

President's File... Chicago, University of...Departments

"P" indicates a letter which deals with a matter of policy.

"A" indicates a letter which deals with appointments or recommendations.

ANATOMY

1900

- A Feb. 17.... Lewellys F. Barker to Harper; Will accept H's offer to come and develop the department of Anatomy, but he must be allowed freedom.

1901

- P & A April 26... Lewellys F. Barker to Harper; On the matter of salaries; on Waite as a teacher; on changes in the lecture system for Medical students.
- P & A June 19.... Lewellys F. Barker to Harper; Some of the faculty will be lost to other universities due to better offers. If they all go, there should be some re-organization of the Anatomy Dep't. There is not enough gradation in rank.
- P & A Aug. 10.... Lewellys F. Barker to Harper; An important letter on the inter-relationships of the various biological sciences in the University, and the courses required of students therein; recommendations for appointments.

- P Aug. 19.... Lewellys F. Barker to Harper; regarding the affiliation of the lab. at Woods Hall with the University. Harper's reply of Aug. 23 is enclosed (copy). In it he states that "my mind is on medicine more than on any other subject."

- A Sept. 24... Lewellys F. Barker to Harper; concerning appointment of Harvey as Ass't.

- P Nov. 5..... Lewellys F. Barker to Harper; on introducing the cadaver into the class room as a teaching technique. In an enclosed copy of H's letter of Oct. 30, H. objects to using Kent Hall for such purposes.

- A Sept. 14... Basil C. Harvey to Lewellys Barker; application for assistants position.

- P Nov. 8..... Lewellys F. Barker to Harper; regarding how much Anatomy is to be given and by whom. Speaks of West side Med. Center.

1902

- A July 19.... Lewellys F. Barker to Harper; recommends the appointment of Dr. Kyes. encloses copy of H's response (July 21). Agrees to talk it over.

- A July 28.... Lewellys F. Barker to Harper; More on Kyes, with H's reply (Aug. 1).

- Aug. 13.... Lewellys F. Barker to Harper; glad the Univ. was so liberal with Kyes.

R 1916?

- P An undated treatise on A Plan for The Development of Medical Education in Chicago, by Abraham Flexner. A thorough study of the position of leadership the U. of C. should take in the direction of a truly modern Med. School set-up. Plans for its expansion thruout the city.

1921

- April 11.... Ira M. Morris to H.P. Judson; in relation to the attempt to trace the whereabouts of Prof. Maximov of Russia. Judson's reply(copy) of May 12, is enclosed.

- April 26... R.R. Bensley to H.P. Judson; Maximov is forbidden to communicate with

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June 19.... Lewis F. Barker to Harper; Some of the faculty will be lost to other universities due to better offers. If they all go, there should be some re-organization of the Anatomy Dept. There is not enough gradation in rank.
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anyone outside of Russia. Enclosed is a two-page biographical sketch of Maximov.

1922

- A March 1....Judson to Ira N. Morris, of the Amer. Legation at Stockholm; (copy); Should the Legation pay Maximov's traveling expenses, M. would come to Chicago as an instructor of Anatomy.
- A March 20...Ira Morris to Judson; telegram announcing Maximov's arrival in N.Y.
- A March 21...Ira Morris to Judson; a fuller explanation of the telegram.
- A April 20...R.R. Bensley to Judson; recommends Maximov for appointment. Copy of Judson's reply enclosed. (April 21).

- P April 26.. Lewellys F. Barker to Harper; concerning the drastic needs of the Biology Library. *filed under 1902*

1924

- A Nov. 3.... E.D. Burton to Tufts; "We mustn't let Maximov leave us."
- 0 Oct. 16... Maximov to Bensley; ..Must have more trained technicians or he will be forced to leave.
- Oct. 29... Bensley to Burton; Thinks that Maximov should be given every inducement to remain at the U. of C.
- Nov. 4.... Memo from Burton; that Maximov be given a trained assistant.

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Nov. 4.... Memo from Whitson: that Maximov be given a desired assignment.

Oct. 28.... Benjamin to Whitson: thinks that Maximov should be given every inducement
forced to leave.

Oct. 18.... Maximov to Benjamin: what have more desired descriptions of me will be

Nov. 3.... E.D. Whitson to Luffa: the matter of let Maximov leave him.

1854

1803

Whitson to Benjamin: concerning the quartic needs of the project
leaving enclosed. (Whitson 31).

Whitson 30.... E.D. Benjamin to Whitson: recommends Maximov for appointment. Copy of Whitson, a

Whitson 31.... The Mollie to Whitson: a further explanation of the telegram.

Whitson 30.... The Mollie to Whitson: telegram announcing Maximov, a witness to M.A.

in the history of Whitson.

Whitson 1.... Whitson to the M. Mollie, of the Whitson registration at Stockholm: (copy): should

1855

of Maximov.

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THE JOHNS HOPKINS HOSPITAL,
NORTH BROADWAY.HENRY M. HURD, M. D.
Superintendent.Baltimore, Feb. 17th 1900
189

32

My dear President Harper,

I have decided for better
or worse to accept your proposition, as
outlined in your letters of Feb. 14th and Feb 15th,
and go to Chicago. I trust that neither
you nor I may repent the arrangement.
This is with the understanding that you are
to give me liberal support from the start
in the development of the Department of Anatomy,
for to make an impress upon the subject in
Chicago, in two institutions ten miles apart,
careful organization and the cooperation of
trained and trusted assistants will be necessary.

Faithfully yours

Lewellys F. Barker

THE JOHNS HOPKINS HOSPITAL
NORTH BROADWAY

HENRY M. HARRIS, M.D.

Superintendent



Baltimore

189

My dear President Harter,
I have decided to take
a leave of absence from
the Johns Hopkins Hospital
and go to Chicago. I trust that
you will understand the
necessity of this and will
be able to find a suitable
replacement for me. I am
very sorry to leave the
hospital and the friends
I have met here, but I feel
that it is necessary for
my health and for the
benefit of the hospital.
I am, very respectfully,
Yours truly,
Henry M. Harris

Anatomy

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy



OK *CH*
CHICAGO,

April 26, 1901.

My dear President Harper:

It was expressly understood in committee that the salaries paid by Rush to Professor Loeb and myself were to be a charge on the University independent of the budget calculated. Mr. Stieglitz tells me that this was stated to you in the final report which he made. The transfers for Armour, Kyes, Lewis and Miller are provided for in the \$45,000 budget.

I should like to be able to write Dr. Flint as soon as possible with regard to the recommendation made in his case in order that it may have a salutary effect upon him while he is in immediate contact with the attracting forces at the University of California.

The case of Mr. Waite is one ^{with regard to} in which I have no strong feeling. I think he will go to Western Reserve if the increase is not made, though he does not wish in any way to present the matter in that light. Should he go I do not think we should have difficulty in securing another man for the same money who would answer our purposes. In justice to him, however, it should be pointed out that while his personality is not entirely free from criticism, a good portion of the feeling engendered at Rush is attributable to the activities of a small group of malcontents in the sophomore class, which would be dissatisfied with any man above the level of a political ward heeler.

With regard to the transfer of the present freshman class I shall not assume the role of an optimist, but I feel convinced that there are some persons on the West Side who are assuming the roll of pessimists and I have every reason to feel sure that they will have very little cause for their pessimism after a short time. I have purposely



The University of Chicago
 DEPARTMENT OF ANATOMY
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arranged

arranged to teach the freshmen their splanchnology myself during the whole six weeks of the last term of this quarter. I look forward to this intimate contact with the freshman class as a particularly good opportunity to make them feel that they cannot afford to go elsewhere next year than to the University. I think much can be done between now and the end of the quarter to assure the transfer, not of a few members but of practically the whole class.

There is some force in the objection that the men will be removed entirely from a clinical atmosphere, and that is one reason why we should at the earliest possible moment inaugurate clinical teaching at the University. I think that even next year we ought to have some general lectures suitable for all medical students of no matter what year. I should be willing to give a certain number of these myself. Dr. Hektoen could give some. And I think one or two lectures from each of several clinical men, say Billings, Reven, and Webster, might be arranged. We are working hard in all spare moments on the announcement. I have so run on to Washington for April 30th and May 1st to the meeting of the Association of American Physicians, where the whole plaque situation is to be presented. In my absence individual portions of the announcement will be revised by various members. I shall be gone three,

or at most four, days.

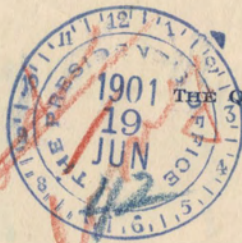
Yours faithfully,

Frederick J. Porter

Frederick J. Porter

staff, initial outfit and
annual budget. — Unless we
can do something especially good
for him here I must advise
him to accept this offer.

But if he goes, and Armour
goes into practice, and Waite
goes to Western Reserve there
is good prospect of a "swamping"
of the Anatomical Department
next year. Is it not bad
organization in a department
so important as Anatomy, which
has to care for fully half



THE QUADRANGLE CLUB

Wednesday morning

My dear President Harper,

Flint has just
received an offer, from
President Wheeler, of the
full chair of Anatomy at
the Univ. of California with
\$3000 salary, a promise of
good prospects in surgery
later, and a liberal

the work of the 300 men next year to have
no representative between the head of the department
and the instructors? Ought there not to be
besides the Head of the Department, a Professor,
an Associate Professor, and an Assistant Professor
before we reach the level of the instructors.

In view of the fact that Flint is deemed
worthy of the full chair in California, of
what we know of him, and the great problems
we have before us in connection with Rush,
might we not appoint him to one of these
higher positions? Aside from the need I feel
myself of having at least one thoroughly
competent man in the department, would it
not be distinctly to the disadvantage of the University
to let Flint go at this important juncture? And
could we not also assure him of an opportunity
for development in University Surgery even if the
time is not ripe to speak of College Surgery?
Congratulations on the Decennial! It has been a great success.
Yours faithfully, Lewellys F. Barker.

ADDRESS REPLY TO

DR. LEWELLYS F. BARKER

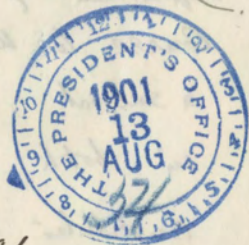
Hull Anatomical Laboratory
UNIVERSITY OF CHICAGO

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy

Woodruff, Wis.
c/o C. J. Coon.
~~CHICAGO~~ Aug. 10. 1901



My dear President Harper,

I return with this Professor Lillie's letter. It seems to me he is entirely right in desiring "that all preparations of whatever kind made for purposes of instruction in [the course mentioned] in Embryology shall belong to the collections of the Zoological Department."

With regard to the first paragraph of the letter I may say that it is a relief to me on entering upon the duties of the Anatomical Chair in the University to find that Embryology ^{was} ~~is~~ at present so ably represented in the (over)

(2)

Department of Zoology that I could heartily recommend that the Course to Medical Students be given in that Department. Embryology is a subject that is usually, and ought always, to be represented in both the Department of Anatomy and the Dept. of Zoology. It constitutes the ^{or a} most important field of research in each of these depts. and instruction can and often is given to undergraduates in the same subject in both departments, the materials employed and the viewpoints utilized often differing so much that even the same student can profit by taking both courses, and where only ^{course is taken by a} one ~~student~~ ^{student} ~~takes~~ he can elect which of the two he will take. The kind of embryological course given by a zoologist who is not a medical man is often totally unsuited to medical students, and too often the kind of embryological course given in a Department of anatomy is too much confined to human and higher vertebrate types to be suitable for the student who is getting a wide preparation in both invertebrate

ADDRESS REPLY TO

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Hull Anatomical Laboratory
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CHICAGO,

and vertebrate morphology. You will note that in the list of courses offered by the Department of Anatomy both Embryology and Neurology (essential subjects in a Dept. of anat.) are mentioned but dismissed with references to courses in the Zoolog. Dept. & in the Dept. of Neurology. Both Dr. Mall and I felt that (1) at present we cannot afford to duplicate courses in the University and (2) that with the present staff in the Depts. of Neurology and Zoology adequate and wholly satisfactory courses in Neurology and Embryology are assured. Were this not the case and should changes in the teaching

Staff of the other Dep.^t bring it about that these subjects (4.)
were not adequately presented to students, it would be the
imperative duty of the Dep.^t of Anatomy to offer suitable
courses in these subjects itself. In the meantime Anatomy
may concentrate its teaching efforts on anatomical
subjects other than Embryology and Neurology.
Research, however, by staff and students, must of course remain
entirely unhampered. A large part of the research in every
anatomical as in every zoological laboratory is of
necessity embryological research. Both Zoology and Anatomy
ought to have a free hand here. The same is true of
Neurology in which a part of my own research lies.
This we talked over when I came and you, you may recall,
and Mr. Donaldson agreed entirely to this proposition.

ADDRESS REPLY TO

DR. LEWELLYS F. BARKER
Hull Anatomical Laboratory
UNIVERSITY OF CHICAGO

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy

(5)

CHICAGO, in Embry. Anat. & Anat.
The understanding in Committee was that the work for medical students should be done in a sort of "pooling" way by the combined staffs of Anat. & Embry. It was agreed that Embryol. & Neurol. should be done in the Spring & that Anat. should be chiefly done in Aut. & Winter. — Embryology (Zool.) was to appoint one assistant, Neurology was to appoint one assistant. Anatomy already had its assistants unless a ^{larger} ~~the total~~ number of students than 75 appeared. The agreement was that each man appointed should carry a title from the Department in which he was appointed, that all his

research work should be done in that department and
published from it. Only actual instruction of medical
students was to be divided up. Embryology was to
lend one assistant for the aut. & winter to teach Anatomy.
~~the~~ Neurology the same. — In turn Anatomy was
to lend two assistants to Embryology & to Neurology
for teaching in the Spring quarter. — As I understand
it Prof. Lillie wishes to have, besides his one regular
appointee, at least one of the assistants (appointed by
Anatomy and lent for the Spring gr. to Embryol.)
appointed also in Zoology. Personally I have no objection
to having the anatomical assistants who teach in Embryol.
& Neurol. also put down on the list of staff in Zool.
& Neurol. in which case I should include in my list of

ADDRESS REPLY TO

DR. LEWELLYS F. BARKER

Hull Anatomical Laboratory
UNIVERSITY OF CHICAGO

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy

CHICAGO,

Anatomical Staff the men lent by Embryol. & Genet. to Anat.
If this is done, and it is a matter it seems to me for
either you, or the Medical Board to decide, those men when
put down on the Staff to which they are lent should
have put after their names "Assistant for the Spring
Quarter only" or "Assistant for the Autumn & Winter Trms only,"
as the case may be.

The reason I have been hoping to have Dr. Moenkhaus
appointed on the Anat. Staff is to strengthen the Embryol.
side of the Dept. His research is to be largely embryological.

Quarantine

August 23rd, 1901.

My dear Dr. Barker:

I am obliged to you for your kind note of the nineteenth instant in reference to Wood's Holl. I assure you that my mind is on medicine more than on any other subject, and with the help and inspiration which you are giving us I trust that something may be done. I shall be very glad to see you when you get back.

I have arranged matters with Mr. Revell, and I have written, as requested, to Mr. Moenkhaus.

Very truly yours,

TO
WELLYS F. BAR
all Anatomical Laboratory
UNIVERSITY OF CHICAGO

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Full Anatomical Laboratory
UNIVERSITY OF CHICAGO

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy

c/o C. J. Coon
Woodcrafts

CHICAGO, Wis

Aug. 19. 1901

W

My dear President Harper,

I am very glad indeed to hear thro' friends in the East of your efforts with regard to Wood's Hall, and I hope that the offer of the Board of Trustees named by you in your letter to them may be accepted at the Annual meeting which, if I am informed correctly, takes place today. This ought to lead in a very short time to definite affiliation of the laboratory with the University - a fine step forward for us. Wood's Hall has the start and there are great possibilities there; I am told upon good authority that if well managed it might register

1000 students annually.

Could not the Rockefeller Institute for Medical Research, though temporarily lost to us be recaptured? I happen to know that Dr. Welch believes that the Institute would thrive better in connection with some University and he thinks that Flexner would be the best head for it, but he doubts Flexner's accepting such a position if it were offered to him. That Mr. Rockefeller would be susceptible still to appeals for the Institute from the University is obvious from a remark which he made at the dinner in New York where the Institute was discussed. Rush, as a medical college, is fast being brought by you up to the level of the leading institutions of the country, but why should we not have a school where in both preclinical and clinical branches the side of research is emphasized. It is the opinion of many that nothing short of a direct gift from Mr. Rockefeller for medicine will make the people of the country convinced that medicine at the University of Chicago is about

ADDRESS REPLY TO

DR. LEWELLYS F. BARKER

Hull Anatomical Laboratory
UNIVERSITY OF CHICAGO

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy

(3)

CHICAGO,

to develop along the right lines. The ^{direct} endowment of higher
medicine at the U. of C. would with one stroke put
Chicago in the lead.

No time would seem to me so favourable as
the present. The country is looking to us. The most
difficult local step has already been made.
Now — a great gift! It would do wonders not
only for America but for the whole world.
Yours very faithfully
Lewellys F. Barker.

CHICAGO, UNIVERSITY OF.....DEPARTMENTS

"P" indicates a letter which deals with a policy matter.

"A" indicates a letter which deals with appointments or recommendations thereof.

ARCHAEOLOGY

(N. B. this folder includes correspondence from the Art History Department)

- N.D. Dec. 2..... F.B. Tarbell to Harper: A prospectus of courses to be given in 1902-3.
- 1892 A May 24..... Tarbell to Harper (telegram): Acceptance of position in the faculty.
- 1897 P Dec. 3..... Martin Ryerson to Harper: Ryerson is not interested in seeing a practical art school set up at the Univ.. Should teach aesthetic and social aspects.
- 1900 Jan. 11..... Tarbell to Harper: Wishes to change his official title from Professor of Classical Archaeology and Classical Epigraphy to Prof. of Class. Arch.
- Dec. 7..... Tarbell to Harper: Not interested in taking part in writing the Archaeology section in a series of vols. to be published.
- ~~1900~~ Dec. 10..... Harper to Tarbell: H. thinks that Tarbell should be writing for this publication.
- 1902 P Jan. 9..... Harper to Schwill (Schevill): (copy): H. anxious to have a continuous series of courses on Art, and someone should be found to teach modern art.
- A & P Jan. 16..... Harper to Schwill (copy): Must start art courses. Better to use home-grown talent (taft of French) which will be less expensive?
- A Jan. 21... Tarbell to H.P. Judson: Concerning the hiring of someone to teach the course in Modern Art. Not too favorably impressed with Browne. Better to leave the job unoccupied for the time being.
- P Jan. 28... (Harper?) to Tarbell (copy): In any case we must make a beginning.
- P Febr. 19... (Harper?) to Tarbell (copy): On the best practical scheme for a course in the history of Art. Separately the modern intopainting and sculpture.
- P Feb. 20..... Ferdinand Schevill to Harper: A list of suggestions for the Art Dep't. before he leaves for an 8 month absence. On equipment needed, arrangement of the courses, etc..
- P Mar. 4..... Harper to Schevill (copy): H. agrees with Schevill that the courses should be put together under the Department of Archaeology and Art.
- A Mar. 4..... Tarbell to Harper: "The merest suggestion of appointing Mr. Taft (Laredo?) to a professorship of painting and sculpture fills me with the gravest concern." Schevill has a man in mind.
- 1904 P Oct. 5..... Harper to Zug: (copy): Plans conference with all the members of the Univ. who have connections with Art or Archaeology. Thinks they should be brought together. Wants Zug's suggestions.
- P Nov. 2..... Harper to Zug (copy): Harper here is wrestling with the idea of how the Dep't. of Education can be integrated with the other Departments. In particular he is concerned with the Dept s of Art and Archaeology. (H. writes an identical letter to Tarbell on the same date.)

CHICAGO UNIVERSITY OF DEPARTMENTS

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 1903 Dec. 2..... F. B. Tarbell to Harper: A prospectus of courses to be given in 1903-4.

- 1905 A Mar. 13.... Harper to Judson: Concurs in view on Zug. Judson includes a note to Zug (Mar. 27) telling him that he will not be re-appointed.
- June 10.... Charles C. Torrey to Harper: "We have thought of you as with us..."
- 1907 A Oct. 14.... Frank Abbott to Judson: On the matter of inviting Sig. Boni to give a series of lectures on Roman excavations.
- 1911 Nov. 27.... G. B. Zug to Robertson: on the La Farge Exhibition. Would Mrs. Judson preside at an opening tea? (Z. deems now to be officially connected with the University.)
- Nov. 27.... D.A.K. (Sec. to the President) to Zug: On the arrangements for the Exhibition.
- N.D. A & P Aug. 18.... Henry W. Prescott to Judson: writes on the changes that should be made in the Art Dept., both internally and in relation to the whole Univ. Outsiders complain that the Univ. is too science-minded. The Dept. of Art will suffer if there is a new president.
- 1912 A Nov. 12.... Walter Sargent to Judd (?): On the abilities of Mr. Gentner as a lecturer.
- A Dec. 5.... F.W. Gunsaulys (Pres. of Armour Inst.) to Judson: Eulogizes Dwight Tryon as a teacher of the practise of Art. He sympathizes with the Univ. in their attempt to get somebody "noble" for the Art Dep t.
- A Dec. 6.... Judson to Gunsaulys (copy): He must come to hear Gentner's lectures.
- 1913 A Feb. 3.... Judson to Ryerson (copy): Gentner not available for lectures. Suggests Powers instead.
- A May 28.... F.B. Tarbell to Judson: Asks that J. consider Alfred Emerson of the Art Institute ~~for~~ for the vacancy in the Art Dept.. Has no doubts about Schevill.
- 1917 A Aug. 7.... Ferdinand Schevill to Judson: He recommends Churchill strongly for the position in the Art Dept. He is "well at the head of his profession."
- Aug. 10.... Judson to Schevill (copy): Churchill will receive due consideration.
- A & P Oct. 30.... E.T. ~~Merrill~~ Merrill to Judson: Suggests D.M. Robinson of Johns Hopkins to replace Tarbell when he retires. It would be "disastrous" to divorce Classical Art and Archaeology from Classical Langs. The "Modern end of the History of Art" should be attached elsewhere.
- P Nov. 1.... Judson to Merrill (copy): Doesn't propose to take any step without consulting the Latin & Greek professors.
- 1918 A Jan. 18.... Judson to Goodnow--Pres. of Johns Hopkins (copy): Inquiring about Robinson for the Chair of Classical Archaeology at the U. of C. J. is inquiring about his teaching ability & not his scholarship.
- A Jan. 18.... Judson to W.H. Welch of Johns Hopkins: Asks about Robinson's standing with his teaching colleagues.
- ~~1919 xxx F.T. Haskell~~
- 1919 A Feb. 21.... F.T. Haskell to Judson: Suggests Robinson of Johns Hopkins to fill the vacant Chair in Archaeology.
- Feb. 24.... Judson to Haskell: Familiar with Robinson's work. Will give it thought.

1908	A	Mar. 13....	Harper to Judson: Concerns in view on Eng. Judson includes a note to Eng (Mar. 27) telling him that he will not be re-appointed.
		June 10....	Charles C. Torrey to Harper: "We have thought of you as with us...."
1907	A	Oct. 14....	Frank Abbott to Judson: On the matter of inviting Sig. Bond to give a series of lectures on Roman excavations.
1911		Nov. 27....	G. B. Zug to Robertson: on the La Farge Expedition. Would Mrs. Judson preside at an opening tea? (Z. seems now to be officially connected with the University.)
		Nov. 27....	D.A.K. (Sec. to the President) to Zug: On the arrangements for the Exhibition.
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- 1922 P & A Henry W. Prescott--Chairman of the Committee on the Department: A memo to the president on at what rank the new member of the Dept. should be hired.
- P & A Jan. 15. Henry W. Prescott to Judson: Recommendations on appointments. Somebody needed in the Renaissance field. Also suggests a relationship between the Art Dept. and the Classics Dept.
~~xxxx~~
- Jan. 24....Judson to Prescott (copy): Will consider his proposals.
- N.B. See end of index for letters inserted for 1922*
- A Dec. 3..... Emerson H. Swift to Henry W. Prescott: Proposition offered to him for Ass't. Prof. in the Art Dept. but considers salary too small.
- A Dec. 5..... Prescott to Judson: Enclosing Swift's letter, states that he thinks the offer should be increased.
- Dec. 9..... Judson to Prescott (copy): Agrees. Mustn't compete with Michigan however.
- 1923 A Jan. 17.... Swift to Judson: Accepts the offer at the University. Asks for an appropriation for slides and other equipment for studying architecture and sculpture,
- Jan. 20.... (Judson?) to Swift (copy): Will try to get the appropriation from the trustees.
- A & P July 25.... Henry W. Prescott to Tufts: Prescott encloses a 43-page report entitled; Preliminary Report of the Committee on the Reorganization of the Department of the History of Art.
- P Oct. 28.... Henry Prescott to Burton: Chicago is way behind the other good universities in regard to the Art Dept. Too much emphasis on classical Archaeology and Art and not enough on the other fields. Speaks of a report to be submitted to the Trustees.
- P Nov. 7..... Burton to Prescott (copy): Appreciates the difficulties. The problem is mainly a financial one. Considers P's suggestion of getting money from Chicago citizens.
- P Nov. 12.... Prescott to Burton: The Committee is satisfied of B's interest in the matter of the Art Dept. and will try to exert patience.
- 1924 A&P May 6..... Prescott to Burton: Glad that the affairs of the Art Dept. are to be in Prof. Sargent's hands.
- May 10..... Plimpton to Burton: Swift should sign the requisitions in Sargent's absence.
~~xxxxxx~~
- A & P May 15..... Walter Sargent to Dickerson: Thanks for being appointed Chairman of the Art Dept. Hopes this doesn't upset the committee arrangement.
- May 23..... Walter Sargent to Dean Tufts: Mostly questions on appropriations for equipment and rooms.
- A & P May 26..... J.S. Dickerson to Burton: On the declining of the chairmanship of the dept. by Prescott and the acceptance by Sargent.

A biographical sketch of D.M. Robinson. A bibliography of his works.

- P May 27..... Prescott to Burton: Wouldn't it be better if Swift were the acting chairman of the administrative committee? The Commission appreciates B's interest in its work, and feels that discussion will aid in the development of a nearly complete university policy.
- P & A June 14.... Dudley Crafts Watson to Swift: Thinksthat the University students would benefit immeasurably from a course on the analysis of music in relation to the other arts, with Henry ^Parmort Eames as lecturer.
- A July 7..... E.H. Swift to Burton: Hopes that Eames' proposal to teach music in its relation to art will receive serious consideration.
- P July 11..... Burton's Secretary to Swift (Copy): The president feels that the time is not yet ripe for branching out in the direction of music in the art dept. (Enclosed is a brochure on Eames.)
- Nov. 4..... Tufts to Walter Sargent (copy): On the matter of some fellowships.
- 1925 P & A Jan. 8..... Walter Sargent to Tufts: Urges the appointment of an Assoc. Prof. of the History of Renaissance Painting. Some possible candidates from Princeton and ^Harvard. Present courses are inadequate.
- P Jan. 13..... Sargent to Burton: There should be a small art collection on the campus to which the students could have access. Asks that a room be reserved as a gallery. One painting has already been donated.
- P Jan. 21:.... Walter Sargent: A formal plea on behalf of the Art ^Department for a gallery and an art collection. The enrollment ~~in~~ the department is now 170. Works of art will undoubtedly be donated.
- P Jan. 22.... Ass't. to the President to Trevor Arnett: He encloses both Sargent's letter and memorandum. (In a copy of a letter of the same date he informs Sargent that he has sent the letter to Arnett.)
- Mar. 3..... Robert L. Kelly to Burton: Writer is connected with~~x~~ the Council of Church Boards of Education. They have received \$5,000 from the Carnegie Foundation to assist them in a plan relating to the development of the Fine Arts in American colleges. Asks B. for suggestions.
- April 7.... Burton to Edwin H. Blashfield of the National Academy of Design: B. commends Blashfield for establishing an institution where the student is able to integrate his practical art experience with a broad cultural education~~x~~.
- April 7.... Assistant to the President to Sargent: Thanks Sargent for writing the letter which Burton sent to Blashfield~~d~~.
- April 8.... Robert L. Kelly to Burton: The University of Chicago has been chosen by the Commission of ~~the~~ Fine Arts of the Association of American Colleges as one of the institutions to be studied in the Carnegie plan of investigating the fine arts in the colleges.
- April 10... Caroline Bender to Sargent: Incloses Kelly's letter. Sargent replies ~~in~~ on the same letter that he is heartily in approval of the plan.
- P & A April 12... Walter Sargent to Tufts: Tells Tufts of the letters about the Carnegie Survey. This is the chance for the U of C Art Dept. to assume a position of leadership in the Art Education. Sets down the conditions under which this could be accomplished: i.e., in the way of re-organization and re-appointments.

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A & P May 28.... J.S. Dickerson to Burton: On the declining of the chairmanship of the Dept. by Prescott and the acceptance by Sargent.

- A & P April 21:.... Burton to F.C. Keppel of the Carnegie Corporation (copy): It would be to the advantage of the Committee if Sargent could be in residence 3 quarters instead of 2. Would the corporation see fit to defray these expenses? Sargent also thinks an additional instructor would be necessary.
- April 24:.... Keppel to Burton: will be glad to ask the trustees for the additional \$3,500 for the experimentation in art education.
- April 27:.... Scott--Secretary to Burton-- to Keppel: Acknowledges K's letter. Burton unable to transact any business as he is in the hospital.
- A & P April 28:.... C. Benson--Burton's Assistant (?) to Swift (copy): A run-down on the Carnegie project.
- A & P April 28:.... J.H.T. to (Laing and Wilkins) (copy): Keppel, Pres. of the Carnegie Corp. will ask the trustees for a grant of \$3,500 for Sargent.
- A May 4:..... Walter Sargent to Tufts: Asks for the following appointments for the coming year; Himself, Edward F. Rothschild, Elizabeth Haseltine, & Antionetto Forrester.
- P May 5:..... A memo re projects for the new Art Department of the Univ. of Chicago.
- P A leaflet by Sargent, printed for private distribution, entitled Among the Departments: The Department of Art.
- A & P N.D. A memo, written by Sargent, entitled "The purposes of the newly organized Art Department of the University of Chicago...." It states also what new appointments are ~~needed~~ needed.
- A & P May 11:..... Keppel to Burton: The Carnegie trustees granted the \$3,500 to place at the disposal of the U. of C. for experimentation in art education.
- May 14:..... Burton to Keppel (copy): Thanking Keppel for the funds. B. will need another operation before he is completely restored to health.
- May 15:..... Tufts to Keppel (copy): Confident that Sargent will make good use of the funds at his disposal.

N.B. The following letters have been placed in their proper chronological order in the file.

1922

A

Nov. 16:..... Prescott to Judson: Wants Judson to meet Emerson Swift, whom they are considering for appointment in the Art Department.

A

Nov. 17:..... Judson to Prescott: Will be glad to meet Swift on Friday morning.

A

Nov. 25:..... Prescott to Judson: Everybody favorably impressed with Swift. Suggests that he be given the title of Asst. Prof. of the History of Art.

A

Nov. 27:..... Judson to Prescott (copy): Will confer with Swift

A

Nov. 28:..... Prescott to Judson: Encloses a letter which he has written to Swift stating the terms of his appointment.

THE WESTERN UNION TELEGRAPH COMPANY.**21,000 OFFICES IN AMERICA.****INCORPORATED****CABLE SERVICE TO ALL THE WORLD.**

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This is an **UNREPEATED MESSAGE**, and is delivered by request of the sender, under the conditions named above.

THOS. T. ECKERT, President and General Manager.

1258 PM

RECEIVED at

25 CH RW RF 111 Paid

New York N Y Mar 7-99

President William R Harper

University Of Chgo

Dean Hodges episcopal theological school cambridge pledges the school to twenty five dollars yearly toward scholarship in christian archaeology in school in rome and adds that it seems to him of great interest and concern for christian students please telegraph Me immediately care Cuyler morgan forty four pine street new York pledging our divinity school and adding your opinion say that if trustees do not vote it you have a pledge of the yearly amount for five years I hereby pledge Myself to You for that amount but let that be private everything going splendidly you will more than justify my absence shall

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy

CHICAGO

Dr. Harper--2.

2. To establish permanently adequate equipment and instructional force for courses in anatomy on the West Side for students who have still anatomical work to do in the junior and senior years.

3. To make it a rule that no student is to be admitted to the junior year with any conditions at all in the first two years of medical work; but that every student be required to remain at the University until he has completed the examination at the end of the first two years.

The first solution does not appeal to me and in case it were decided upon, I should feel like asking to be relieved of all responsibility in connection with it. Solution two or solution three would be perfectly satisfactory to me. The principal objection to solution two is the great expense it would involve. The objection to solution three is that some students might feel it a hardship to have to choose between having spare time or doing some elective work in one quarter at the University. If such a rule were put into practice, however, by the faculty, students would, I imagine, very quickly be resigned to it, especially as they would soon see the great advantage of taking one or two majors of elective work outside of the minimum required. As members of the faculty of Rush, we should, with this solution, not know

the danger of scientific regression.

Yours very faithfully,

Lucy F. Barker



Answered

Dr. Barker
Dr. Barker

DR. HUGT PATRICK, PRESIDENT,
34 WASHINGTON STREET.
DR. L.F. BARKER, VICE PRESIDENT,
THE UNIVERSITY OF CHICAGO,
DR. SYDNEY KUH, RECORDING SECRETARY AND TREASURER,
103 STATE STREET.
DR. CHARLES H. LODGE, CORRESPONDING SECRETARY,
3136 INDIANA AVENUE.
DR. DANIEL R. BROWER, MEMBER OF COUNCIL,
34 WASHINGTON STREET.

April 26, 1902



My dear President Harper:-

I take the liberty of writing to you with regard to the condition of our biological library. I think perhaps your attention has been called to it before, but the need is such a pressing one that I do not hesitate to address you upon the matter.

The library is lamentably deficient, not only in standard journal sets, but also in original monographs. It is very desirable in order that the high class of work under way in the various biological laboratories here may be satisfactorily continued, that the deficiency in the library be removed as soon as possible. It may surprise you to hear that some of our younger instructors, coming from smaller and presumably less well equipped universities, complain that the biological library is not equal to that in the institutions they have left. I have talked with other members of the biological faculties, and it seems certain that the sum of thirty thousand dollars (\$30,000.00) would be needed to put the biological departmental library upon a satisfactory working basis--I mean by that, to supply the principal journal sets, and the more important original monographs. Of course this sum would by no means make a complete library. It would only supply us the things that are usually considered essential, and there would be need of an additional



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[Handwritten checkmark]



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34 WASHINGTON STREET.

President Harper--2.

liberal annual appropriation for maintenance. I hope sincerely that you and the Board of Trustees may see a way by which this amount of money may, in the near future, be supplied.

I am, Sir,

Yours very faithfully,

Lewellys F. Barker

P. S. As an example of the limitations of the biological library, I may mention that my own small library contains books which are not in the other, and that they are constantly being borrowed by students and professors. I am very glad to lend any of my books, but of course they are few in number, and go only a very short way toward supplying the deficiencies of the biological library.

L. F. B.



President Harper--2.

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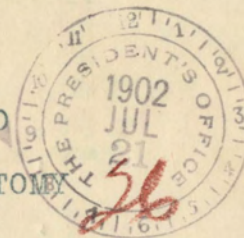
seldom comes to a young man, and we owe it, I think, to Dr. Kyes, under the circumstances, to permit him to take advantage of it. I should like to consult with you about this matter.

Yours very faithfully,

Lewellys F. Barker

P. S. Would you kindly return Professor Ehrlich's letter to me when you have read it?

UNIVERSITY OF CHICAGO
HULL LABORATORY OF ANATOMY



July 19, 1902.

My dear President Harper:-

I have very good news from Frankfort! Professor Paul Ehrlich, with whom Dr. Kyes went to work, and who, as you know, is the great investigator who is leading all medical minds after his just now, writes me the accompanying letter. Obviously Kyes has dropped on something important or Ehrlich would never write in this way. Difficult as it will be for us to arrange the gross anatomy, it seems to me that we should do it, under the circumstances, in some way, for the prestige which will come to the University from an important research done by Kyes with Ehrlich will much more than counterbalance any inconvenience and expense to which we may be put. Besides, so great an opportunity



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about this matter.

Yours very faithfully,

Jewell F. Gordon

P. S. Would you kindly return Professor Ehrlich's letter to me when you have read

it?

July 21st, 1902.

My dear Dr. Barker:-

I shall be glad to talk with
you about the case of Dr. Keyes, at your early convenience.

Yours very truly,

July 21st, 1902.

My dear Dr. Barker:-

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Yours very truly,

me a personal letter asking as a favor to him that the University of Chicago make it possible for Dr. Kyes to remain in Frankfurt next year. Ehrlich would not, I am sure, do this unless Kyes' work had been unusual. It seems to me that we should make it possible for Dr. Kyes to remain in Frankfurt, not only for his own good, but for the honor that will come to the University through his work.

I would recommend, therefore, that his regular promotion be granted him October first; that he be given leave of absence during the year 1902-03; that that year count as the first of his three years' instructorship; and that as much of his salary as possible be granted him during the year of absence.

I have just received a letter from Dr. Welch in which he unites with Ehrlich in the request that we do this for Kyes. I enclose his letter in which you will note that he suggests that he will do all in his power to have the Rockefeller Institute appropriate six hundred dollars (\$600.) towards his work

UNIVERSITY OF CHICAGO
HULL LABORATORY OF ANATOMY

July 28, 1902.

My dear President Harper:-

With regard to our conversation of this morning with reference to Dr. Kyes, I may say that he, in his letter to me, speaks very modestly of his work in Ehrlich's laboratory, but he is evidently enormously stimulated and very desirous of spending the next year there. From his letter, it seems that some ^{work} which he began here last year has led to a remarkable discovery. He scarcely realized the significance of the experiments until Professor Ehrlich formally asked him to remain for a year and develop the work on a larger scale. He was then congratulated by the other assistants in the laboratory. Professor Ehrlich has written

They gave him five hundred dollars this last year and he holds the appointment of fellow in the Rockefeller Institute. Most of this money goes towards the expenses to and from Germany and laboratory animals. It will take another six hundred dollars at least, and probably more to maintain Dr. Kyes in Germany for the year. It would therefore be necessary for him to receive at least half the instructor's salary during that year. If it is possible to grant this or more, I shall be very much pleased.

Yours very faithfully,

Lewellys F. Barker

P. S. When you have finished with Dr. Welch's letter, I would be very much obliged if you would return it to me.

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Aug. 1st, 1902.

My dear Dr. Barker:-

The Trustees have voted to give Kyes leave of absence for one year on one-half pay, namely \$600., from Oct. 1st. You may communicate the fact to him at once, and the official letter will follow.

Yours very truly

Aug. 1st, 1908.

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The Trustees have voted to give Kyes leave
of absence for one year on one-half pay, namely \$600., from Oct. 1st.
You may communicate the fact to him at once, and the official letter
will follow.

Yours very truly

Amalony

Sylvan Beach Hotel

Wabamungo. Mich.

Aug. 13. 1902

Dear President Harper.

I am very glad indeed that
you and the Trustees have been so liberal
with Kyes. It will be a great encouragement
to him and I believe that he is worthy
and will make us all proud of him.
The day I called to say good bye to you
for the Summer, you were out of town.
I have found a cool spot here — an
excellent place for constructive metabolism!

With best regards

I am yours very faithfully

Lewellys F. Barker

21/10/1902
Hobart, Tas.
Dear Mr. [illegible]

I am very glad to hear that
you and Mr. [illegible]

are going to the [illegible]
and I hope you will have a
very successful trip.

I am very glad to hear that
you are going to the [illegible]

and I hope you will have a
very successful trip.

I am very glad to hear that
you are going to the [illegible]

I am very glad to hear that
you are going to the [illegible]

March 1, 1922.

Copy
Maximov
My dear Mr. Minister:

You may remember that last summer I spoke to you about Professor Maximov in Petrograd. We have been hoping that he would escape from Russia, as we desire him to give instruction in our Department of Anatomy, and I believe you were willing at that time, should he escape, to see that his travelling expenses to the United States were met, together with those of his wife and sister, should they be with him. I have not the least idea what the cost would be, or I should send you a draft in advance. Last week I was cabled that he had arrived in Helsingfors, and accordingly I took the liberty of cabling you at once requesting proof for transportation. A draft will be sent you immediately by the University upon the information of the amount needed. I beg to thank you for your interest in the matter, and will apologize for making this demand on your time, as well as for the advance in question.

Cordially yours,

President.

Hon. Ira N. Morris,
American Legation,
Stockholm, Sweden.

HPJ:AMc

March 1, 1933.

My dear Mr. Minister:

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American Legation,
Stockholm, Sweden.

HPJ:AMC

POSTAL TELEGRAPH - COMMERCIAL CABLES

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CLARENCE H. MACKAY, PRESIDENT.

CABLEGRAM

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20-31979

DESIGN PATENT No. 40529

16 ch as 20 govt 1228p

Stockholm Mch 20, 22.

President Judson,

University Of Chicago. Chicago

Maximoff with wife sister sailing steamship called stockholm
arriving NewYork about April 12.

Morris.

No inquiry respecting this message can be attended to without the production of this paper. Repetitions of doubtful words should be obtained through the Company's offices, and not by DIRECT application to the sender.

OPERATOR'S NOTATIONS,
TIME SENT, ETC.



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EDWARD REYNOLDS, VICE-PREST, AND GENERAL MANAGER.
CLARENCE H. MACKAY, PRESIDENT.

THE FASTEST TELEGRAPH SERVICE IN THE WORLD



LEGATION OF THE
UNITED STATES OF AMERICA

Stockholm, March 21st, 1922.

My dear friend:

I am writing you this letter to let you know that I have now made all arrangements and Mr. Maximov, his wife and sister are sailing on the S/S "STOCKHOLM" from Gothenburg on the 1st of April and will arrive in New York about April 12th.

I had telegraphed to our Minister in Finland, who was able to arrange for him to leave quarantine as quickly as possible and advanced him funds for transportation. I had him met on arrival here and have taken care of them. They are well and happy and anxious to see you. Of course they came out without any clothes except what they had on their backs and naturally are very poor. I have only advanced them enough to take them to Chicago, which sum amounts to \$1610.91 which includes what was paid by our Minister in Finland. I am sending you herewith a little Memorandum to show you what it is made up of.

I am writing you a more personal letter shortly

H. P. Judson, Esquire,

University of Chicago,

Chicago, Ill.

LEGATION OF THE
UNITED STATES OF AMERICA



Stockholm, March 21st, 1922.

My dear friend:

I am writing you this letter to let you know that I have now made all arrangements and Mr. Haximov, his wife and sister are sailing on the S/S "STOCKHOLM" from Stockholm on the 1st of April and will arrive in New York about April 12th.

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Yours truly,

Minister of State,

Chicago, Ill.

and will give you all information about the Maximovs.

Hoping that you are in the best of health and everything is going along nicely, I remain,

Yours very sincerely,

Ivanov

ENCLOSURE:

1 Memorandum.

*Imperial Military Academy of Medicine
Alexander Alexandrovich Maximov
Professor of Histology & Embryology.*

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Hope that you are in the best of health and

everything is going along nicely. I remain,

Yours very sincerely,

James

ENCLOSURE:
1. Memorandum.

*Memorandum
for the Secretary of the
Department of the Interior
dated March 10, 1900*

The University of Chicago
Department of Anatomy

X X 111

7/46

April 20th. 1922

My dear President Judson:

I have much pleasure in transmitting to you herewith my recommendation for the appointment of Alexander Maximow to a Professorship in the Department of Anatomy dating from April First. Professor Maximow is one of the most distinguished anatomists in the world to-day and his addition to our staff will enrich our facilities for investigation and ^{for} the training of medical students and of investigators. I am inclosing herewith a statement of Professor Maximow's scientific record. I presume that the salary of the position to which he is nominated will be the minimum salary established by the board for that rank.

I remain,

yours very sincerely,

RR Bensley

The University of Chicago

Department of Anatomy

April 20th, 1922

My dear President Johnson:

I have much pleasure in transmitting to you herewith

my recommendation for the appointment of Alexander Maximow to

a professorship in the Department of Anatomy during the year April First.

Professor Maximow is one of the most distinguished anatomists in the

world to-day and his addition to our staff will enrich our facilities

for investigation and the training of medical students and of investiga-

tors. I am enclosing herewith a statement of Professor Maximow's

scientific record. I presume that the salary of the position to which

he is nominated will be the minimum salary established by the board for

that rank.

I remain,

Yours very sincerely,

W. B. Keen

April 21, 1922.

My dear Mr. Bensley:-

Your note of the 20th instant
in regard to Professor Maximov is received.
I will take the matter into careful con-
sideration before the next meeting of the
Board.

Very truly yours,

Mr. R. R. Bensley,
The University of Chicago.

HPJ:CB

April 21, 1922.

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I will take the matter into careful con-

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Very truly yours,

Mr. R. B. Bensley,
The University of Chicago.

HPJ:GB

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Anatomy

November 3, 1924

My dear Mr. Tufts:

It seems to me very important that we should not let Maximow leave us. If you and Dr. Gale agree in this judgment will you submit a recommendation in reference to Maximow's letter of October 16th and Bensley's of October 29th both of which I herewith inclose?

Yours sincerely,

Ernest Burton

Mr. James H. Tufts
University of Chicago

1

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

November 3, 1934

My dear Mr. Taylor:

It seems to me very important that we should not let Maximow leave us. If you and Dr. Cole agree in this judgment will you submit a recommendation in reference to Maximow's letter of October 16th and Densley's of October 28th both of which I herewith inclose?

Yours sincerely,

Mr. James H. Taylor
University of Chicago

The University of Chicago
Department of Anatomy

Sent from PRESIDENT'S OFFICE

NOV 4 1924

to Mr. Tufts
Upon return send to FILES

Received files

Dr. R. R. Bensley

October 16th, 1924.

XXIII

Hull Laboratory of Anatomy
University of Chicago

Dear Dr. Bensley,

The experimental work on tissue culture such as I have been conducting in the Hull Laboratory of Anatomy during the last two years requires the cooperation of at least three persons. It is physically impossible for me to do the work with less than two well trained assistants. At the present time Mr. Breslich, a student of the University, my assistant, and Dr. Pleshakoff, a fellow of the Rockefeller Foundation, are working with me, but Dr. Pleshakoff is about to leave for Europe on December 15th and Mr. Breslich's time is heavily involved in the pursuance of his medical study. Dr. Pleshakoff could not be replaced immediately by another student, as it would take a very long time to train his successor in the routine of the work. I am in urgent need of constant help such as could be given by a full time technician and I fear that unless help of this kind can be made available in the immediate future, the work will have to be discontinued and the costly equipment remaining idle, will become a departmental liability.

Yours very truly

A. Maximow

1802

RECEIVED
NOV 2 1924
The University of Chicago
Department of Anatomy
Received from

The University of Chicago
Department of Anatomy

October 18th, 1924.
XXIII

Dr. R. R. Bensley
Bull. Laboratory of Anatomy
University of Chicago

Dear Dr. Bensley,

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Yours very truly

A. J. Cannon

The University of Chicago

Department of Anatomy

October 29th., 1924

Sent From PRESIDENT'S OFFICE

NOV 1 1924

to Mr. Tupto

Upon return send to FILES

Received files

XXIII

My dear President Burton:

The inclosed letter from Professor Maximow will explain itself. It constitutes rather a dilemma for the department of Anatomy since it is quite impossible for us to meet his needs out of our present budget, and the University of Illinois has recently made him an offer which they say is a standing one which promises more salary, more space and more assistance. He is quite right in saying that he should have a permanent technical assistant. We have been giving him such assistance as could be obtained from student service and a class assistant who is also a student. It is obvious that such service is always changing and new helpers have to be constantly trained with consequent loss of time and efficiency. Professor Maximow is a man of too great distinction to be retained long with inadequate support. I think you will agree with me that we should find the necessary means from some source to make his position here as attractive as other institutions are anxious to provide. I shall be glad if you can suggest some way by which this can be accomplished.

yours sincerely,

R. B. Bensley

RECEIVED
NOV 1 1924
DEPT. OF PHYSICS
UNIVERSITY OF CHICAGO

The University of Chicago
Department of Physics
October 29th, 1924

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Yours sincerely,

W. D. Bancroft

Cutp

The University of Chicago

Office of Vice-President and Dean
of Faculties

November 4, 1924

The President recommends that the sum of \$1200
be appropriated, from general reserve,

to provide a research and technical assistant for
Professor Maximow's work in the Department of Anatomy.
The appointment to be on the basis of a salary of
not to exceed \$1800 a year.

H.S.S.

The University of Chicago

Office of Vice-President and Dean
of Faculties

November 4, 1924

The President recommends that the sum of \$1300
be appropriated, from General Reserve,

to provide a research and technical assistant for
Professor Maximow's work in the Department of Anatomy.
The appointment to be on the basis of a salary of
not to exceed \$1300 a year.

W.V.L.

Copy to
H. P. S. 1-15-24
(July 1916) M 2
X

A PLAN FOR THE DEVELOPMENT OF MEDICAL EDUCATION

IN CHICAGO

(By Abraham Flexner)
I

In the Flexner & ...

A strictly modern medical school can be most effectively organized in connection with a University which either lacks a medical department altogether or is in position to "scrap" the department which it may happen to possess. The Johns Hopkins University created its own medical department from the bottom up; Washington University wiped the slate and made a fresh start. These two schools are, therefore, at the moment, our most substantial assets in the field of medicine, even though they are located in cities, which are to a certain extent deficient in population, wealth and outside resources.

With a single exception, which I shall shortly discuss, universities situated in cities which can offer most to medical education are so hampered by their inherited medical departments that they cannot now deal with medical education on the uncompromising modern basis of Baltimore and St. Louis. For this reason, the otherwise great advantages of New York, Boston and Philadelphia continue to go, more or less, to waste. It now looks as if the further salvation in respect to medical education of these, our largest centres, must be accomplished by a slow and painful evolution rather than by a series of decisive steps taken during a relatively short period.

Chicago is the exception above alluded to. Here is a city of the first rank with a strong University free to deal with

medical education on its merits. True enough, on paper the University seems to possess a medical department. But of the two parts of this department, the work of the first two years is soundly organized on thoroughly modern lines and hence offers the necessary basis for further development; while the clinical arrangements are temporary in character and can be discarded or reorganized by the University at will. The University of Chicago is, therefore, as I have said, free to deal with medical education on its merits, without compromise or embarrassment. The same cannot be said of any other institution situated in a city offering similar advantages. For this reason, the next move in medical education should be made in Chicago and by the University of Chicago.

There are, further, some strong reasons for making this move now. As will appear in a moment, there exist in Chicago at this time, aside from its general and permanent advantages, certain special opportunities for promoting medical education and research. These opportunities can be most effectively utilized by a medical school connected with the University of Chicago. Whether or not they shall be appropriated by the University of Chicago or shall be allowed to drift elsewhere and to become correspondingly less effective, depends very largely on the influence of one man, Dr. Frank Billings. Dr. Billings occupies in Chicago a position such as is occupied in Baltimore by Dr. Welch; and like Dr. Welch, he is a wise, clear-headed and absolutely unselfish leader. If a modern medical school can be developed at the University of Chicago

A PLAN FOR THE DEVELOPMENT OF MEDICAL EDUCATION

IN CHICAGO

(By William H. Welch)

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at this time, the influence of Dr. Billings will procure for it the special opportunities and resources that I have in mind; if the establishment of the school is long deferred, the resources in question will have crystallized in some other form. Dr. Billings is now in his sixty-third year. Procrastination may therefore prove very costly.

Of the possibilities here in question the Sprague Fund is perhaps the most important. This fund, now \$1,000,000 and shortly to become \$2,000,000, was left to a Board of Trustees of which Dr. Billings is a member, on condition that it should be devoted to "some public charitable use" in Chicago. Mainly through the urgency of Dr. Billings, the Trustees have chosen the field of medical research. There has been some feeling in favor of the establishment of an independent Sprague Research Institute; but, realizing its inadequacy for this purpose, Dr. Billings has thus far succeeded in keeping the fund liquid. In season and out of season he has urged that the endowment can be most efficiently employed in connection with the Medical Department that the University of Chicago is some day bound to have. Meanwhile both Trustees and Director are growing restive. The income is now spent in promoting investigations in connection with several institutions; but this is a temporary and increasingly unsatisfactory expedient. If the University acts at this time, there is little doubt that, contractually or otherwise, this important fund can be identified with its medical department. If the University fails to act, the chance may be lost forever.

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Dr. Billings himself has for some years been engaged in raising a million dollar fund for the promotion of clinical education. At this date, he has the assurance of three-quarters of the sum; he has no doubt that, if the University acts, he can complete it, for use in whatever way promises most for medical education.

Finally, the policy of the Presbyterian Hospital, with which I shall deal more fully as I proceed, will be determined very largely, perhaps almost wholly, by Dr. Billings' advice.

The disposition of two funds aggregating \$3,000,000 and of a valuable hospital therefore depends on wise action at this time.

II

After careful examination of the field I am of the opinion that the University of Chicago can at this juncture develop a modern medical school in any one of three ways:

(a) It can improve the present organization, continuing to give the work of the first two years on the South Side at the Midway and introducing full-time clinical teaching into the Presbyterian Hospital on the West Side.

(b) It can concentrate the entire four years' medical instruction on the West Side, by building a laboratory for the work of the first two years in immediate proximity to the Presbyterian Hospital, which would be reorganized on the full-time basis.

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(c) It can develop clinical facilities and teaching at the Midway. Let us consider these solutions separately.

III

(a) Maintain the present organization, with the introduction of full-time clinical teaching into the Presbyterian Hospital.

This is in effect the plan suggested by President Judson in his letter of June 17 to Mr. Gates, though President Judson regards the arrangement as only temporary.

It seems to me questionable, however, whether the plan can be carried out at the Presbyterian Hospital, if it is understood to be merely a temporary arrangement, in so far as that Hospital is concerned. The Trustees of the Presbyterian Hospital are satisfied with their present staff. Let us assume, however, that they are willing to see this staff replaced by a full-time University staff, on the ground that the full-time staff would serve the hospital better. Would they be likely to consent to the improvement if told that some years hence the full-time staff will be transferred to a hospital at the Midway, at which time the Presbyterian will return to its present type of staff organization? In my judgment, the Trustees of the Presbyterian Hospital would be unlikely to consent to a radical reorganization destined to be of a merely temporary character.

Regarded as a more or less permanent form of medical school organization, the plan is open to very serious objection. As to this, I am sure that President Judson would entirely concur.

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school organization, the plan is open to very serious objection.

As to this, I am sure that President Judson would entirely concur.

Without at this moment calling attention to the defects of the Presbyterian Hospital itself, it may be pointed out that a school, one-half of which is located on the South Side and one-half on the West Side, is two half schools rather than one whole school. A modern medical school is a single, organic thing, no part of which can function effectively except in close physical and scientific relation with all other parts. To give to Chicago in order to improve a school of defective type in the expectation that some day a school of modern type will take its place might operate to defer, rather than to hasten, the latter day. In my judgment, the General Education Board should not make its contribution to medical education in Chicago on this basis.

IV

(b) Develop the entire school on the West Side around the Presbyterian Hospital.

The objection just made to a divided school can be most easily and economically met by bringing the two parts together on the West Side. The Presbyterian Hospital would thus form the main clinical branch, and new laboratories could be built adjacent thereto, on land now owned by Rush and by Rush deeded to the University.

This plan offers certain advantages. The Presbyterian Hospital, the Orthopedic Hospital, the McCormick Institute and the Cook County Hospital all lie closely together. The University could secure control of the first two; the McCormick

Without at this moment calling attention to the defects of the Presbyterian Hospital itself, it may be pointed out that a school, one-half of which is located on the South Side and one-half on the West Side, is two half schools rather than one whole school. A modern medical school is a single, organic thing, no part of which can function effectively except in close physical and scientific relation with all other parts. To give to Chicago in order to improve a school of defective type in the expectation that some day a school of modern type will take its place might operate to delay, rather than to hasten, the latter day. In my judgment, the General Education Board should not make its contribution to medical education in Chicago on this basis.

IV

(b) Develop the entire hospital on the West Side around the Presbyterian Hospital.

The objection just made to a divided school can be most easily and economically met by bringing the two parts together on the West Side. The Presbyterian Hospital would thus form the main clinical branch, and new laboratories could be built adjacent thereto, on land now owned by Rush and by Rush deeded to the University. This plan offers certain advantages. The Presbyterian Hospital, the Orthopedic Hospital, the McCormick Institute and the Cook County Hospital all lie closely together. The University could secure control of the first two; the McCormick

Institute could be effectively affiliated; the Cook County Hospital would furnish additional facilities and material. Thus without expense other than that incurred in the erection or remodelling of laboratories a unified plant would be secured.

The central feature of this plan is the Presbyterian Hospital; we must therefore examine its possibilities from the standpoint of modern medical education.

The Presbyterian Hospital is a voluntary institution, with a plant costing \$1,632,000, an endowment of \$1,382,000, and an annual budget of \$296,000. It contains 440 beds, of which 100 are in the private ward. The institution is governed by a self-perpetuating Board of 28 members, the President of the Board being the manager of the Hospital.

The policy of the Presbyterian Hospital in regard to medical education is highly creditable to the intelligence and public spirit of the Trustees; for they have made what is practically a permanent contract with Rush Medical College according to the terms of which the Medical School appoints the hospital staff and uses the hospital freely for teaching purposes. The Trustees rejoice in the school connection and are entirely convinced of the mutual advantage resulting therefrom. They would, moreover, welcome the absorption of Rush by the University of Chicago. Thus far, the situation is highly favorable.

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The Presbyterian Hospital is a voluntary institution, with a plant costing \$1,632,000, an endowment of \$1,332,000, and an annual budget of \$398,000. It contains 440 beds, of which 100 are in the private ward. The institution is governed by a self-perpetuating Board of 28 members, the President of the Board being the manager of the Hospital.

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Nevertheless, the adoption of this solution would entail certain compromises of doubtful wisdom. In the first place, a West Side medical school would be practically inaccessible to the University; close administrative and scientific intercourse between medical school and University would have to be abandoned. It is true that the Johns Hopkins Medical School is not contiguous to the Johns Hopkins University; nor is the Medical Department of Washington University on the University campus. But in neither of these instances is the separation so formidable as would be the case in Chicago; both are in easy reach of the University. Besides, the University of Chicago has so much more to offer its medical school that proximity is all the more worth striving for.

Waiving this point, I question whether the Presbyterian Hospital would prove quite adaptable to University purposes. The buildings were constructed without reference to educational or scientific needs; there is almost no laboratory space and very limited teaching facilities, both of which have had to be improvised in the old Rush buildings adjoining. Nor is the amount of material available either as large as appears or as well adapted to teaching as could be wished. The hospital contained last year an average of 296 patients daily, of whom almost a hundred were private patients. Hardly more than 200 patients were therefore available for school use. Nor can school needs be primarily considered even in admitting this modest number;

for the hospital must be conducted with an eye to income; hence part pay patients of little or no educational interest sometimes receive preference over free patients who would serve scientific purposes. I do not, however, wish to be understood as meaning that University Hospitals, those of Baltimore and St. Louis, for example, are rich enough to dispense with income from ward patients who pay part of the cost of their maintenance; but in Baltimore, for instance, the Hospital superintendent is a trained man who conducts the hospital as the servant of the teaching staff whose needs he has primarily in mind; while at the Presbyterian Hospital, Chicago, the administrator is a business man, who, despite good intentions, can not fully understand the problems of teaching and research. The Presbyterian Hospital is therefore not built, equipped, organized or conducted with primary reference to teaching and research. Its limitations in these respects are keenly felt by the research workers supported by the Sprague Fund; and it is a question how far or how soon they could be remedied.

There remains a still more serious drawback. The staff of the Presbyterian Hospital is made up of the most prominent practitioners in Chicago. These men have rapidly built up the Hospital so that it is now the strongest institution of the kind in the City. In consequence, the Trustees are loyal to the staff and very proud of them. Now, if the

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University of Chicago reorganized the hospital on the full-time plan, the present staff would necessarily give way to a new set of younger men - men of reputation, to be sure, but of a different kind of reputation - men known to scientists, not to the general public - modest workers in wards and laboratories, not personages prominent in the social life of the community. The Hospital Trustees are, as I have said, well disposed to education and research; but I confess I am fearful as to their reaction to a plan which involves so distinct a break and so fundamental a reorganization. Whatever the contractual relationship, two Boards of Trustees cannot co-operate unless they are really like-minded. I discussed this aspect of the problem with Mr. Day, the President of the Board of the Presbyterian Hospital. He and his associates sincerely desire to be guided by the staff, particularly by Dr. Billings.* Still Mr. Day has difficulty in understanding why men who have served community and hospital so well should now be sidetracked; he suggested the retention of the present staff on the present basis and the addition of full-time assistants. There is thus danger that, if difficulties arose in the future, the Board of Trustees might look regretfully back to the conditions which now exist; and this danger is rather increased by the fact that the present staff would have to continue to use the private ward. Between the new and old chiefs there would thus be a constant comparison in the eyes of administrators at heart attached to the old order. In any case so much depends on one personality - viz. Dr. Billings - that the situation can hardly be considered altogether safe.

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My opinion of the second plan is therefore as follows:
A serviceable school, greatly superior to the present one, could undoubtedly be developed; but its facilities would be more or less unsatisfactory and its outlook more or less clouded. It would not be from the start a clean-cut modern organization free from all doubt whatsoever. Looking back from a period twenty-five years hence, the reasons in favor of this solution would, I fear, hardly justify the risk and compromise involved. On the other hand, the Presbyterian Hospital is too valuable to be lost to education and medical science. I hope to show that, on the third plan, all compromise can be avoided, while the Presbyterian Hospital and other West Side facilities can still be effectively employed.

* Of the leading men on the staff, Dr. Billings alone can be regarded as a thorough believer in the full-time plan.

V

(c) The establishment of the Medical School at the Midway.

The third plan contemplates the building of a University Hospital at the Midway. It is admittedly the most costly plan, for the hospital and its endowment would involve an outlay of \$2,500,000. In other respects, of course, any expenditure required at the Midway would also be required on the West Side. The advantages of the Midway project seem to me more than worth what they cost; and when one reflects that on either site, the

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investment in plant and endowment must ultimately be much larger, it is clear that a decision ought not to be made simply on the basis of an immediate economy.

The third plan completely escapes all the compromises and dangers of the second plan. The foreign board of hospital Trustees is eliminated; there is no existing hospital staff to conciliate; no traditions to overcome. The University can, in the most favorable atmosphere and the most stimulating environment, create a medical department in complete harmony with the highest modern educational and productive ideals.

The Trustees of the Sprague Fund, led by Dr. Billings, would be quick to see the advantage of co-operating with the University in this development; for the Sprague Fund, too small to establish a complete and independent Institute, could, while retaining its identity, enormously increase its productivity by entering into close relations with the University and its medical school. The combination of the general University resources in laboratories, libraries, etc. with the special facilities provided for the Medical School would constitute the most favorable conditions possible alike for teaching and research. In this form, the project makes an appeal to the imagination such as is made by neither of the plans previously considered. If the General Education Board and the Rockefeller Foundation desire to promote medical science in its purest form, it is impossible to duplicate anywhere else

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in this country the conditions as they exist at the University of Chicago today.

VI

In discussing the second plan, I urged that the West Side facilities are too valuable to be thrown away. I propose now to point out an admirable use for them.

There are two distinct problems in Medical Education: (a) the training of high grade physicians and the promotion of research, which would be the function of the proposed plant in the Midway; (b) the development of facilities for the purpose of enabling practising physicians from time to time to bring themselves up to date.

The needs of the China Medical Board illustrate the second field of work. The Board is bringing missionary doctors to America to spend, say, a year in modernizing themselves. But there is no proper place to send them. We have done the best we could for those who apply for advice, and occasionally have made advantageous arrangements on a personal basis. But there are no adequate organized opportunities for either the few mission doctors or the immensely larger number of our own practitioners who annually seek or should seek to improve their professional equipment. Vienna and Berlin offer such chances abundantly; the existing establishments of the kind in Boston, New York and Philadelphia are, however, a poor equivalent.

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the University take over, as a separate enterprise, the Rush contracts with the Presbyterian and Orthopedic Hospitals and the Rush privileges in the Cook County Hospital, organizing them as a postgraduate department open to practising physicians for special and advanced courses. The possession of the appointing power in the Presbyterian and Orthopedic Hospitals would enable the University to bring about such internal reorganization as would be necessary; and the University should avoid affiliations with privately supported hospitals in which it did not enjoy such complete power of organization and appointment. The material in the Presbyterian and Orthopedic Hospitals would be more largely useable for postgraduate than for undergraduate instruction; and the Cook County Hospital would be a most valuable adjunct. Moreover, the present Presbyterian staff would in the main be excellent for this purpose. The University would need only to provide a good laboratory building for teaching and work. The fees, which can be paid by practitioners, would go far to finance the running expenses. The two departments - that on the Midway and that on the West Side - could co-operate, but in plan, organization, management and aims they would be entirely distinct.

The plan which I have outlined - the establishment of a complete undergraduate and research medical department at the Midway and the organization of a postgraduate department on the West Side - would represent a significant addition to our resources in medical education and research in two vital respects. I suggest therefore that the officers of the General Education

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The University of Chicago

Laboratory of Preventive Medicine

North Jay, Maine
July 5 1925

Vice-President J. H. Tufts,
University of Chicago.

Dear Mr. Tufts:

As planned, I met Mr. Rose at [#]61 Broadway and discussed plans for a possible development of Preventive and Comparative Medicine at our University. At Mr. Rose's request I had an hour's conference with Abraham Flexner, following which Mr. Rose and I went over the details of budget and building. The plans were left with the two men and are to be reviewed early next autumn.

From N. Y. I went to see Theobald Smith at the Rockefeller Institute for Comparative Pathology in Jersey. His laboratory more nearly approaches what I hope to see in Chicago than any other, both as to organization and as to product.

The University of Chicago
Laboratory of Preventive Medicine

From the contacts with the three men, I learned definitely that "the Boards" are to develop just the lines of medicine under discussion. They have not apparently gone very far in formulating the general plan of development, or at least in announcing one. What is done for us at Chicago, will doubtless be determined by the extent to which we fit in a larger scheme.

I am satisfied with the conferences and shall see all three men again in the Autumn. I think I am justified in reporting progress.

Mrs. Kyes and I are very well launched upon our vacation here on the old farm. We hope that Mrs. Tufts continues to improve in health.

Very cordially,

Preston Kyes.

