grounds.

Yours very truly,

GOF:HF

G. O. Fairweather

DECEMBER THIRD
1 2 3

Mr. F. E. Donnelly
731 Plymouth Court
Chicago, Illinois

My dear Mr. Donnelly:

Confirming my telephone conversation with you a few days ago, regarding the status of the League of Nations Building plans, I have since conferred with President Burton. He advises me that the facts are substantially as I outlined them to you, namely: the Medical Committee has approved the plans subject to modifications that may yet be proposed as a result of a conference to be had between representatives of the co-operating institutions. This conference is concerned with matters of operating co-operation. The President either has or will appoint representatives to such a conference. When the conference has reported and the plans have been revised accordingly, I understand that the matter will be ready for the action of the Committee on Buildings and Grounds.

Yours very truly,

G. O. Patterson

GOF:HP

W. H. H. H.
File
M4
X
December 4, 1923

Dear President Burton:

On the basis of the contracts which have recently been let for the building of the new medical school and hospital of Vanderbilt University at Nashville, Tennessee, it is now possible to make a preliminary estimate of the cost of carrying out the building scheme proposed for the University of Chicago.

The Nashville plans include 4,789,000 cubic feet, including a hospital of 160 beds, with a dispensary, space for administration and service, laboratories and class rooms for all the departments of the medical school, a nurses' home for 100 nurses, ~~and~~ a power house, and a tunnel from the power house over 800 feet long.

Contracts for the above have recently been let as follows:

For general construction	\$1,994,879.00
For mechanical equipment and installation	<u>713,134.00</u>
Total	\$2,708,013.00

Average cost per cubic foot \$0.565

The above does not include fees and expenses of the architects, nor does it include fees and expenses of the consulting architect. It includes from \$80,000 to \$90,000 for fixed mechanical equipment (kitchens, refrigerating machinery, ice boxes, etc.), but does not include the usual movable equipment of the hospital and laboratories.

Accurate figures will be obtained from the contractors who have undertaken the above work as to the cost of duplicating the above plant in Chicago at present building costs, as it is felt that such figures will give the best indication as to the probable cost of the University's building project, on account of the similarity of the requirements and of the building standards involved in the two projects.

Until such figures are available it may be roughly estimated that it would cost 80 cents per cubic foot to duplicate the above plant in Chicago, this figure being based on the relative costs of labor in Nashville and in Chicago, and on the proportion of the total cost of the building absorbed by labor costs. (Common labor is \$0.28 per hour in Nashville and \$0.60 in Chicago) On this basis the cost of a duplicate plant in Chicago would be estimated as follows:

General and mechanical work	\$3,831,200.00
Architect's fee - 8% of above	229,872.00
Consultant's fee, as per contract	<u>12,500.00</u>
Total for 4,789,000 cubic feet	\$4,073,572.00

M4
X

December 4, 1923

Mr. [unclear]

Dear President Burton:

On the basis of the contracts which have recently been let for the building of the new medical school and hospital of Vanderbilt University at Nashville, Tennessee, it is now possible to make a preliminary estimate of the cost of carrying out the building scheme proposed for the University of Chicago.

The Nashville plans include 1,782,000 cubic feet, including a hospital of 180 beds, with a dispensary, space for administration and service, laboratories and class rooms for all the departments of the medical school, a nurses' home for 100 nurses, and a power house, and a tunnel from the power house over 800 feet long.

Contracts for the above have recently been let as follows:

\$1,924,872.00	For general construction
713,134.00	For mechanical equipment and installation
\$2,708,016.00	Total

Average cost per cubic foot \$0.582

The above does not include fees and expenses of the architect, nor does it include fees and expenses of the consulting architect. It includes from \$80,000 to \$90,000 for fixed mechanical equipment (kitchens, refrigerating machinery, ice boxes, etc.), but does not include the usual movable equipment of the hospital and laboratories.

Accurate figures will be obtained from the contractors who have undertaken the above work as to the cost of duplicating the above plant in Chicago at present building costs, as it is felt that such figures will give the best indication as to the probable cost of the University's building project, on account of the similarity of the requirements and of the building standards involved in the two projects.

Until such figures are available it may be roughly estimated that it would cost 80 cents per cubic foot to duplicate the above plant in Chicago, this figure being based on the relative costs of labor in Nashville and in Chicago, and on the proportion of the total cost of the building absorbed by labor costs. (Common labor is \$0.28 per hour in Nashville and \$0.80 in Chicago). On this basis the cost of a duplicate plant in Chicago would be estimated as follows:

\$2,881,200.00	General and mechanical work
229,872.00	Architect's fee - 8% of above
12,908.00	Consultant's fee, as per contract
\$3,124,080.00	Total for 1,782,000 cubic feet

The above is exclusive of all movable equipment for hospital and laboratories, and of such expenses as the University must meet on account of travel, etc.

The requirements of the University will be of a somewhat different character, but the standards of construction will be similar, as in the Nashville plans the utmost economy has been practiced in interior finish, mechanical equipment, etc. It is thought, therefore, that the figure of 80 cents per cubic foot (subject to revision) may fairly be taken for a preliminary estimate based on the University's requirements.

The Senate Committee has estimated the requirements for the University's building project at 4,600,000 cubic feet. This includes a hospital of 200 beds, dispensary, administration, service, and laboratories and class rooms for the clinical departments and for the departments of Pathology, Physiology, and Pharmacology. It does not include a Nurses' Home, or space for the Medical library, or the Departments of Anatomy, Bacteriology, or Physiological Chemistry.

Based on the rough estimate of 80 cents per cubic foot it would probably cost, to carry out the Senate Committee's proposed requirements;

General and mechanical work		
4,600,000 cu. ft. at \$0.80		\$3,680,000.
Architect's fees - 8% of above		220,800.
Consultant's fee		12,500.
Total		\$3,913,300

Exclusive of movable equipment.

Provided that alterations and additions in the power house necessary to take care of the increased load are not to be included in the medical school and hospital estimates, some saving in the above may be effected, since the above estimate would include considerable expensive mechanical equipment which it would be unnecessary for the University to include. It would not be wise, however, to count on any material saving from this source.

It is further assumed that it will not be possible to reduce the above cost by economy in building, as such economies as are possible have been carried out to the utmost in the Nashville plans.

It seems probable, therefore, that any material reduction in the above cost can be obtained only by a revision of the space requirements. It is felt that the University should proceed at once with its building program, even if the estimated requirement of 4,600,000 cubic feet cannot be provided in the initial building operations. To this end it would seem wise for the Trustees to set a limit, either in cubic feet, or in total cost, for the initial building operations, and to cut the requirements to come within this limit. If this is done it will be possible to proceed at once with plans, without fear of abandonment or indefinite postponement of building on account of high costs.

The above is exclusive of all movable equipment for hospital and laboratories, and of such expenses as the University must meet on account of travel, etc.

The requirements of the University will be of a somewhat different character, but the standards of construction will be similar, as in the Nashville plans the utmost economy has been practiced in interior finish, mechanical equipment, etc. It is thought, therefore, that the figure of 80 cents per cubic foot (subject to revision) may fairly be taken for a preliminary estimate based on the University's requirements.

The Senate Committee has estimated the requirements for the University's building project at \$4,800,000 cubic foot. This includes a hospital of 200 beds, dispensary, administration, service, and laboratories and class rooms for the clinical departments and for the departments of Pathology, Physiology, and Pharmacology. It does not include a Nurses' Home, or space for the Medical Library, or the Departments of Anatomy, Bacteriology, or Physiological Chemistry.

Based on the rough estimate of 80 cents per cubic foot it would probably cost, to carry out the Senate Committee's proposed requirements:

General and mechanical work	\$4,800,000 cu. ft. at \$80
Architect's fees - 8% of above	384,000
Consultant's fee	12,500
Total	\$5,196,500

Exclusive of movable equipment.

It is further assumed that it will not be possible to reduce the above cost by economy in building, as such economies as are possible have been carried out to the utmost in the Nashville plans. It would include considerable expensive mechanical equipment which it would be unnecessary for the University to include. It would not be wise, however, to count on any material saving from this source.

It is further assumed that it will not be possible to reduce the above cost by economy in building, as such economies as are possible have been carried out to the utmost in the Nashville plans.

It seems probable, therefore, that any material reduction in the above cost can be obtained only by a revision of the space requirements. It is felt that the University should proceed at once with the building program, even if the estimated requirement of \$4,800,000 cubic feet cannot be provided in the initial building operations. To this end it would seem wise for the Trustees to set a limit, either in cubic feet, or in total cost, for the initial building operations, and to out the requirements to come within this limit. If this is done it will be possible to proceed at once with plans, without fear of abandonment or indefinite postponement of building on account of high costs.

The following are personal suggestions as to possible procedure. In all of them the general principle has been followed of maintaining unimpaired the purposes of the development, together with the quality of the work to be undertaken, the revisions dealing mainly with the scope of the work to be included in the initial plans. Moreover, in adopting and carrying out any of these plans, provision would be included in the general plan for ultimate expansions to cover the whole scope at present contemplated.

1) Revision of requirements to meet immediate needs only.

In estimating requirements due allowance has been made for normal growth during the next few years, without requiring additional building. Without seriously affecting the scope of the work to be undertaken, or the purposes of the development of the school, these requirements can be revised to meet the bare needs of the departments during the first years of operation. The ultimate success of this plan would depend on the provision of frequent additions, as needed, even though additional construction were called for within two or three years of the completion of the initial buildings.

The following are specific suggestions as to possible revisions under this plan:

- a) Reduce number of beds to 160
- b) Cut Pathology Building to needs of hospital only, the remainder of Pathology to remain in Ricketts, as at present.
- c) Cut requirements of Physiology and Pharmacology to meet immediate needs only
- d) Cut Billings Library to reading room only. House remainder of Billings Library with General Medical Library (suggest first floor present Physiology Building temporarily)
- e) Postpone building of amphitheatre or large assembly hall
- f) Cut down quarters for resident staff, and certain other administrative and service units to meet revised bed capacity.
- g) Cut down dispensary to meet immediate requirements only
- h) Cut down laboratory space for clinical departments to meet immediate needs only.

It will be seen, that although the purposes of the school, the scope of the work, etc., may be inaugurated, and may temporarily go on unchanged with the above revisions, none of the revisions is desirable, and some are uneconomical in the long run.

I estimate that by following a general scheme of revision, on the principles laid down above, the requirements may be cut to 3,600,000 cubic feet. The probable cost would then be as follows:

The following are personal suggestions as to possible procedure. In all of them the general principle has been followed of maintaining unimpaired the purposes of the development, together with the quality of the work to be undertaken, the revisions dealing mainly with the scope of the work to be included in the initial plan. Moreover, in adopting and carrying out any of these plans, provision would be included in the general plan for ultimate expansions to cover the whole scope of present contemplated.

1) Revision of requirements to meet immediate needs only.
In estimating requirements due allowance has been made for normal growth during the next few years, without requiring additional building. Without seriously affecting the scope of the work to be undertaken, or the purposes of the development of the school, these requirements can be revised to meet the bare needs of the departments during the first year of operation. The ultimate success of this plan would depend on the provision of frequent additions, as needed, even though additional construction were called for within two or three years of the completion of the initial building.

The following are specific suggestions as to possible revisions under this plan:

- a) Reduce number of beds to 180
- b) Cut Pathology Building to needs of hospital only, the remainder of Pathology to remain in Richards, as at present.
- c) Cut requirements of Physiology and Pharmacology to meet immediate needs only
- d) Cut Billings Library to reading room only. Remove remainder of Billings Library with General Medical Library (suggest first floor present Physiology Building temporarily)
- e) Postpone building of amphitheatre or large assembly hall
- f) Cut down quarters for resident staff, and certain other administrative and service units to meet revised bed capacity.
- g) Cut down dispensary to meet immediate requirements only
- h) Cut down laboratory space in clinical departments to meet immediate needs only.

It will be seen, that although the purpose of the school, the scope of the work, etc., may be maintained, and may temporarily go on unchanged with the above revisions, none of the revisions is desirable, and some are unworkable in the long run.

I estimate that by following a general scheme of revision, on the principles laid down above, the requirements may be cut to 2,800,000 cubic feet. The probable cost would then be as follows:

General and mechanical work	
3,800 000 cubic feet at \$0.80	\$2,880,000.
Architect's fee, 6% of above	172,800.
Consultant's fee	\$ 12,500.

Total	\$3,065,300
-------	-------------

Exclusive of movable equipment.

2) Revision of scope of work to be undertaken at once.

If further savings are necessary, it would seem that they can be accomplished only by a revision of the scope of work to be undertaken. The specialties (Ophthalmology, Otolaryngology, Pediatrics, Dermatology, Neurology) may be eliminated as a part of the initial plan, as Obstetrics has already been eliminated. This would leave only General Medicine and General Surgery, and would require special arrangements at Rush Medical College or elsewhere for clinical work in these subjects eliminated for candidates for the M.D. degree, until these specialties can be provided for.

While the disadvantages of this plan are obvious, it would still be possible for the University to maintain the Departments of Medicine and Surgery as University Departments, with the same purposes within those departments as are now contemplated. This plan would permit of a still further reduction in bed capacity, and a corresponding reduction in other facilities, bringing down the cost of initial building operations to, say \$2,500,000.

3) Maximum revision of scope of work to be undertaken at present.

If still further revision is necessary, it may be carried out by providing, at present, hospital facilities for the Department of Medicine alone. In this case the Department of Medicine would function as a University Department, but the greater part of the clinical work for the M.D. degree would continue to be carried on at Rush Medical College. The Department of Medicine, with, say, 60 to 75 beds, would give some undergraduate instruction, but would concentrate mainly on special students, graduate or undergraduate, and on research. This plan could probably be carried out at an initial cost of less than \$2,000,000 including provision for the laboratory departments as at present contemplated, and for ultimate expansion into a complete medical school, as funds became available.

It will be noted that the above estimates and suggestions are based on the recommendations of the Senate Committee, and do not consider any additions to their plan that might be desirable in case the entire project is to be undertaken at once. In case operations of the magnitude suggested by the Senate Committee are to be undertaken, I wish to reserve certain specific recommendations as to revisions of their proposal.

Very truly yours,
(Signed) Franklin C. McLean

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

General and mechanical work	
3,800 cubic feet at \$0.80	\$3,040.00
Architect's fee, 8% of above	243.20
Consultant's fee	172.80
	\$3,456.00
Total	\$3,628.80

Exclusive of movable equipment.

2) Revision of scope of work to be undertaken at once.

If further savings are necessary, it would seem that they can be accomplished only by a revision of the scope of work to be undertaken. The specialties (Ophthalmology, Otolaryngology, Radiology, Dermatology, Neurology) may be eliminated as a part of the initial plan, as Ophthalmology has already been eliminated. This would leave only General Medicine and General Surgery, and would require special arrangements at Rush Medical College or elsewhere for clinical work in these subjects eliminated for candidates for the M.D. degree, until these specialties can be provided for.

While the disadvantages of this plan are obvious, it would still be possible for the University to maintain the Departments of Medicine and Surgery as University Departments, with the same purposes within those departments as are now contemplated. This plan would permit of a still further reduction in bed capacity, and a corresponding reduction in other facilities, bringing down the cost of initial building operations to, say \$2,500,000.

3) Maximum revision of scope of work to be undertaken at present.

If still further revision is necessary, it may be carried out by providing, at present, hospital facilities for the Department of Medicine alone. In this case the Department of Medicine would function as a University Department, but the greater part of the clinical work for the M.D. degree would continue to be carried on at Rush Medical College. The Department of Medicine, with, say, 80 to 75 beds, would give some undergraduate instruction, but would concentrate mainly on special students, graduate or undergraduate, and on research. This plan would probably be carried out at an initial cost of less than \$2,000,000, including provision for the laboratory departments as at present contemplated, and for ultimate expansion into a complete medical school, as funds become available.

It will be noted that the above analyses and suggestions are based on the recommendations of the Senate Committee, and do not consider any additions to their plan that might be desirable in case the entire project is to be undertaken at once. In case operations of the magnitude suggested by the Senate Committee are to be undertaken, I wish to reserve certain specific recommendations as to revisions of their proposal.

Very truly yours,
(Signed) Franklin C. McLean

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

December 4, 1923

Dear President Burton:

I wish to submit certain facts which have a bearing on the progress of our program for development of the School of Medicine.

The contract recently let for the construction at Nashville allows 450 working days for completion of the buildings. Allowing for Sundays, holidays, and stormy weather it is estimated that twenty-one months of elapsed time will be required. In Chicago, on account of a more rigorous winter climate, it is probable that more than that time would be required for a similar building project.

The architects estimate as follows for the minimum time necessary for the completion of the University's projected buildings:

For completing plans, working drawings, and specifications	12 months
For obtaining bids and letting contracts	3 months
For construction	<u>21 months</u>
Total	36 months

The above will be subject to increase on account of delays as follows:

- a) Delays in obtaining essential information, such as any delay which there may be at present in determining the requirements. It is believed that the present organization is adequate to provide detailed information to the architects as rapidly as they require it, in case the total space requirement is determined.
- b) Delays on account of consulting architect, and depending on amount of time plans are held by him, and on his promptness in responding to requests for conferences.
- d) Delays due to necessity for securing funds, after bids are in. These delays can also be avoided by making provision in advance for the amount to be available.
- c) Delays due to necessity of revision of plans after bids are secured - on account of costs. The architects promise that if the amount to be spent is settled, they can avoid necessity for revision of plans after bids are obtained.
- e) Delays in construction, due to labor trouble, bad weather, failure to keep up to schedule, etc.

As the above estimate of time required would seem to preclude the possibility of opening the new clinical departments in the Autumn of 1926, as contemplated, it would seem desirable to take steps to speed up the work as far as possible, and to avoid unnecessary delays.

December 4, 1933

Dear President Burton:

I wish to submit certain facts which have a bearing on the progress of our program for development of the School of Medicine.

The contract recently let for the construction at Nashville allows 450 working days for completion of the buildings. Allowing for Sundays, holidays, and stormy weather it is estimated that twenty-one months of elapsed time will be required. In Chicago, on account of a more rigorous winter climate, it is probable that more than that time would be required for a similar building project.

The architect's estimate as follows for the minimum time necessary for the completion of the University's projected buildings:

For completing plans, working drawings, and specifications	12 months
For obtaining bids and letting contracts	3 months
For construction	31 months
Total	46 months

The above will be subject to increase on account of delays as follows:

a) Delays in obtaining essential information, such as any delay which there may be at present in determining the requirements. It is believed that the present organization is adequate to provide detailed information to the architects as rapidly as they require it, in case the total space requirement is determined.

b) Delays on account of consulting architect, and depending on amount of time plans are held by him, and on his promptness in responding to requests for conferences.

c) Delays due to necessity for securing funds, after bids are in. These delays can also be avoided by making provision in advance for the amount to be available.

d) Delays due to necessity of revision of plans after bids are secured - on account of cost. The architect's promise that if the amount to be spent is settled, they can avoid necessity for revision of plans after bids are obtained.

e) Delays in construction, due to labor trouble, bad weather, failure to keep up to schedule, etc.

As the above estimate of time required would seem to preclude the possibility of opening the new clinical departments in the autumn of 1938, as contemplated, it would seem desirable to take steps to speed up the work as far as possible, and to avoid unnecessary delays.

To this end, I would suggest that the Trustees define the authority of the Committee on Organization as to building affairs, and that they provide means for securing, without delay, such authorizations as may be required during the course of the work. Otherwise much valuable time may be lost by holding up decisions for consideration by the appropriate authorities.

Such decisions naturally fall into two classes, first as to space requirements, and other questions directly affecting the work of the departments concerned, and second, as to technical questions involving the construction of the buildings themselves. Possibly the first class of questions may be left in the hands of a committee of the Medical Faculty, and the second in a committee of the Trustees.

Very truly yours,

(Signed) Franklin C. McLean

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

To this end, I would suggest that the Trustees define the authority of the Committee on Organization as to building affairs, and that they provide means for securing, without delay, such authorizations as may be required during the course of the work. Otherwise much valuable time may be lost by holding up decisions for consideration by the appropriate authorities.

Such decisions naturally fall into two classes, first as to space requirements, and other questions directly affecting the work of the department concerned, and second, as to technical questions involving the construction of the buildings themselves. Possibly the first class of questions may be left in the hands of a committee of the Medical Faculty, and the second in a committee of the Trustees.

Very truly yours,

(Signed) Franklin O. McLean

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

File Dec. 10, 1923

M4
XX

Report of the Committee of the Senate to Advise With the
President on Medical Development.

I. Objectives and Organization.

The aim of the University of Chicago Medical School should not be primarily to increase the number of practitioners. The proportion of physicians in the United States is at present larger than in other countries: 1 to 700 of the population, as contrasted for example with 1 to 1100 in Great Britain and 1 to 2000 in the Scandinavian countries. Graduates from American medical schools now number almost 3000 annually, as against the annual loss of 2400 physicians by death, thus amply providing for the needs of an increasing population.

On the other hand, further progress in medicine depends upon the advancement of medical knowledge, and it is believed that the University of Chicago is in a peculiarly favorable position for promoting research and training investigators in the medical sciences. The strength of the basic departments of physics, chemistry and biology and the research spirit with which these departments are imbued, the more or less complete organization of the preclinical departments which already exists, the unusual opportunity for developing hospitals, research institutions, clinical departments and medical library in close contiguity to the present scientific laboratories, the strategic position of Chicago and its probable influence upon medical development throughout the Middle West and the South are all reasons for believing that a University of Chicago Medical School should be founded, having for its chief aim the advancement of the medical sciences.

To this end the Committee recommends (1) that all appointments to the teaching staff of the Medical School be made on the same basis as other University appointments, namely, on the understanding that the full working time of the appointee be devoted to teaching and research. This would not exclude the occasional appointment of lecturers in special

From H. Q. Jordan

President on Medical Development.

I. Objectives and Organization.

The aim of the University of Chicago Medical School should not be primarily to increase the number of practitioners. The proportion of physicians in the United States is at present larger than in other countries: 1 to 700 of the population, as contrasted for example with 1 to 1100 in Great Britain and 1 to 2000 in the Scandinavian countries. Graduates from American medical schools now number almost 3000 annually, as against the annual loss of 2400 physicians by death, thus amply providing for the needs of an increasing population.

On the other hand, further progress in medicine depends upon the advancement of medical knowledge, and it is believed that the University of Chicago is in a peculiarly favorable position for promoting research and training investigators in the medical sciences. The strength of the basic departments of physics, chemistry and biology and the research spirit with which these departments are imbued, the more or less complete organization of the preclinical departments which already exists, the unusual opportunity for developing hospitals, research institutions, clinical departments and medical library in close continuity to the present scientific laboratories, the strategic position of Chicago and its probable influence upon medical development throughout the Middle West and the South are all reasons for believing that a University of Chicago Medical School should be founded, having for its chief aim the advancement of the medical sciences.

To this end the Committee recommends (1) that all appointments to the teaching staff of the Medical School be made on the basis as other University appointments, namely, on the understanding that the full working time of the appointee be devoted to teaching and research. This would not exclude the occasional appointment of lecturers in special

fields, as is customary in other departments of the University;

(2) that admission to the Medical School be limited to graduates of approved colleges or scientific schools, the specific premedical requirements in the natural sciences and the languages to remain the same as at present; (3) that the number of students be limited to a maximum of 50 in each class; (4) that special provision for research be made in the endowment in the form of a fund for research fellowships, research assistants, and in special cases for the temporary release of certain members of the staff from administrative and teaching duties; (5) that the Medical School be organized as a division of the Ogden Graduate School of Science, the departments, like the other departments in the School, to be autonomous, but matters relating to the group as a whole to be considered by a Medical Council consisting of chairmen of departments and reporting to the President through its chairman or executive officer; the Dean of Medical Students appointed by the Trustees as assistant to the Dean of the Ogden Graduate School shall be ex-officio a member of the Medical Council; (6) that initial departmental organization shall be as follows: (a) Medicine, (b) Surgery (including gynecology and obstetrics), (c) Pediatrics, (d) Physiology, (e) Physiological Chemistry, (f) Pharmacology, (g) Anatomy, (h) Pathology, (i) Bacteriology and Public Health; (7) that the Hospital management be vested in an Administrative Board consisting of the chairmen of the departments of Medicine, Surgery, Pediatrics and Pathology, the Director of the Hospital and the Superintendent of Nurses.

fields, as is customary in other departments of the University;

(2) that admission to the Medical School be limited to graduates of approved colleges or scientific schools, the specific premedical requirements in the natural sciences and the languages to remain the same as at present; (3) that the number of students be limited to a maximum of 50 in each class; (4) that special provision for research be made in the University in the field of research in the following

ships, research assistants, and in special cases for the temporary release of certain members of the staff from administrative and

teaching duties; (5) that the Medical School be organized as a division of the Graduate School of Science, the departments, like the other departments in the School, to be autonomous, but matters relating to the group as a whole to be considered by a Medical Council consisting of chairmen of departments and reporting to the President through its

chairman or executive officer; the Dean of the Graduate School by the Trustees as assistant to the Dean of the Graduate School shall be ex-officio a member of the Medical Council; (6) that initial departmental organization shall be as follows: (a) Medicine, (b)

Surgery (including gynecology and obstetrics), (c) Pediatrics, (d)

Physiology, (e) Physiological Chemistry, (f) Pharmacology, (g) Anatomy,

(h) Pathology, (i) Bacteriology and Public Health; (7) that the Hospital management be vested in an Administrative Board consisting of the chairmen of the departments of Medicine, Surgery, Pediatrics and Pathology,

the Director of the Hospital and the Superintendent of Nurses.

M 4

335844

The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LA SALLE ST.

TELEPHONE FRANKLIN 214

ROOM 1838, 230 SOUTH CLARK ST.

TELEPHONE DEARBORN 9312

December Eighteen

1 9 2 3

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

Dear President Burton:

It is considered desirable that I accompany Mr. Fred Hodgdon on a visit to inspect some of the newer hospital developments in certain cities of the east in order that we may observe together some of the newer features of hospital construction and equipment and that I may point out to him certain methods of procedure and practice which are influenced by the relations of rooms and departments to one another. If this meets with your approval and authorization I shall plan to join Mr. Hodgdon in Baltimore after Christmas and from there we will visit New York and Boston before returning to Chicago.

I am planning to leave here on Friday evening in order to spend Christmas at my home in Bangor, Pennsylvania.

Sincerely yours,

Ralph B. Seem

Ralph B. Seem.

RBS:AG

*Approved
by telephone*

The University of Chicago

Office of the Council and Business Manager

December 1910
J. S. 3

RECEIVED
UNIVERSITY OF CHICAGO
DECEMBER 1910

President E. B. Horton,
The University of Chicago.

Dear President Horton:

It is considered feasible that I can go to Mr. Fred Holman on a visit to inspect some of the newer hospital developments in certain cities of the east in order that we may observe something new at the new hospital at Washington. I am in connection and agreement with that I may point out to him certain methods of procedure and practice which are influenced by the relations of rooms and departments to one another. It will meet with your approval and suggestion I shall plan to take Mr. Holman in Baltimore after Christmas and from there we will visit New York and Boston before returning to Chicago.

I am planning to leave here on Friday evening in order to spend Christmas at my home in Denver, Pennsylvania.

Sincerely yours,

Walter D. Dwyer

Walter D. Dwyer

WDD:as

M4

January 22, 1924.

My dear Mr. Swift:

May I put on record the fact that the Committee of the Rush Medical Faculty, with whom I have been consulting, stated to me today (January 19th) that repairs on the Senn Building, to adjust it to the Rawson building, cost of which was provided for by Dr. Bridge, could be postponed until the higher court gives its decision on the contract. If necessary, repairs on the laboratory building could be made at an early date. They also stated that it was highly important that these repairs should be begun at once.

This raises the question which they put to me, -- how can these repairs of the laboratory building be paid for?

Very truly yours,

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Ill.

EDB:CB

January 22, 1924.

My dear Mr. Swift:

May I put on record the fact that the Committee of the Rush Medical Faculty, with whom I have been consulting, stated to me today (January 19th) that repairs on the Senn Building, to adjust it to the Rawson Building, cost of which was provided for by Dr. Bridge, could be postponed until the higher court gives its decision on the contract. If necessary, repairs on the laboratory building could be made at an early date. They also stated that it was highly important that these repairs should be begun at once.

This raises the question which they put to me, -- how can these repairs of the laboratory building be paid

for?

Very truly yours,

Mr. Harold H. Swift,
Union Stock Yards,
Chicago, Ill.

EDB:CB

M4

March 11, 1924

Mr. F. H. Rawson
1550 North State Parkway
Chicago, Illinois

Dear Mr. Rawson:

The plans and specifications for the Rawson Laboratory are practically complete at this time, as I understand from reports made to the University's Committee on Buildings and Grounds, at a recent meeting. President Burton will consult with you with reference to your approval of these plans.

The Secretary was requested to write you so that there might be on record your approval of the name of the laboratory building. In your letter of June 15, 1917, making the generous contribution for this useful building, you wrote that it is to be known as "The Rawson Laboratory of Medicine and Surgery." The name the architects have drawn on the front of the plans of the building differs from this. Will you be kind enough to signify whether you approve of the phraseology, "Rawson Laboratory of Medicine and Surgery"? In your original letter the words "of Medicine and Surgery" are in parentheses and the committee is not quite sure that these words are to be regarded as part of the name.

B.L.T. 3-13-24
P. 3
Answer from Mr. R.

Yours very truly,

(Signed) J. S. Dickerson
Secretary

COPY

March 11, 1934

Mr. F. H. Rawson
1550 North State Parkway
Chicago, Illinois

Dear Mr. Rawson:

The plans and specifications for the Rawson Laboratory are practically complete at this time, as I understand from reports made to the University's Committee on Buildings and Grounds, at a recent meeting. President Burton will consult with you with reference to your approval of these plans.

The Secretary was requested to write you so that there might be on record your approval of the name of the laboratory building. In your letter of June 15, 1917, making the generous contribution for this useful building, you wrote that it is to be known as "The Rawson Laboratory of Medicine and Surgery." The name the architects have drawn on the front of the plans of the building differs from this. Will you be kind enough to signify whether you approve of the phraseology, "Rawson Laboratory of Medicine and Surgery"? In your original letter the words "of Medicine and Surgery" are in parentheses and the committee is not quite sure that these words are to be regarded as part of the name.

Yours very truly,

(Signed) J. S. Dickerson
Secretary

COPY

M4

March 15, 1924.

My dear Mr. Glessner:

In order that the Laboratory Building so called
may be ready for the use of Rush Medical College while the
old building is being torn down and the Rawson Laboratory
Building erected, it is necessary that change in it shall
be made very soon. The Board of Trustees of the University
of Chicago is willing to prepare plans for these changes
with a view to proceeding with the changes as soon as p
practicable.

I beg to inquire whether the Board of Trustees
of Rush Medical College will give their consent and approval
to this procedure.

Very truly yours,

Mr. J. J. Glessner,
606 S. Michigan Ave.,
Chicago, Ill.

EDB:CB

March 15, 1924.

My dear Mr. Gleason:

In order that the Laboratory Building so called
may be ready for the use of Rush Medical College while the
old building is being torn down and the Rawson Laboratory
Building erected, it is necessary that change in it shall
be made very soon. The Board of Trustees of the University
of Chicago is willing to prepare plans for these changes
with a view to proceeding with the changes as soon as p
practicable.

I beg to inquire whether the Board of Trustees
of Rush Medical College will give their consent and approval
to this procedure.

Very truly yours,

Mr. J. J. Gleason,
606 S. Michigan Ave.,
Chicago, Ill.

EDH:CB

4

M4

March 24, 1924.

My dear Mr. Rawson:

I regret to discover that I was just too late in asking for an interview to reach you before your departure from the city.

There were four matters in particular on which I wished to know your preference.

One of these, the name of the building, I believe has been settled by correspondence with Dr. Dickerson.

The second pertains to the treatment of the lobby on the first floor. The architects have prepared two plans.

The third had to do with the main entrance and the outside steps. *14x3 ~ 14x4 steps -*

In addition to these I thought you might be interested to see a sketch of the building which the architects have prepared showing how it would look with additional stories added.

With your consent I should glad to see you with reference to these matters when you return to Chicago.

Very truly yours,

Mr. Frederick H. Rawson,
Union Trust Building,
Chicago,

EDB:CB

March 24, 1924.

My dear Mr. Rawson:

I regret to discover that I was just too late in asking for an interview to reach you before your departure from the city.

There were four matters in particular on which I wished to know your preference. One of these, the name of the building, I believe has been settled by correspondence with Dr. Dickerson.

The second pertains to the treatment of the lobby on the first floor. The architects have prepared two plans. The third had to do with the main entrance and the

outside steps. 14x3 with steps -
In addition to these I thought you might be inter-

ested to see a sketch of the building which the architects have prepared showing how it would look with additional stories added.

With your consent I should glad to see you with reference to these matters when you return to Chicago. Very truly yours,

Mr. Frederick H. Rawson,
Union Trust Building,
Chicago.

RDB:CB

MEMORANDUM OF INTERVIEW OF DR. BURTON WITH MR. F. H.
RAWSON, APRIL 16, 1924.

The plans of the Rawson Building were shown to Mr. Rawson including the elevation of the building when increased to twelve stories. Mr. Rawson expressed no preference as between the two treatments in the lobby, one of which makes the main entrance from the street at the extreme right-hand corner of the lobby and the other of which enlarges the lobby making the entrance in the center. After the point had been raised, however, he returned to it and suggested that the building should be so constructed as to make a change from the one arrangement to the other not difficult. I thought I detected a preference for the larger lobby which, however, he carefully avoided expressing.

On the matter of the main entrance, he said that that was the only point on which he was a crank. He wanted to be sure that the steps were not less than 14-inch treads and not more than 3 or 4-inch risers.

In reply to his question as to how we were coming on I told him that the higher court had now approved the contract between Rush and the University and that we should be ready to take bids on this building as soon as a few matters of detail were arranged and mentioned the matter of the difference in the floor levels. He expressed the opinion that it was very important to secure identity of floor levels, especially between the Rawson Building and the Hospital.

He mentioned that he had heard it said that there was to be no communication between the Rawson Building and the Presbyterian Hospital, which I told him was certainly incorrect.

He then raised the question of the possibility of a common heating plant for the Presbyterian Hospital and all the other buildings on the block. He said that he had discussed it at length with Mr. Day but found him immovable. He thought that now that Mr. Shaw had succeeded to Mr. Day it might be possible to bring it about and that it would be a very great advantage to do so. He said that Mr. Day admitted that it could be done for nearly all the time, perhaps even for four or five years in succession, but objected on the ground that once in five years they might have some very cold weather and the lives of their patients would be in danger. The engineer said that the real trouble was insufficient radiation.

He asked the question about whether the building was to be trimmed with stone trimmings or brick. I told him that I thought we should take the bids on both ways. He expressed a preference for the full stone front.

CDB:AG

The plans of the Hawson Building were shown to Mr. Hawson including the elevation of the building when increased to twelve stories. Mr. Hawson expressed no preference as between the two treatments in the lobby, one of which makes the main entrance from the street at the extreme right-hand corner of the lobby and the other of which enlarges the lobby making the entrance in the center. After the point had been raised, however, he returned to it and suggested that the building should be so constructed as to make a change from the one arrangement to the other not difficult. I thought I detected a preference for the larger lobby which, however, he carefully avoided expressing.

On the matter of the main entrance, he said that that was the only point on which he was a crack. He wanted to be sure that the steps were not less than 14-inch treads and not more than 8 or 9-inch risers.

In reply to his question as to how we were coming on I told him that the higher court had now approved the contract between Rush and the University and that we should be ready to take bids on this building as soon as a few matters of detail were arranged and mentioned the matter of the difference in the floor levels. He expressed the opinion that it was very important to secure identity of floor levels, especially between the Hawson Building and the Hospital.

He mentioned that he had heard it said that there was to be no communication between the Hawson Building and the Presbyterian Hospital, which I told him was certainly incorrect.

He then raised the question of the possibility of a common heating plant for the Presbyterian Hospital and all the other buildings on the block. He said that he had discussed it at length with Mr. Day but found him immovable. He thought that now that Shaw had succeeded so far, Mr. Day might be possible to bring it about and that it would be a very great advantage to do so. He said that Mr. Day admitted that it could be done for nearly all the time, perhaps even for four or five years in succession, but objected on the ground that once in five years they might have some very cold weather and the lives of their patients would be in danger. The engineer said that the worst winter with recorded statistics.

He asked the question about whether the building was to be framed with stone trimmings or brick. I told him that I thought we should take the bids on both ways. He expressed a preference for the full stone front.

M4

The University of Chicago

Department of Medicine

April 23, 1924

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

I wish to recommend that the Medical Clinic to be built as a part of the Albert Merritt Billings Memorial Hospital group be given the name "The Frank Billings Medical Clinic" in recognition of Dr. Billings' great service to the cause of medical education in Chicago, and particularly in recognition of his services to the University in bringing about the establishment of the clinical units at the University.

The design of the buildings as contemplated lends itself readily to the above suggestion. The entrance of the Hospital, facing on the Midway, would bear the name "The Albert Merritt Billings Hospital", and a second entrance, also on 59th Street, would bear the name "The Epstein Dispensary." At the north end of the group there would be three entrances; one to the Medical Clinic, one to the Surgical Clinic, and one to the Pathology Building. My proposal is that the entrance to the Medical Clinic from the north bear the name "The Frank Billings Medical Clinic."

It will be noted that there is also a possibility of naming the Surgical Clinic and the Pathology Building, but I have no suggestions to make with reference to naming these units. The Pathology Building may or may not be considered as a part of the Albert Merritt Billings Hospital, and there is thus a possibility of securing a donor for this building and of naming the building for the donor.

In the case of the projected buildings for Physiology and Physiological Chemistry, these buildings are not considered as part of the hospital group and the University is, therefore, free to attempt to find a donor or donors for these buildings, and the finding of such a donor may be taken into account in the naming of the buildings. Dr. Carlson has suggested carrying over the name "Hull" to the new buildings, but so far as I know no formal recommendation has been made to this effect.

Sincerely yours,

Franklin C. McLean

FCMcL/NG

The University of Chicago

Department of Medicine

April 23, 1924

President Ernest B. Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

I wish to recommend that the Medical Clinic be built as a part of the Albert Merritt Billings Memorial Hospital group be given the name "The Frank Billings Medical Clinic" in recognition of Dr. Billings' great service to the cause of medical education in Chicago, and particularly in recognition of his services to the University in bringing about the establishment of the clinical units at the University.

The design of the building as contemplated lends itself readily to the above suggestion. The entrance of the Hospital, facing on the Midway, would bear the name "The Albert Merritt Billings Hospital", and a new entrance, also on South Street, would bear the name "The Frank Billings Medical Clinic". At the north end of the group there would be three entrances; one to the Medical Clinic, one to the Surgical Clinic, and one to the Pathology Building. My proposal is that the entrance to the Medical Clinic from the north bear the name "The Frank Billings Medical Clinic."

It will be noted that there is also a possibility of naming the Surgical Clinic and the Pathology Building, but I have no suggestions to make with reference to naming these units. The Pathology Building may or may not be considered as a part of the Albert Merritt Billings Hospital, and there is thus a possibility of securing a honor for this building and of naming the building for the donor.

In the case of the projected buildings for Physiology and Pathology, Chemistry, these buildings are not considered as part of the Hospital group and the University is, therefore, free to attempt to find a donor or donors for these buildings, and the finding of such a donor may be taken into account in the naming of the building. Dr. Carlson has suggested carrying over the name "Bill" to the new buildings, but so far as I know no formal recommendation has been made to this effect.

Sincerely yours,

Frederick I. Wilson

FWM:VMS

M4

The University of Chicago
Department of Buildings and Grounds

OFFICE OF THE SUPERINTENDENT

May 10, 1924.

Dr. Burton and Mr. Swift.

Gentlemen:

Mr. Flook and I conferred with Dr. Post this morning respecting the plans for the west side Laboratory Building operations, following Dr. Post's conference with the Doctors and Mr. Bacon of the hospital last evening.

As a result the following recommendations are made for your approval.

(a) That the schedule of building operations be as follows:

1. Laboratory building operations so as to move the activities from the old Rush building into the Laboratory building as rapidly as possible.
2. Wreck the old Rush building.
3. Build Rawson so as to get steam heat from it for Senn by December 1st; earlier if possible.
4. Senn alterations after Rawson is finished.

that,
(b) With respect to the details in the alteration work for the laboratory building which ~~were~~ left to you, for decision, the proposed new elevator be omitted at this time, although it is hoped that some time in the near future it may be installed. Although a maximum of \$40,000. has been made available for this work, it is estimated that with the omission of the elevator the necessary work can be done within the former suggested limit of \$25,000. If you approve this recommendation, the instructions will be issued to the Architects at once to start the alteration work, and for the moving of the activities from the old Rush building as rapidly as possible.

(c) That the plans for the Rawson building be re-studied to allow for the height of five stories, but with provision for two additional stories provided such provision will cost not to exceed \$10,000. If such provision costs more than \$10,000, to plan for five stories only.

(d) That the proposed elevator between Rawson and the hospital be constructed with openings on all floors and basement on both the hospital and ~~Senn~~ sides. If this

Rawson

May 10, 1924

Dr. Burton and Mr. Swift

Gentlemen:

Mr. Fleck and I conferred with Dr. Post this morning respecting the plans for the west side Laboratory Building operations, following Dr. Post's conference with the Doctors and Mr. Bacon of the Hospital last evening.

As a result the following recommendations are made for your approval.

(a) That the schedule of building operations be as follows:

1. Laboratory building operations so as to move the activities from the old Rush building as rapidly as possible.
2. Wreck the old Rush building.
3. Build Rawson so as to get steam heat from it for Genn by December 1st; earlier if possible.
4. Genn alterations after Rawson is finished.

(b) With respect to the details in the alteration work for the Laboratory building which was left to you for decision, the proposed new elevator be omitted at this time, although it is hoped that some time in the near future it may be installed. Although a maximum of \$40,000 has been made available for this work, it is estimated that with the omission of the elevator the necessary work can be done within the former suggested limit of \$35,000. If you approve this recommendation, the instructions will be issued to the Architect at once to start the alteration work, and for the moving of the activities from the old Rush building as rapidly as possible.

(c) That the plans for the Rawson building be re-studied to allow for the height of five stories, but with provision for two additional stories provided such provision will cost not to exceed \$10,000. If such provision costs more than \$10,000, to plan for five stories only.

(d) That the proposed elevator between Rawson and the Hospital be constructed with openings on all floors and basement on both the Hospital and Genn sides. If this

OFFICE OF THE SUPERINTENDENT

cannot be accomplished because of objections by the Building Commissioner, then to revert to the former plan of ramps on the second, third and fourth floors.

It is my assumption that if you authorize the immediate starting of work in the Laboratory building as proposed in "B" above that this work will go forward immediately, even though the final plan and cost of the Rawson Laboratory has not been determined.

Yours very truly,

George O. Towne

GOF:EL

*Approved
EDB*

OFFICE OF THE SUPERINTENDENT

cannot be accomplished because of objections by the
Building Commissioner, then to revert to the former plan
of ramps on the second, third and fourth floors.
It is my assumption that if you authorize the immediate
starting of work in the Laboratory building as proposed
in "B" above that this work will go forward immediately,
even though the final plan and cost of the Rawson Laboratory
has not been determined.

Yours very truly,

George O. Smith

607:EL

*Ed
W. Smith*

Office of the President

Referred to _____

_____ 1924

Please

1. Dispose of as you think best.
2. Answer and retain in your files.
3. Answer and return with carbon of reply for our files.
4. Return with answer on President's stationery for him to sign.
5. Return
 - a) With information called for in writing.
 - b) With suggestion of answer in writing.
 - c) Comment in writing.
6. Return and arrange for personal interview.
7. Follow through—and report.
8. Initial and return (sent for information only).
9. Accept_____Decline.
10. Send to _____ with covering letter.
11. File under_____
12. Make _____ copies.
Send to _____
13. Remarks.

Referred to _____

1904 _____

Please

1. Dispose of as you think best.
2. Answer and retain in your files.
3. Answer and return with carbon of reply for our files.
4. Return with answer on President's stationery for him to sign.
5. Return
 - a) With information called for in writing.
 - b) With suggestion of answer in writing.
 - c) Comment in writing.
6. Return and arrange for personal interview.
7. Follow through—and report.
8. Initial and return (sent for information only).
9. Accept _____ Decline.
10. Send to _____ with covering letter.
11. File under _____
12. Make _____ copies.
13. Send to _____
14. Remarks _____

THE JOHN MCCORMICK INSTITUTE FOR INFECTIOUS DISEASES

637 SOUTH WOOD STREET

CHICAGO

June 6, 1924

M4a

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

My dear President Burton:

At the Rush dinner I mentioned to you that Doctor and Mrs. Norman Bridge are concerned about the equipment of the Bridge Laboratory in the Rawson Building. In fact, Dr. Bridge intimated that they wish to know the amount necessary soon.

I did not venture to ask Dr. Bridge whether an endowment fund for permanent maintenance of the laboratory, including salary^{ies}, was in prospect also, and the main purpose in writing to you now is to express my hope that the advisability of trying to secure such an endowment may be given early and adequate attention.

Yours very truly,

J. H. K. K. K.

THE JOHN MCCORMICK INSTITUTE FOR INFECTION DISEASES

535 NORTH MICHIGAN STREET

CHICAGO

JUNE 8, 1924

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

My dear President Burton:

At the lunch dinner I mentioned to you that
Gaylor and Mrs. Gaylor had been concerned about the
equipment of the Bridge Laboratory in the Brown Building.
In fact, Dr. Gaylor indicated that they wish to know the
amount necessary now.

I did not venture to ask Dr. Gaylor whether
an equipment fund for permanent maintenance of the
laboratory, including salary, was in process also,
and the main purpose in writing to you now is to ex-
press my hope that the possibility of trying to secure
such an endowment may be given early and favorable
attention.

Yours very truly,

J. H. Henshaw

June 13, 1924

Mda

My dear Dr. Hektoen:

I thank you for your letter of June 6. I am enclosing herewith a copy of a letter which I am writing to Dr. Irons. This matter is important and urgent, and I am sure that Dr. Irons will be prompt in consulting with you about it.

Very truly yours,

Dr. Ludvig Hektoen
Hotel Del Prado
Chicago, Illinois

E DB:HP

June 18, 1924

Mr. H.

My dear Dr. Hektoen:

I thank you for your letter of June

8. I am enclosing herewith a copy of a letter
which I am writing to Dr. Irons. This matter
is important and urgent, and I am sure that Dr.
Irons will be prompt in consulting with you about

it.

Very truly yours,

Dr. Ludwig Hektoen
Hotel Del Prado
Chicago, Illinois

E DB:HP

June 13, 1924

mda

My dear Dr. Irons:

Dr. Bridge has more than once very frankly intimated his willingness to give money for the medical project on the west side and has also warned us that in his case, life is more than ordinarily uncertain. He would be in particular susceptible to the suggestion that he would furnish the equipment for the Bridge Laboratory, but I am not at all certain that he would not give money for the equipment for the entire building. Nor do I feel certain that this is the limit of his readiness to give.

I believe, therefore, that we ought at the earliest possible moment to formulate a list of needs, beginning with the one which we think he is most certain to be willing to meet and adding the others in an ascending series.

Could you take up the consideration of this matter after consulting with Dr. Hektoen, to whom Dr. Bridge has already spoken, and perhaps with Dr. Billings and Dr. Post.

My suggestion would be that we prepare an estimate large enough to be safe but not extravagant, of the following needs:

W.H.

June 13, 1934

My dear Dr. Irons:

Dr. Bridge has more than once very frankly intimated his willingness to give money for the medical project on the west side and has also warned us that in his case, life is more than ordinarily uncertain. He would be in particular susceptible to the suggestion that he would furnish the equipment for the Bridge Laboratory, but I am not at all certain that he would not give money for the equipment for the entire building. Nor do I feel certain that this is the limit of his readiness to give.

I believe, therefore, that we ought at the earliest possible moment to formulate a list of needs, beginning with the one which we think he is most certain to be willing to meet and adding the others in an ascending series.

Could you take up the consideration of this matter after consulting with Dr. Hektoen, to whom Dr. Bridge has already spoken, and perhaps with Dr. Billings and Dr. Post. My suggestion would be that we prepare an estimate large enough to be safe but not extravagant, of the following needs:

2.

1. Equipment of the Bridge Medical Laboratory
2. Equipment of the remainder of the Rawson Building
3. Endowment for current annual equipment
4. Sum needed in addition to that now in hand
for the completion of the Rawson Building.

I presume that the last sum may be a bit difficult to determine at once and that Mr. Rawson himself should be given an opportunity to furnish this in part or in whole, but I think as complete a study as possible of the whole matter should be made at an early moment. May I look to you to take the lead in this matter?

Very truly yours,

Dr. Ernest E. Irons
122 South Michigan Avenue
Chicago, Illinois

EDB:HP

1. Equipment of the Bridge Medical Laboratory
2. Equipment of the remainder of the Rawson Building
3. Endowment for current annual equipment
4. Sum needed in addition to that now in hand for the completion of the Rawson Building.

I presume that the last sum may be a bit difficult to determine at once and that Mr. Rawson himself should be given an opportunity to furnish this in part or in whole, but I think as complete a study as possible of the whole matter should be made at an early moment. May I look to you to take the lead in this matter?

Very truly yours,

Dr. Ernest E. Evans
122 South Michigan Avenue
Chicago, Illinois

EDE:HP

Office of the President

Referred to _____

_____ 1924

Please

1. Dispose of as you think best.
2. Answer and retain in your files.
3. Answer and return with carbon of reply for our files.
4. Return with answer on President's stationery for him to sign.
5. Return
 - a) With information called for in writing.
 - b) With suggestion of answer in writing.
 - c) Comment in writing.
6. Return and arrange for personal interview.
7. Follow through—and report.
8. Initial and return (sent for information only).
9. Accept_____Decline.
10. Send to _____ with covering letter.
11. File under_____
12. Make _____ copies.
Send to _____
13. Remarks.

Referred to _____

1934 _____

Please

1. Dispose of as you think best.
2. Answer and retain in your files.
3. Answer and return with carbon of reply for our files.
4. Return with answer on President's stationery for him to sign.
5. Return
 - a) With information called for in writing.
 - b) With suggestion of answer in writing.
 - c) Comment in writing.
6. Return and arrange for personal interview.
7. Follow through—and report.
8. Initial and return (sent for information only).
9. Accept _____ Decline _____
10. Send to _____ with _____ covering letter.
11. File under _____
12. Make _____ copies.
13. Send to _____
13. Remarks _____

The University of Chicago

Office of the Counsel and Business Manager

ROOM 1838, 230 S. CLARK ST.
TELEPHONE DEARBORN 9312

M4

June Seven
1 9 2 4

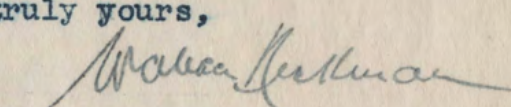
President Ernest D. Burton
The University of Chicago

My dear President Burton:

Referring to your favor of the 25th, to Mr. Fairweather, I am sending with this a memorandum covering the question of re-locations in connection with the vacating of the medical block.

If there is any hitch or dissatisfaction, perhaps a conference of representatives of each department concerned would very speedily show each the difficulties we face and make each willing to make some concession.

Very truly yours,



Wallace Heckman

WH:EB
Enc.

ROOM 1001, 100 S. CLARK ST.
TELEPHONE CHICAGO 1011

Office of the Council and Executive Director
The University of Chicago

June Seven
1934

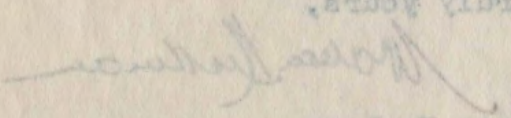
President Ernest B. Burton
The University of Chicago

My dear President Burton:

Referring to your
favor of the 25th, to Mr. Patterson,
I am sending with this a memorandum
covering the question of re-locations
in connection with the vacating of
the medical block.

If there is any hitch
or dissatisfaction, perhaps a confer-
ence of representatives of each de-
partment concerned would very speedily
show each the difficulties we face
and make each willing to make some
concession.

Very truly yours,



Wallace Hackman

WH:EB
Enc.

June Seven
1 9 2 4

MEMORANDUM RE RE-LOCATION OF OCCUPANTS OF
ELLIS HALL AND ELLIS HALL BLOCK

1. The Botanical Department will require additional space of 250 feet by 115 feet. This space should be located as near to the Botany Building as possible; the south 250 feet of the half block on the east side of Ingleside Avenue, north of 57th Street, would be satisfactory. The question whether the present buildings can be moved in whole or in part, or new ones required, and the cost of the latter, is being studied.
2. The Bionomics Department can be re-located, it is thought, on the west side of Drexel Avenue, south of 58th Street, in an apartment building, to be overhauled for their use at a cost of _____ instead of on Ingleside Avenue and 57th Street, where they would require a new building.
3. Mr. Stagg regards it as exceedingly desirable that an equal amount, at least, of space as that now provided in this block be found elsewhere and as nearly equally convenient as practicable.

The 400 feet of Greenwood Avenue space, north of Stagg Field, is being used continuously and cannot be spared for tennis. This will be even more intensively used when portions of the field now in use are required for purposes now under consideration.

Mr. Stagg thinks the north 350 feet of the half block east of Ingleside Avenue and south of 56th Street, i.e.: the part not required by Botany; with the vacant southwest corner of Ellis Avenue and 56th Street, would satisfy the tennis requirements.

4. The space in Lexington Hall now occupied by the Nursery, together with the storage space to the east and the barn in the rear of the President's House, will be satisfactory to the Military Department, instead of the space now occupied by them in Ellis Hall. Their occupancy of the half block vacant, north of 57th Street - 497 ft. x 115 ft. (68,655 sq. ft.) - can continue; or, if that space shall be required for other purposes, that occupancy can be transferred to the south end of the block on Cottage Grove Avenue not required by the Botany Department - 408 ft. x 275 ft. (111,200 sq. ft.)
5. The Accounting Laboratory, the Maroon, the Cap and Gown, and other student activities can probably be located in the grandstand.
6. The requirements of Mr. Marshall - if the space is suited to his use - can be met by the fraternity house at the southwest corner of Ellis Avenue and 60th Street.
7. The Correspondence-Study Department ought probably at this time to be located with some degree of permanence. It is recommended that the vacant property facing east on Drexel Avenue - say Lots 12, 13, 14 and 15 - making a frontage of 96 feet by a depth of 130 feet, be improved by a one-story building of the type of the Ricketts Laboratories. This will not be the permanent location probably; but could be made adequate until appropriate space could be provided in some new and larger permanent building. The last moving cost \$5,000.

Respectfully submitted

WH:EB

Wallace Heckman

Respectfully submitted
The last moving cost \$5,000.
space could be provided in some new and larger permanent
Laboratories. This will not be the permanent location
by a one-story building of the type of the Ricketts
a frontage of 96 feet by a depth of 130 feet, be improved
on Drexel Avenue - say Lots 12, 13, 14 and 15 - making
It is recommended that the vacant property facing east
this time to be located with some degree of permanence.
The Correspondence-Study Department ought probably at

6. The requirements of Mr. Marshall - if the space is suited
to his use - can be met by the fraternity house at the
southwest corner of Ellis Avenue and 60th Street.

5. The Accounting Laboratory, the Maroon, the Cap and Gown,
and other student activities can probably be located in
the Grandstand.

4. The space in Lexington Hall now occupied by the Nursery,
together with the storage space to the east and the barn
in the rear of the President's House, will be satisfactory
to the Military Department, instead of the space now
occupied by them in Ellis Hall. Their occupancy of the
half block vacant, north of 57th Street - 497 ft. x 115 ft.
(68,655 sq. ft.) - can continue; or, if that space shall
be required for other purposes, that occupancy can be
transferred to the south end of the block on Cottage Grove
Avenue not required by the Botany Department - 408 ft. x
275 ft. (111,200 sq. ft.)

Mr. Stagg thinks the north 350 feet of the half block
east of Ingleside Avenue and south of 56th Street, i.e.:
the part not required by Botany; with the vacant south-
west corner of Ellis Avenue and 56th Street, would
satisfy the tennis requirements.

The 400 feet of Greenwood Avenue space, north of Stagg
Field, is being used continuously and cannot be spared
for tennis. This will be even more intensively used
when portions of the field now in use are required for
purposes now under consideration.

3. Mr. Stagg regards it as exceedingly desirable that an
equal amount, at least, of space as that now provided
in this block be found elsewhere and as nearly equally
convenient as practicable.

2. The Botany Department can be re-located, it is thought,
on the west side of Drexel Avenue, south of 58th Street,
in an apartment building, to be overhauled for their use
at a cost of
Avenue and 57th Street, where they would require a new
building.

1. The Botanical Department will require additional space
of 250 feet by 115 feet. This space should be located
as near to the Botany Building as possible; the south
250 feet of the half block on the east side of Ingleside
Avenue, north of 57th Street, would be satisfactory.
The question whether the present buildings can be moved
in whole or in part, or new ones required, and the cost
of the latter, is being studied.

MEMORANDUM RE RE-LOCATION OF OCCUPANTS OF
ELLIS HALL AND ELLIS HALL BLOCK

June Seven
1 9 2 4

m-4

COOLIDGE AND HODGDON
ARCHITECTS,

CHARLES A. COOLIDGE
CHARLES HODGDON

134 SOUTH LA SALLE STREET, CHICAGO

June 13, 1924.

File

Mr. Ernest D. Burton,
President, The University of Chicago,
Chicago, Ill.

Dear Mr. Burton:

Dr. Bundesen, Commissioner of Health, made a ruling yesterday that it would be proper to build the hospital with story heights of 10'6" in the clear.

We may desire your consideration to make the first story 11'0" in the clear on account of the main entrance hall to the hospital and the entrance to the dispensary and a number of other important rooms and the desirability of this height when future extensions are made.

Dr. Bundesen also ruled that we may do away with mechanical ventilation in such rooms as laboratories, research rooms and demonstration rooms where there will not be large groups of people.

Dr. Bundesen instructed us to have the title on the drawings and specifications read without the words "Medical School" and we offer this as a substitute title for your consideration: "The Hospital of The University of Chicago".

Very truly yours,

Coolidge & Hodgdon

10-4

COOLIDGE AND HOBSON
ARCHITECTS

134 SOUTH LA SALLE STREET, CHICAGO
June 13, 1924

CHARLES A. COOLIDGE
CHARLES HOBSON

File

Mr. Ernest D. Burton,
President, The University of Chicago,
Chicago, Ill.

Dear Mr. Burton:

Dr. Burdese, Commissioner of Health, made a ruling yesterday that it would be proper to build the hospital with story heights of 10'6" in the clear.

We may desire your consideration to make the first story 11'0" in the clear on account of the main entrance hall to the hospital and the entrance to the dispensary and a number of other important rooms and the desirability of this height when future extensions are made.

Dr. Burdese also ruled that we may do away with mechanical ventilation in such rooms as laboratories, research rooms and demonstration rooms where there will not be large groups of people.

Dr. Burdese instructed us to have the title on the drawings and specifications read without the words "Medical School" and we offer this as a substitute title for your consideration: "The Hospital of The University of Chicago".

Very truly yours,

Charles A. Coolidge

File June Twenty-Fourth

1 9 2 5

M4a

Mr. T. E. Donnelley
731 Plymouth Court
Chicago, Illinois

Dear Mr. Donnelley:

On learning yesterday from Mr. Frederick H. Rawson that he was leaving at noon to be gone a month it seemed necessary to have his approval of the location of the Rawson Laboratory and also his approval of the plan. I prepared and had signed by him a paper, a copy of which I am enclosing with this, which he signed in my presence and undertook to have signed by Mrs. Rawson and mailed here.

Very truly yours,

Wallace Heckman

WH:HH

C.C.

Doctor Post

✓ President Burton

President of the Board, Mr. Harold H. Swift

M 40

June Twenty-Fourth
1 2 3

W

Mr. T. E. Donnell
751 Plymouth Court
Chicago, Illinois

Dear Mr. Donnell:

On leaving yesterday from Mr.
Frederick H. Hanson that he was leaving
at noon to be gone a month it seemed
necessary to have his approval of the
location of the Hanson Laboratory and
also his approval of the plan. I prepared
and had signed by him a paper, a copy
of which I am enclosing with this,
which he signed in my presence and
undertook to have signed by Mrs. Hanson
and return here.

Very truly yours,

William Hanson

WMH

President of the Board, Mr. Harold H. Smith
President Hanson
June 24th

The University of Chicago
Chicago, Illinois

Gentlemen:

This is to certify that the undersigned have approved and do hereby approve of the location of the Rawson Clinical Laboratories at the northeast corner of Harrison and Wood Streets, in the City of Chicago; and have approved and do hereby approve of the plan of Messrs, Marshall and Fox for said building; and do hereby advise you that if the University shall erect, within the time mentioned in the contract between The University of Chicago and the undersigned, dated the second day of January, 1918 a five-story laboratory building in general accordance with the plan of Marshall and Fox, Architects, identified by the signature of Frederick H. Rawson thereon, as of June 3, 1924, and equip same, paying to the undersigned the net income from the building on

Lot numbered Nine (9) and the South
Half ($S\frac{1}{2}$) of Lot Numbered Ten (10)
in Block Numbered Ninety-Eight (98)
In school Section Addition to Chicago,

until the University shall commence the work of erecting said laboratory building; the conditions of our gift to the University shall, in that event, be regarded as, and shall be considered to be, fully complied with.

The fifth floor of the said Laboratory Building may be designated as the Norman Bridge Pathological Laboratories.

Yours very truly,

WH:HF

The University of Chicago
Chicago, Illinois

Gentlemen:

This is to certify that the undersigned have approved and do hereby approve of the location of the Rawson Clinical Laboratories at the northeast corner of Harrison and Wood Streets, in the City of Chicago; and have approved and do hereby approve of the plan of Messrs. Marshall and Fox for said building; and do hereby advise you that if the University shall erect, within the time mentioned in the contract between the University of Chicago and the undersigned, dated the second day of January, 1918, a five-story laboratory building in general accordance with the plan of Marshall and Fox, Architects, identified by the signature of Frederick H. Rawson thereon, as of June 2, 1924, and equip same, paying to the undersigned the net income from the building on

Lot numbered Nine (9) and the South
Half (S $\frac{1}{2}$) of Lot Numbered Ten (10)
in Block Numbered Ninety-Eight (98)
in School Section Addition to Chicago.

until the University shall commence the work of erecting said laboratory building; the conditions of our gift to the University shall, in that event, be regarded as, and shall be considered to be, fully complied with.

The fifth floor of the said Laboratory Building may be designated as the Norman Bridge Pathological Laboratories.

Yours very truly,

WM:HE

July 23, 1924

M4a

My dear Dr. Bridge:

Before I leave for Europe, which I am doing today, I want to explain to you and to Mrs. Bridge why the old Rush Medical Building is not being demolished and the new Rawson-Bridge Laboratory under construction.

Some months ago we had estimates on the building as then planned, which to our disappointment much exceeded the amount available. We therefore set to work to reduce costs in ways that would not impair the value of the building. This has been a slow process, but the contractors now promise us final figures on the twenty-eighth.

As I am leaving for England today, I wonder if it would be possible for you to see Mr. Heckman and Mr. Arnett after these figures come in. This would give you up-to-date information, which I hope will be very encouraging.

I am sure Mr. Heckman and Mr. Arnett, or one of them, would be glad to call at your hotel, and I think you may expect to receive a note or a telephone call from them.

Mrs. Burton and I are very sorry that we cannot give ourselves the pleasure of calling on you both before we leave. But I am sure you will understand how hardpressed we are in preparation for leaving.

With great appreciation of the opportunity I have had for acquaintance with you and Mrs. Bridge, and with best wishes for the fall and winter, I am

Very sincerely,

Dr. Norman Bridge
Drake Hotel
Chicago

EDB:HP

July 23, 1934

My dear Dr. Bridge:

Before I leave for Europe, which I am doing today, I want to explain to you and to Mrs. Bridge why the old Rush Medical Building is not being demolished and the new Rawson-Bridge Laboratory under construction.

Some months ago we had estimates on the building as then planned, which to our disappointment much exceeded the amount available. We therefore set to work to reduce costs in ways that would not impair the value of the building. This has been a slow process, but the contractors now promise us final figures on the twenty-eighth.

As I am leaving for England today, I wonder if it would be possible for you to see Mr. Heckman and Mr. Arnett after these figures come in. This would give you up-to-date information, which I hope will be very encouraging.

I am sure Mr. Heckman and Mr. Arnett, or one of them, would be glad to call at your hotel, and I think you may expect to receive a note or a telephone call from them.

Mrs. Burton and I are very sorry that we cannot give ourselves the pleasure of calling on you both before we leave. But I am sure you will understand how hardpressed we are in preparation for leaving.

With great appreciation of the opportunity I have had for acquaintance with you and Mrs. Bridge, and with best wishes for the fall and winter, I am

Very sincerely,

Dr. Norman Bridge
Drake Hotel
Chicago

EDB:HP

ROOM 1038, 230 S. CLARK ST.
ROOM 1204, 134 SOUTH LA SALLE ST.
TELEPHONE FRANKLIN 214

The University of Chicago
Office of the Counsel and Business Manager

M4a

JULY THIRTY-FIRST
1 9 2 4

*Ans
Linton Aug 21 -*

Dr. E. D. Burton
c/o Swift & Co.
58 W. Smithfield St.
London, E.C. 1, England

My dear President Burton:

We have the bids in now for the Rawson Laboratory. The Committee is recommending to the Board for execution if the funds can be found a contract with the E. C. Scheidenhelm Co. at an estimated cost of \$492,000 (contractor's fee of \$36,000 included therein) the University to receive 75% of any savings which can be made, the contractor to receive 25% thereof. If the building should cost more than \$492,000 the University shares half of the expense of such over run up to \$508,000. The contractor and the architect feel confident of saving \$15,000 or \$20,000 at least. Mr. Scheidenhelm individually guarantees the contract. This contractor built the grand stands and the Stagg Field wall. Judge Baldwin had great confidence in him.

The cost to complete the laboratory (estimated):

Contract	\$500,000	
Equipment	50,000	
Architect's fee	30,000	
Total		\$580,000

Funds available:

Rawson building	\$300,000	
Interest six months	7,500	
		\$307,500

Mrs. Bridge's subscription	\$100,000	
Interest	5,000	
		\$105,000

Total		\$412,500
Balance required		\$167,500

The University of Chicago

Office of the Council and Treasurer

JULY THIRTY-FIRST
1 2 3 4

Dr. E. C. Horton
c/o Smith & Co.
12 W. Mitchell St.
London, E.C. 1, England

My dear President Horton:

We have the bids in now for the Rawson Laboratory. The Committee is recommending to the Board for approval the funds now on hand a contract with the E. C. Engelhardt Co. at an estimated cost of \$225,000 (contractor's fee of \$25,000 included therein) the University to receive 75% of any savings which can be made. The contractor to receive 25% thereof. If the building should cost more than \$425,000 the University shares half of the expense of such over run up to \$500,000. The contractor and the architect feel confident of saving \$15,000 or \$20,000 at least. Mr. Engelhardt has fully guaranteed the contract. This contractor built the grand stands and the Stagg Field wall. Judge Baldwin had great confidence in him.

The cost to complete the laboratory (estimated):

Contract	\$225,000
Equipment	50,000
Architect's fee	25,000
Total	\$300,000
Funds available:	
Rawson Building	\$200,000
Interest six months	7,500
	\$207,500
Balance required	\$92,500
Labors	\$100,000
Materials and-	2,000
Total	\$102,000
	\$109,500

Dr. E. D. Burton

July 31, 1924

#2

A special meeting of the Board has been called for Tuesday next to consider the recommendation of the Buildings and Grounds Committee that the contract be let if the funds can be provided. Mr. Arnett and I and I think Mr. Donnelley agree that the contract must be let even if we have to borrow the money. The building must be completed by August 24 next year in order to hold the Rawson gift. This contract will provide that the building must be completed by August first next year. Also we have contracted with Rush Medical to build the laboratory. No other course is open but to proceed and to proceed as rapidly as possible. The contractor is to make provision for steam by December 1 for the Senn Building. The wrecking of the present building must go forward without delay and the steel must be ordered promptly. I have no doubt the Board will authorize the execution of the contract on Tuesday. As soon as these figures were made definite and this contract agreed upon by Mr. Donnelley and the Committee, I got in touch with Dr. Bridge (Mr. Arnett does not come in until Friday. Dr. Bridge leaves on Friday. He asked me to take the matter up with Dr. Bridge.) When I got Dr. Bridge on the telephone he insisted upon coming up here rather than let me come to his hotel. I am sending with this a memorandum of our conversation. As you will see by it he was anxious to impress the fact that his financial responsibility is overestimated. All through the conversation, though, his eager interest in the University, both the department that has his special interest and the others, was outspoken and gratifying.

I am dropping this note not for the purpose of interrupting your rest with the suggestion of cares here, but in the hope that you will rest better and be exhilarated by knowing that the things are going all right here. Please bear in mind that one of our most substantial gifts is from our leader, who is giving the best that is in him and we find that best large.

Sincerely yours,


Wallace Heckman

WH:HH

