

THE JOHNS HOPKINS HOSPITAL

WINFORD H. SMITH, M. D., DIRECTOR

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WARFIELD T. LONGCOPE, M. D.
PHYSICIAN-IN-CHIEF

JOHN M. T. FINNEY, M. D.
ACTING SURGEON-IN-CHIEF

J. WHITRIDGE WILLIAMS, M. D.
OBSTETRICIAN-IN-CHIEF

JOHN HOWLAND, M. D.
PEDIATRICIAN-IN-CHIEF

ADOLF MEYER, M. D.
PSYCHIATRIST-IN-CHIEF

WILLIAM G. MACCALLUM, M. D.
PATHOLOGIST

July 11, 1923

Dr. Ernest D. Burton,
University of Chicago,
Chicago, Ill.

Dear Dr. Burton:

According to the message in the day letter which I have sent you, I am enclosing Dr. Smith's report, which I thought you might like to receive immediately. The numbering of the plots referred to in his letter was taken from a plan of the university grounds, which was furnished to me by Coolidge and Hodgdon, and I suppose agrees with the numbering on plans that you may have. I know that there is a duplicate in the architect's office.

Unless I should hear from you that it is desirable for me to return at once, I shall plan to remain East for possibly a week longer. My address will continue to be care of the Johns Hopkins Hospital, unless I inform you to the contrary.

Sincerely yours,

Ralph B. Searcy

RBS/EC

The Johns Hopkins Hospital

WILLIAM H. SMITH, M.D., DIRECTOR

JOHN HOWLAND, M.D.,
 REGISTRAR-IN-CHIEF
 ROOLF MEYER, M.D.,
 REGISTRAR-IN-CHIEF
 WILLIAM C. MACCALLUM, M.D.,
 REGISTRAR

WILLIAM T. LAMBERT, M.D.,
 REGISTRAR-IN-CHIEF
 JOHN M. T. KIRBY, M.D.,
 REGISTRAR-IN-CHIEF
 J. WHITBROOK WILLIAMS, M.D.,
 REGISTRAR-IN-CHIEF

July 11, 1933

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Sincerely yours,

Walter B. Jones

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PSYCHIATRIST-IN-CHIEFWILLIAM G. MACCALLUM, M. D.
PATHOLOGIST

July 6, 1923

Dr. Ernest DeWitt Burton, President,
University of Chicago,
Chicago, Illinois.

Dear Dr. Burton:

As a result of a thorough consideration of the various factors concerned in the matter of the location and planning of the new hospital of Chicago University, as presented to me by Dr. Seem, I have arrived at certain definite conclusions which are set forth in this memorandum.

I understand from Dr. Seem that the first question to be decided is whether the hospital should be located on the south side of the Midway as originally planned or on the north side. The question of location on the north side was never considered with me, and I had no idea that space was available. I have always felt that a teaching hospital should be located in the closest possible relationship with the preclinical departments of the medical school. In fact if possible the hospital and the preclinical departments should be under the same roof.

The property originally considered on the south side of the Midway is better adapted to the hospital project because of the larger lots and the better orientation of the buildings. I understand however that you have plans for the use of this property for other university purposes. Taking this into consideration, and the desirability of bringing the hospital and the preclinical departments into the closest possible relationship from the start, I feel strongly that the location of the hospital on the north side of the Midway would be the better procedure, provided a suitable layout can be obtained and future expansion taken care of.

I understand from Dr. Seem that plot 16 is favored for the location of the immediate hospital building, with a possible future expansion to plot 9 or to plots 15 and 14; that your building program at this time contemplates provision for a 200 bed hospital for general medicine, surgery and limited provision for pediatrics, with probably clinics for pediatrics, psychiatry and obstetrics to be added in the future; that in addition to pathology which was planned for in the building on the south side, it is now intended to provide space for physiology and pharmacology; that the school is to be especially for the purpose of training investigators and teachers; and that the classes in the medical school will be limited to 50.

Given these factors of the program, it is essential in planning the new hospital to provide for expansion which will ultimately make it possible to add the clinics of pediatrics, psychiatry, and obstetrics, and the additional laboratory facilities so that they will all be a part of one plant with easy intercommunication between departments. This is the only sound method of planning, because the building of isolated units to be self-contained and independent

THE JOHNS HOPKINS HOSPITAL

WINSTON H. SMITH, M.D., DIRECTOR

JOHN HOPKINS, M.D.
PRESIDENT
ADOLF MEYER, M.D.
DEAN
WILLIAM G. MACCALLUM, M.D.
PROFESSOR

WARRICK T. LINDSCOTT, M.D.
DEAN
JOHN M. T. FINEY, M.D.
DEAN
J. WHITRIDGE WILLIAMS, M.D.
DEAN

July 6, 1933

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University of Chicago,
Chicago, Illinois.

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I understand from Dr. Seem that plot 15 is favored for the location of the immediate hospital building, with a possible future expansion to plot 9 or to plots 12 and 14; that your building program at this time contemplates provision for a 200 bed hospital for general medicine, surgery and limited provision for pediatrics, with probably clinics for pediatrics, psychiatry and obstetrics to be added in the future; that in addition to pathology which was planned for in the building on the south side, it is now intended to provide space for physiology and pharmacology; that the school is to be especially for the purpose of training investigators and teachers; and that the classes in the medical school will be limited to 50.

Given these factors of the program, it is essential in planning the new hospital to provide for expansion which will ultimately make it possible to add the clinics of pediatrics, psychiatry, and obstetrics, and the additional laboratory facilities so that they will all be a part of one plant with easy intercommunication between departments. This is the only sound method of planning, because the building of isolated units to be self-contained and independent

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PSYCHIATRIST-IN-CHIEF

WILLIAM G. MACCALLUM, M. D.
PATHOLOGIST

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in operation means increased overhead in administration for all time. I have therefore considered a layout of the hospital and school which would satisfy all of the demands from the standpoint of the close relationship between departments, centralization of service so far as possible and economy of administration. With this object in view, plot 15 would be the logical site on which to build the new hospital, which would then make it possible to expand both east on plot 16 and west on plot 14 with all service in the central units. I understand however that there are five properties on plot 15 not owned by the university and which are probably not on the market. If these could be obtained at a reasonable figure, it is my judgment that they should be obtained, and plot 15 selected for the buildings now under contemplation. If the university authorities however think it unwise to do this, then plot 16 should be selected for the first building. Departments of anatomy and physiological chemistry are now housed in buildings 10 and 11 east of Ellis Avenue, and north of 58th Street and bacteriology is on plot 9 west of Ellis Avenue and north of 58th Street. As for close relationship with these departments, it matters little whether the new plant is on plot 15 or 16. I repeat that if it is considered inadvisable to use plot 15, which would be the more desirable for future expansion, then plot 16 will be satisfactory for immediate development, and reasonably good for future expansion, which could then take place on plot 15, and possibly later to 14 or on plot 9. I feel strongly however that the selection of plot 16 for the building of the present plant should depend on a definite decision to use plot 15 for future expansion of the hospital, and the land should be preempted for this purpose. This will make it possible to plan a first class hospital from the standpoint of orientation of buildings with reference to sunlight. No other arrangement will make it possible to expand the hospital under ideal conditions and provide proper exposure for the hospital wards. To expand to the north on plot 16, converting the laboratory wings into wards and building new laboratory wings to the north, would be inadvisable from three points of view. In the first place the wards would be far from ideal with reference to exposure to sunlight and air, second such a plan would necessitate large expenditure in the future for converting laboratories into wards, and in the third place the laboratories would be farther removed from the wards than would be desirable.

I have gone over carefully the tentative plans as presented by Dr. Seem, and I find them on the whole very well conceived. There are a number of questions as to detailed arrangement which I think require further consideration, and Dr. Seem agrees with me in this, but the plan does demonstrate that it is possible to develop a proper plant to satisfy your present requirements on plot 16, bounded by Ellis Avenue, 58th Street, Ingleside and the Midway. I am sure that in using plot 15 for future expansion, both the laboratories and the hospital could be expanded in a very satisfactory manner, while expansion to the north on plot 16 and ultimately on to plot 9 would offer the least attractive development. In fact it would be a very poor and unsatisfactory development. I think I should also point out that it would be possible to expand the hospital on the south end of plot 15 without the acquisition of the five properties which are not owned by the university, and the laboratories could be expanded to the north

The Johns Hopkins Hospital

WILLIAM D. MCCALLUM, M.D., Director

JOHN HOPKINS, M.D.
 JAMES H. HARRIS, M.D.
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 JAMES H. HARRIS, M.D.
 JAMES H. HARRIS, M.D.

WILLIAM D. MCCALLUM, M.D.
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ADOLF MEYER, M. D.
PSYCHIATRIST-IN-CHIEF

WILLIAM G. MACCALLUM, M. D.
PATHOLOGIST

3

on 16. Therefore the owners of the five properties on plot 15 would not find it possible to block your future development to any very great extent.

In order to be perfectly clear may I summarize my conclusions:

The property on the south side of the Midway is much better adapted to hospital purposes, but inasmuch as it is likely to be needed for other university purposes, and inasmuch as the only way to bring the preclinical departments of the medical school and the hospital (into close relationship at an early date is to build the hospital) nearer the existing preclinical buildings, I recommend the selection of plot 15, provided the property on this plot not owned by the university can be obtained at a reasonable figure.

If plot 15 is used then at least the southern two-thirds of plots 14 and 16 should be reserved for future expansion of the medical school and hospital.

If plot 15 is impracticable then I recommend plot 16 for the immediate development with a definite reservation of plot 15 for future expansion of the medical school and hospital.

The plan as presented by Dr. Seem shows conclusively that a satisfactory plan can be developed for the immediate requirements of the medical school and hospital which is capable of expansion along equally satisfactory lines. I feel sure that in the tentative plan as outlined sufficient space has been provided for all activities contemplated, and possibly a further saving can be effected. I approve entirely of the great saving in cubage which has been already effected by reducing the story heights and narrowing the corridors, which was done in accordance with an agreement resulting from a conference between Dr. Seem and myself several weeks ago.

There are two questions which have to do with the final plans which I think ought to receive consideration now. In the first place I think the question should definitely be raised as to whether it is more important to provide for physiology and pharmacology in this new plant, or whether it would be better to provide for physiological chemistry and bio-physics in this new plant, releasing space for the expansion of physiology. I raise the question for this reason - that at the moment in most medical schools I believe physiological chemistry and bio-physics are playing a much more important part in the researches of medicine and surgery than is physiology.

The second question which I wish to raise is what is to be the policy with regard to the study of the problems of radiation and radio-

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WILLIAM H. SMITH, M.D., DIRECTOR

JOHN HOWLAND, M.D.,
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ADOLF MEYER, M.D.,
DEPARTMENT OF CHEMISTRY
WILLIAM G. MACCALLUM, M.D.,
DEPARTMENT OF PHYSIOLOGY

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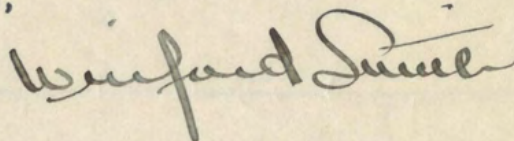
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PATHOLOGIST

4

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I have thought it desirable to cover the ground in considerable detail, and if I have not made myself quite clear, I am sure Dr. Seem will be able to explain satisfactorily my reaction.

Very truly yours,



WHS/EC

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WHS/EC

Officer

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
Trevor Arnett
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E. C. Sage
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Treasurer
L. M. Dashiell
Assistant Treasurer
Ernest A. Buttrick
Auditor

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

July 12, 1923.

Members

Frederick T. Gates
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Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

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

My dear Dr. Burton:

I am enclosing herewith
our check No. 43560 drawn on The Equitable Trust
Company of New York, made payable to the University
of Chicago for \$12,500.00, to cover interest from
April 1, 1923 to June 30, 1923 at the rate of five
percent on the Board's appropriation of \$1,000,000.00
made May 25, 1916. The above payment is made in ac-
cordance with the Board's appropriation of November
23, 1922.

Cordially yours,

Ernest A. Buttrick

Check Enclosed.
EAB/HHS.

1882, 1883.

Ernest D. Burton, Acting President,
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Chicago, Illinois.

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Corbally Yours,

EAB/HHS,
Check Enclosed.

The University of Chicago

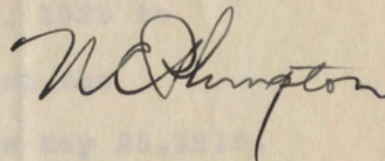
Office of the Auditor

July 14, 1923.

Dear Doctor Burton:

I beg to acknowledge receipt from you of check of the General Education Board of \$12,500. made payable to the University of Chicago, for credit to the Medical School Income.

Yours very truly,



Mr. Ernest A. Buttrick,
General Education Board,
61 Broadway,
New York City.

EDB:CB

W. J. [Signature]

ALMA MATER

INCOME

UNIVERSITY OF CHICAGO, for credit to the highest school
general education board of \$15,000.00 made payable to the

I pay to [Name] [Address] [City] [State] [Zip] of check of the
Bank of Chicago, Chicago:

ALMA MATER

Office of the Treasurer

THE UNIVERSITY OF CHICAGO

2

July 14, 1923.

My dear Mr. Buttrick:

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Very truly yours,

Mr. Ernest A. Buttrick,
General Education Board,
61 Broadway,
New York City.

EDB:GB

July 14, 1923.

My dear Mr. Buttrick:

I beg to acknowledge with thanks check

No. 43580 drawn on The Equitable Trust Company of

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Mr. Ernest A. Buttrick,
General Education Board,
61 Broadway,
New York City.

EDB:CB

M2

Ingleside,
Magnetewan,
Ontario.

July 12, 1923.

Dear Ben:

I have yours of the 9th. Of course, I will gladly make such a statement as you suggest; but, I must be instructed as to the form,--to whom is it to be addresses, when, where to be sent, how long, etc. Send me a definite statement on these points and I will attend to it. Other persons from whom a statement could be procured are:

Dr. Rufus Cole, Director, Hospital of the R. F.
Dr. David L. Edsall, Dean, Harvard Medical School
Dr. J. Whitridge Williams, Dean, Johns Hopkins Med. Sch.
and, Dr. Welch, if the matter can be deferred until he returns to this country,--early in September I think, but Simon will know.

Everything goes satisfactorily here. The weather is perfect, and the out-of-door life, doing jobs and fishing, has completely refreshed me. I wish you were definite as to your own plans. If is to be in the Adirondacks for a couple of weeks, you will be close to Aug. 1st. I wish your date of departure were fixed, and that early.

Did you see the notice of the League of Nations White Slave investigation in the Times?

All join in love and best wishes to you both.

Ever affectionately,

Abe.

~~Thanks a thousand times for~~

12
Ingliside,
Magnetawan,
Ontario.

July 12, 1923.

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Ada.

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COPY

PEKING UNION MEDICAL COLLEGE

Dept. of Surgery

PEKING, CHINA

July 14, 1923.

Dear Doctor Flexner:

McLean has left Peking for good and I cannot refrain from trying to express to you what he has meant to me and I believe to the Institution as a whole.

For more than five years he has been a helpful friend whom one loves more as the years go by. His career has been an inspiration and a help to me and to many others who did not have the fundamental training that he has had. His high scientific idealism from the beginning set standards for this school which will never be lowered. As a teacher he has the happy faculty of inspiring his students, and he is able better than anyone I know to interpret to his students modern research. For instance, his last lectures on diabetes were really classics. I hope you will have opportunity to hear what Doctor Hunt thinks of his ability as a teacher.

As a clinician he brings to the bedside of the patient broad and well classified knowledge which he is quick to apply to the problem before him. He has a delightful, sympathetic manner with patients that makes them love him, and in one recent important case of meningitis he undoubtedly saved the life of a member of the legation community by his almost intuitive diagnostic sense, which led at once to energetic and faithful treatment.

As an administrator he has been noted for his broadminded disinterestedness. He showed keen insight in the solution of every problem and an unselfish desire for the welfare of the Institution as a whole, even where his own particular interests were involved in the decision. As a result of this outstanding ability of his as an administrator a great deal of his time during the past two years has been occupied by work of this nature, which had been assigned to him as a result of democratic election by his colleagues.

During recent trying experiences he demonstrated the greatest magnanimity of spirit, and he has left Peking much to the regret of the whole community. His colleagues have for him the greatest respect and affection.

Very sincerely yours,

(Signed) Adrian S. Taylor

Dr. Simon Flexner
The Rockefeller Institute
New York City

COPY

PEKING UNION MEDICAL COLLEGE

PEKING, CHINA

July 14, 1933.

Surgery

Dear Doctor Flexner:

McLean has left Peking for good and I cannot refrain from trying to express to you what he has meant to me and I believe to the Institution as a whole.

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Very sincerely yours,

(Signed) Adrian S. Taylor

Adrian S. Taylor
The Rockefeller Institute
New York City

September 4, 1923.

My dear Dr. Flexner:

Permit me to acknowledge with great appreciation and hearty thanks your letters of August 21 and August 26. The former would have been acknowledged more promptly but for the coming in of our Autumn Convocation and the interruption of holidays. The letters were also delayed in reaching me by the fact that you inferred, not unnaturally, ~~as~~ Dr. Buttrick's telegram that I was remaining in Seal Harbor. In fact, I was there only a few hours but asked to have your telegram sent there with the thought that I might perhaps have a second interview with Dr. Peabody. In view of the nature of the telegram I did not call on him again.

I appreciate more than I can easily express, the earnest thought that you have given to our matter and the cordial and helpful spirit in which you have dealt with it. The considerations which you advanced have led us to a reconsideration of the whole matter which is still in progress. In all probability I shall see you personally before we take any decisive step, but in any case will certainly communicate with you.

With renewed thanks, I am

Very sincerely yours,

Dr. Abraham Flexner
Magnetawan, Ontario
EDB:HF

press to you
Letter
Dear Doctor Flexner
Dept. of Surgery

September 4, 1923.

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in any case will certainly communicate with you.

With renewed thanks, I am

Very sincerely yours,

Dr. Abraham Flexner
Macnetawan, Ontario
RBB:HP

YALE UNIVERSITY
THE SCHOOL OF MEDICINE
AFFILIATED WITH THE NEW HAVEN HOSPITAL ON THE
ANTHONY N. BRADY MEMORIAL FOUNDATION

M3
01438

DEPARTMENT OF INTERNAL MEDICINE

July 18, 1923.

NEW HAVEN, CONNECTICUT

Dr. Ernest R. Burton, President
The University of Chicago,
Chicago, Ill.

Dear Dr. Burton:-

I am sorry for what may have seemed an
unnecessary delay in my reply. It is essential, however,
that I have an interview with President Angell before I come
to a definite decision. Mr. Angell is now away on his vacation
so that I have been unable to arrange an interview with him until
next week when he will be in New Haven.

Very truly yours,

Francis G. Blake
Francis G. Blake, M.D.

FGB:CEH

NEW HAVEN, CONNECTICUT

July 18, 1923.

DEPARTMENT OF INTERNAL MEDICINE

YALE UNIVERSITY
THE SCHOOL OF MEDICINE
AFFILIATED WITH THE NEW HAVEN HOSPITAL ON THE
ANTHONY N. BRADY MEMORIAL FOUNDATION

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The University of Chicago,
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so that I have been unable to arrange an interview with him until
next week when he will be in New Haven.

Very truly yours,

Frederic G. Blake
Frederic G. Blake, M.D.

FGB:GEM

2 3
M2

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

July 21, 1923

MEMORANDUM of conference in reference to medical contract:

Present:

Mr. Heckman

Mr. Mack

Mr. Martin

Mr. Simpson

Mr. Tenney

Results:

Agreed that case must go to the Supreme Court, Martin yielding to judgment of Heckman, Flexner, Tenney, Mack and Simpson.

Martin to prepare detailed contract.

Martin and Tenney to see Attorney General Brundage on his return from Europe. Expected August 1.

Expectation to present case to Lower Court in September. December term of Superior Court.

Decision probably in February or April.

Flexner to furnish material for the recital and the interrogatory for deposition to be obtained from various places.

If Brundage refuses to take case to Supreme Court the whole matter to be reconsidered.

Martin stated before the interview, evidently speaking for Mr. Simpson, that Rush Trustees would not agree in case contract was declared invalid by Supreme Court, to sell the land under the Rawson Building to the University.

142

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

July 11, 1935

MEMORANDUM of conference in reference to medical contract:

Present:

Mr. Hockman
Mr. Carlson
Mr. Tenny
Mr. Mack
Mr. Simpson

Result:

Agreed that case must go to the Supreme Court.
Martin yielding to judgment of Hockman, Flexner, Tenny,
Mack and Simpson.

Martin to prepare detailed contract.

Martin and Tenny to see Attorney General

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sell the land under the Reason Relating to the University.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Memorandum of conference in reference to medical contract
(2)

Simpson intimated, indeed stated, that they had other arrangements in mind in case the proposed contract with the University should fall through.

Simpson stated that so long as negotiations between Rush and the University were going forward in earnest, Rush would continue to operate the medical school. This evidently means at least until April 1, 1924.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Memorandum of conference in reference to medical contract
(2)

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between Rush and the University were going forward in

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1922.

M3

July 21, 1923

My dear Dr. Blake:

I thank you for your letter of July 18. I appreciate the necessity for ample time for your reply and am not at all disposed to press you for an immediate answer. I only wish to assure you that we are awaiting that answer with interest and hope.

Very sincerely yours,

Dr. Francis G. Blake
Yale University Medical School
New Haven, Connecticut

EDB:HF

EM

July 21, 1923

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Yale University Medical School
New Haven, Connecticut

KDB:HP

July 21, 1923

My dear Mr. Ryerson:

I have received the following letter from Dr. Blake:

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(Written July 18, 1923)

I am also enclosing for your information a letter from Dr. Winfred Smith, who, as you will recall, was employed by the University sometime ago as an officer in the matter of the Billings Hospital Building. Some parts of this letter are not altogether intelligible to me. I am hoping soon to have an opportunity of discussing it with Dr. Seem who has recently visited Dr. Smith and was present with him when this letter was written.

Very truly yours,

Mr. Martin A. Ryerson
Lake Geneva
Wisconsin

EDB:HP

July 21, 1923

My dear Mr. Ryerson:

I have received the following letter from Dr. Blake:

"I am sorry for what may have seemed an unnecessary delay in my reply. It is essential, however, that I have an interview with President Angell before I come to a definite decision. Mr. Angell is now away on his vacation so that I have been unable to arrange an interview with him until next week when he will be in New Haven."
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Very truly yours,

Mr. Martin A. Ryerson
Lake Geneva
Switzerland

MBB:HP

M2

July 23, 1923.

My dear Dr. Dodson:

I acknowledged orally the receipt of your letter of June 9th with its enclosure of a proposed chapter of a book which I understand you have in preparation. Having found time for a fuller examination of the material than when I first received it I should like to say that I appreciate the force of the considerations which you advance. At the same time I am obliged to share what seems to be the judgment of the great majority of those who have been close to the situation for some time, that the highest interests of medical education in Chicago and the West will be promoted by carrying out substantially the plan which was involved in the agreement of 1917. If the question were now a wholly new one it would be perhaps more open to debate. Even so, I am compelled to believe that the balance of the argument would be strongly in favor of associating the undergraduate work with the pre-medical and pre-clinical departments, and developing such hospital facilities as are necessary for such a school, maintaining a postgraduate school in close association with the hospitals on the West Side. But if one adds to this consideration the fact that an attempt now radically to reconstruct the plan of 1917 would gravely endanger the whole fulfillment of the plans so long under consideration, there

it comes

M2

July 23, 1923.

My dear Dr. Dobson:

I acknowledged orally the receipt of your letter of June 25th with its enclosure of a proposed chapter of a book which I understand you have in preparation. Having found time for a fuller examination of the material than when I first received it I should like to say that I agree to state the force of the considerations which you advance. At the same time I am obliged to share what seems to be the judgment of the great majority of those who have been close to the situation for some time, that the highest interests of medical education in Chicago and the West will be promoted by carrying out substantially the plan which was involved in the agreement of 1917. If the question were now a wholly new one it would be perhaps more open to debate. Even so, I am compelled to believe that the balance of the argument would be strongly in favor of associating the undergraduate work with the pre-medical and pre-clinical departments, and developing such hospital facilities as are necessary for such a school, maintaining a postgraduate school in close association with the hospitals on the West Side. But it one adds to this consideration the fact that an attempt now radically to reconstruct the plan of 1917 would gravely endanger the whole fulfillment of the plans so long under consideration, there

seems in fact but one course open to us.

Negotiations have been going on actively for some weeks looking to the simplifying of the proposals of 1917 while maintaining its essential characteristics and arriving at an agreement entirely satisfactory to representatives of Rush Medical College. I judge that we are now of one mind, and that it remains only ~~to reach an understanding in a~~ contract which will be free from all legal ~~entanglements~~. I can but earnestly hope, therefore, that you will be willing to withhold this chapter from publication. To issue it at this time would I greatly fear only diminish the harmony with which I hope we shall go forward in what seems to be the only practicable plan for making through Rush Medical College and the University of Chicago the largest possible contribution to the development of medical education and medical science here in the Middle West.

Very sincerely yours,

Dr. John Milton Dodson,
1823 Marshall Field Annex,
25 East Washington St.,
Chicago, Ill.

EDB:CB

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Very sincerely yours,

Dr. John Milton Dodson,
1823 Marshall Field Annex,
25 East Washington St.,
Chicago, Ill.

EDB:CB

2 2 M2
July 25, 1923.

My dear Mr. Flexner:

We of the University greatly appreciated the interest which your brother Bernard has taken in the working out of a satisfactory contract with Rush Medical College. It was his judgment, and indeed that of all concerned, that instead of attempting to meet the conditions of the contract of 1917 it would be much wiser to draw a new and simpler contract adapted to accomplish the things contemplated by the original.

The new contract itself as agreed to in a conference held last Friday, at which your brother was present, will be comparatively brief. But it is his judgment, in which all of us concur, that the recitals preceding the contract itself, should state fully the whole situation. One vital element of that situation is the present state of medical education in the United States, especially the great advances that have been made in the direction of research, with a consequent very great increase in the cost of medical education of the highest class. The bearing of this fact on the contract is to show how inadequate the resources of Rush are to meet the situation as compared with the present and prospective resources of the University.

July 25, 1923.

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I should greatly appreciate it if you would prepare a statement to be employed in the drawing up of this portion of the contract. No one in the country is better qualified to do so. If I should myself undertake to do it the result of it would be merely a repetition of ideas gained from you, and it seems obviously more desirable that you should do it. I should be glad, therefore, if you would see to it first hand instead of undertaking myself to do it second hand.

I do not know whether you have with you a stenographer and carbon sheets or not. If so, perhaps you will be kind enough to send a copy of your statement, if you will consent to make it, both to your brother and to me. If this is not convenient, your statement may be sent to your brother or to me as meets your convenience, the one receiving it sending a copy to the other. The process of arriving at a satisfactory form of contract has been a slow one. There has been the best of feeling on both sides, but the legal difficulties have been considerable. When the contract takes definite form we shall want to confer with you and the other officers of the Board of Education with reference to it. I hope this may be possible without trespassing upon your vacation.

action.
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prepare a statement to be employed in the drawing up of this
I should greatly appreciate it if you would

I had hoped before this to have had Dr. Blake's acceptance of the propositions we made to him. This has not yet come, but his last letter is hopeful at least to the extent of indicating that he has not decided against us. I earnestly hope his final reply may be early and favorable.

Very truly yours,

Mr. Abraham Flexner,
Ingleside,
Magnetewan, Ontario.

EDB:CB

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Very truly yours,

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Ingliside,
Wagnotewan, Ontario.

EDB:CB

73

July 25, 1923

My dear Mr. Angell:

I enclose herewith copy of a telegram which I have just sent to you. Perhaps it will occur to you that it would have been in better form for us to have discussed the matter with you before approaching Dr. Blake than at this late date. If in this we have violated inter-university ethics, you have my apology. But, in any case, I hope you will be able to feel that the interests of medical education at large will be served by Dr. Blake's coming here. The situation is critical with us. After months of negotiations we seem to have arrived at a fairly satisfactory agreement with Rush Medical College, but it is not judged expedient to put the agreement into effect until both the lower and the higher court have passed upon it. At that point, therefore, we are at a standstill for some months to come. On the other hand we are eager to go forward with the development of our plans and buildings on the south side, but can take no step until we secure a man for the position which we have offered to Dr. Blake. I am discovering that there are astonishingly few men in the country who can fill the position. I do not belittle the importance of the position Dr. Blake is occupying at Yale, but I hope the situation is such that you will

July 25, 1923

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July 25, 1923

President James R. Angell

(2)

feel that it will be less serious for you to let
him go than for us not to have him, and will be
willing to encourage him to accept our call.

Very cordially yours,

President James R. Angell
Yale University
New Haven, Connecticut

EDB:HP

Just sent to
been in
one
Mr. Angel
Dear Mr. Angel

July 22, 1923

(2)

President James R. Angell

Very cordially yours,
willing to encourage him to accept our call.
to them for us not to have him, and will be
let it will be less serious for you to let

President James R. Angell
Yale University
New Haven, Connecticut

RDS:MR

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 1023 1/2 E. 63RD ST., CHICAGO, ILL. HYDE PARK 4321.

88C MY 22

LAKE SIDE MICH 100P JULY 25 1923

PRESIDENT ERNEST D BURTON 88

CARE UNIV CHICAGO CHICAGO ILLS

SUGGEST IF YOU AGREE YOU WIRE AUGELL ASK HIM COOPERATE IN MEDICAL
PROJECT BY RELEASING BLAKE AND ENCOURAGING HIM COME TO US

HAROLD SWIFT

111P

NOV 22

LAKESIDE HIGH SCHOOL

ERNEST D BURTON

CHICAGO CHICAGO

IF YOU AGREE YOU WILL AGREE TO HIS OPERATIONS IN THE

BY RELEASED BLAKE AND ENCOURAGING HIM TO DO

HAROLD SMITH

1116

M3

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

July 25, 1923

CONFIRMATION OF TELEGRAM

President James R. Angell
Yale University
New Haven, Connecticut

Our plans for further development of our medical schools by which we hope greatly to promote medical education in the west and to make valuable contributions to medical science, have been making good progress, but we need at once a man of unusual attainment and ability as head of Department of Medicine, and Chairman of Medical Faculty. Stop. Have called your Dr. Blake. Appreciate his value to you but feel in our situation his coming to us is vital. Earnestly hope you will feel that in the interest of medical science and education in the country you can spare him and will encourage him to come to us.

Ernest D. Burton

Day Letter
7-25-23
Prepaid

110 wds.

The University of Chicago

Division of Medicine

July 24, 1933

PROFESSOR OF MEDICINE

President James A. Abbott
Yale University
New Haven, Conn. 06510

Our plans for further development of our medical

schools by which we hope greatly to promote medical
education in the West and to make valuable contributions
to medical science, have been making good progress, but
we need at once a man of unusual attainment and ability
as head of Department of Medicine, and Chairman of
Medical Faculty. After I have talked over Mr. Blake,
Associate his value to you and feel in our situation
his coming to us is vital. Earnestly hope you will feel
that in the interest of medical science and education in
the country you can spare him and will encourage him to

come to us.

Ernest E. Burton

By letter

Y-25-23

Proposed

110-25-23

YALE UNIVERSITY
NEW HAVEN CONNECTICUT

2 2
M3
01557

OFFICE OF THE PRESIDENT

July 28, 1923.

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

Dear President Burton:-

Your letter and telegram regarding Dr. Blake I find on my desk on my return from a vacation.

I quite appreciate the difficulty with which you are confronted and should be glad if we were in a position to help you without fatally injuring our own similar interests. I do not know that we can make it seem judicious for Dr. Blake that he should remain here, but we shall make every possible effort to achieve this result. Our School having committed itself to a complete full-time medical service in all of the main clinical branches - the only school in the country, so far as I am aware, that has actually put this principle into operation so extensively - is in an extremely critical position, carrying a heavy financial burden, and Dr. Blake is one of the two or three most essential men in the organization. To remove him would be to strike a blow at our progress which we cannot face with anything but the deepest misgiving. I am, from a selfish point of view, extremely sorry that you should have pitched upon Blake to help you in your own troubles, although I am not surprised, for he is fully deserving of the confidence which you evidently feel in him. I should, however, be hopelessly remiss in my duty to the University, if I did not put forth every effort to retain him on our staff. I am sorry that I cannot be as generous as I should like, but, apart from the damage done to our own pioneer undertakings here, I find it difficult to believe that the general interests of medical education in the country would be promoted by taking Blake out of this organization and putting him into yours. However, he must himself make the final decision.

With kind regards, believe me,

Yours very truly,

S. R. Angus

OFFICE OF THE PRESIDENT

YALE UNIVERSITY
NEW HAVEN CONNECTICUT

OFFICE OF THE PRESIDENT

July 20, 1922

President Woodrow Wilson
University of Chicago
Chicago, Illinois

Dear President Wilson:-

Your letter and telegram regarding Dr. Blake I find on my desk on my return from a vacation.

I quite appreciate the difficulty with which you are confronted and should be glad if we were in a position to help you without fatally interfering with your own affairs. I do not know how we can make it seem just - since for Dr. Blake there is no other home, but we shall make every possible effort to solve this matter. Our School having operated itself to a complete full-time medical service in all of the main clinical branches - the only school in the country, so far as I am aware, that has actually put this principle into operation in an extensive way - is in an extremely critical position, carrying a heavy financial burden, and Dr. Blake is one of the two or three most important men in the organization. I am from a selfish point of view, extremely sorry to have a blow at our progress which we cannot deal with without putting the department in a bad way. I am, from a selfish point of view, extremely sorry that you should have pitched upon Blake to help you in your own troubles, although I am not surprised, for he is a fairly capable man of the confidence which you evidently feel in him. I should, however, be hopelessly naive in my duty to the University. If I did not put forth every effort to retain him on our staff, I am sorry that I cannot be as generous as I should like, but apart from the damage done to our own highest undertakings here, I find it difficult to believe that the general interests of medical education in the country would be promoted by taking Blake out of this organization and putting him into yours. However, he must himself make the final decision.

With kind regards, believe me,

Yours very truly,

Handwritten signature and date: 2 July 25 1922

YALE UNIVERSITY
NEW HAVEN CONNECTICUT

01556

OFFICE OF THE PRESIDENT

July 28, 1923.

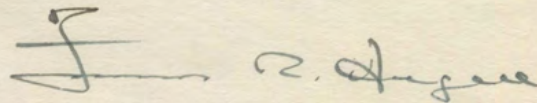
President Ernest D. Burton,
University of Chicago,
Chicago, Illinois.

Dear President Burton:-

I have never thanked you and the Board of Trustees of the University of Chicago for your kind permission to let Miss Colburn come and help us straighten out our Dining Hall problems. We appreciate your attitude extremely. We are counting greatly on her extraordinary skill to put on its feet an enterprise which has for years labored with one financial crisis after another.

In view of your courteous generosity in this matter, I feel particularly conscience-smitten that I should not reciprocate by turning over Blake to you with less of a struggle. We might, however, consider lending him for a brief period when it seems to us utterly impossible to consider letting him go, provided we can make the opportunities here at all so attractive as those with you.

Yours very truly,

 J. R. Angell

YALE UNIVERSITY
NEW HAVEN, CONNECTICUT

OFFICE OF THE PRESIDENT

July 28, 1933.

President Ernest B. Burton,
University of Chicago,
Chicago, Illinois.

Dear President Burton:-

I have never thanked you and the Board of Trustees of the
University of Chicago for your kind permission to let me follow
you and help in solving our own little problems. We
appreciate your attitude extremely. We are counting greatly
on your extraordinary skill to put on the feet an enterprise which
has for years labored with the financial and other matters.
In view of your constant generosity in this matter, I feel particularly
obliged to express my appreciation and I should not regret to be turning
over mine to you with less of a struggle. We might, however,
consider lending him for a brief period when it seems to us utterly
impossible to consider letting him go, provided we can make the
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Yours very truly,

Ernest B. Burton

YALE UNIVERSITY
THE SCHOOL OF MEDICINE
AFFILIATED WITH THE NEW HAVEN HOSPITAL ON THE
ANTHONY N. BRADY MEMORIAL FOUNDATION

01594 M3

DEPARTMENT OF INTERNAL MEDICINE

August 1, 1923.

NEW HAVEN, CONNECTICUT

Mr. Ernest R. Burton, President
University of Chicago,
Chicago, Ill.

Dear President Burton:-

After a thorough consideration of the question as to whether I should accept the invitation to come to the University of Chicago as Professor of Medicine, or continue in the work of development of the Medical School here at Yale, I have finally decided to adopt the latter course.

In coming to this decision, I have endeavored to act primarily with regard to the interests of medical education in general rather than with respect to the immediate needs of any particular institution. The experiment in university education in clinical medicine which we have undertaken here is well under way and is already looked upon as a more or less crucial test. Any setback which it might receive at this particular time, I cannot help but feel, would have a most harmful effect upon the whole cause of university education in medicine. Were I able to convince myself that the opportunities here for the trial of the university plan were not equal to the opportunities in Chicago, my decision might be otherwise. But since I feel that they are as good here as anywhere in the country I do not believe that it is the part of wisdom to leave the work begun here for similar work in another place, especially since it would involve a period of at least four years before the same stage of development could be reached that has already been reached at Yale.

In sending my refusal, let me express my appreciation of the very great honor conferred upon me by your invitation and my sincere regret that I do not find it possible to accept.

With great respect, I am

Very truly yours,

Francis G. Blake
Francis G. Blake, M.D.

FGB:CEH

YALE UNIVERSITY

THE SCHOOL OF MEDICINE

APPLICATED WITH THE NEW HAVEN HOSPITAL ON THE
ANTHONY N. BRADY MEMORIAL FOUNDATION

NEW HAVEN, CONNECTICUT

August 1, 1933.

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University of Chicago,
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With great respect, I am

Very truly yours,

Francis G. Blake
Francis G. Blake, M.D.

FGB:OEH

Harold H. Swift
Union Stock Yards
Chicago

M3
01570

August 1, 1923

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

Dear Mr. Burton:

Thank you for yours of July 21 in reference to letter from Dr. Blake and also enclosing copy of letter from Dr. Winfred Smith which I am glad to have. I think this letter should have particular attention as we engaged Dr. Smith as consultant at the suggestion of the General Education Board group and you will remember they made the point with me that the previous administration had not conferred enough with either Dr. Smith or with them.

I think, therefore, that if we have a Dean of the Medical School this fall, you and he should arrange a conference with them on the hospital situation, perhaps having Dr. Smith as well as Dr. Seem and perhaps inviting Dr. Cole and some others as a courtesy to them. Believe we should be careful not to repeat the previous experience wherein they thought they were overlooked.

Presume it would be well also for the chairman of the Senate Medical Committee to be thinking over some of Dr. Smith's suggestions.

Yours cordially,

Harold H. Swift

August 1, 1933

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

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and perhaps inviting Dr. Cole and some others as a courtesy to them.
Believe we should be careful not to repeat the previous experience
wherein they thought they were overlooked.

Trusting it would be well also for the chairman of the
Senate Medical Committee to be thinking over some of Dr. Smith's
suggestions.

Yours cordially,

Charles J. Smith

Harold H. Swift
Union Stock Yards
Chicago

173
August 6, 1923

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

Dear Mr. Burton:

In reference to further meeting with Dr. Blake, certain points occur to me that may be of use to you and Dr. Post, and I therefore make note of them.

- (1) His letter says that his question was whether to accept the invitation to come to the University as Professor of Medicine or to continue in the work of development of the Medical School at Yale. This raises the question as to how much the thought of the deanship entered his mind and whether if the deanship were definitely offered to him it would change his decision. Understand you touched on the question of his being responsible for the first few years but left indefinite whether he would be after the building was constructed and under way. Perhaps his refusal was because his responsibility at Yale now is well defined while with us it was indefinite and he may have feared a Dean would be appointed later with whom he might not be in entire sympathy - thus he may have played safe by staying where he knew the situation rather than coming to us. If you can find that this was the case and you consider it wise to do so, you might want to indicate to him that he would be permanently appointed Dean.
- (2) Mr. Flexner indicated to you that there was a way out for Yale even though they gave up Blake. Would it not be well for you to find out by wire what was in Flexner's mind and use it as an argument?
- (3) Should you not point out to him that Yale will continue on her present experiment whether he is there or not but that we may not get a right start if he does not come to us? Since he feels so profoundly the advisability of University medical work, I think he could best serve it by being instrumental in its being well done at Chicago.
- (4) I had supposed that our Scientific Departments here were stronger than Yale's and that their contiguity with the medical location made our chances of success very strong. Cannot this be pointed out to him, if appropriate, stressing the fact that we have new men coming to us and that one (Compton) is especially equipped on X-ray work?

(5)

- (5) Probably the most important point is to acquaint him with the history of development of our plans up to date. I wonder whether he understands that in the inception of our plan Chicago was selected by disinterested people seeking the greatest possible development for medical education as the strategic point. He says in his letter -

"I have endeavored to act primarily with regard to the interest of medical education in general rather than with respect to the immediate needs of any particular institution."

We so seriously disagree with his decision on this fundamental point that it seems to me to indicate lack of sufficient emphasis on our part in this regard. Can we not substantiate our claims here and enthuse him over the tremendous possibilities? Perhaps you will want to give him a copy of Mr. Flexner's report of December 1916.

Yours cordially,

Harold H. Swift,

(2) Probably the most important point is to register his with the history of development of our time is so late. I wonder whether he understands that in the history of our time Chicago was selected by distinguished people seeking the greatest possible development for national education as the strategic point. He says in his letter -

"I have endeavored to not primarily with regard to the interest of medical education in general, rather than with respect to the immediate needs of any particular institution."

We are extremely disagree with the decision on this fundamental point that it seems to go to indicate lack of sufficient emphasis on the part in this regard. Can we not understand our claims here and enhance him over the tremendous possibilities? Perhaps you will want to give him a copy of Mr. Flexner's report of December 1916.

Yours cordially,

Harold A. Smith

PRIVATE WIRE TELEGRAM

Eliminate all unnecessary
words and telegrams

Aug 8, 1923
M3
SEND

H H SWIFT CHICAGO

Commodore Hotel Room 205

BLAKES REFUSAL FINAL AND APPARENTLY RATHER FOR REASONS OF TEMPERAMENT
AND PRESENT POSITION THAN FOR SERIOUS DIFFICULTIES OR DEFECTS AT CHICAGO
STOP SEE NO OTHER PROMISING CANDIDATE EXCEPT PALMER OF COLUMBIA AND HE
IS PROBABLY NOT AVAILABLE CONSIDERING NEWXXX PLAN TO CALL PEABODY AS
CONSULTING DEAN FOR THREE YEARS WITHOUT RESIGNING AT BOSTON AND WITH HIS
ADVICE ORGANIZING RESEARCH FACULTY IMMEDIATELY. WOULD APPOINT SEVERAL
PROMISING YOUNGER MEN FOR ONE TO THREE YEARS WITH ASSISTANTS AND FELLOWS
EXPECTING FROM THE BEST OF THESE TO SELECT PERMANENT STAFF POSSIBLY
INCLUDING PERMANENT DEAN STOP. HAVE APPOINTMENT WITH BUTTRICK- THURSDAY MORN-
MORNING YOU CAN REACH US COMMODORE HOTEL UNTIL 830 DAYLIGHT SAVINGS TIME
NY

Private
Limit

Printed in U. S. A.

PRIVATE WIRE TELEGRAM

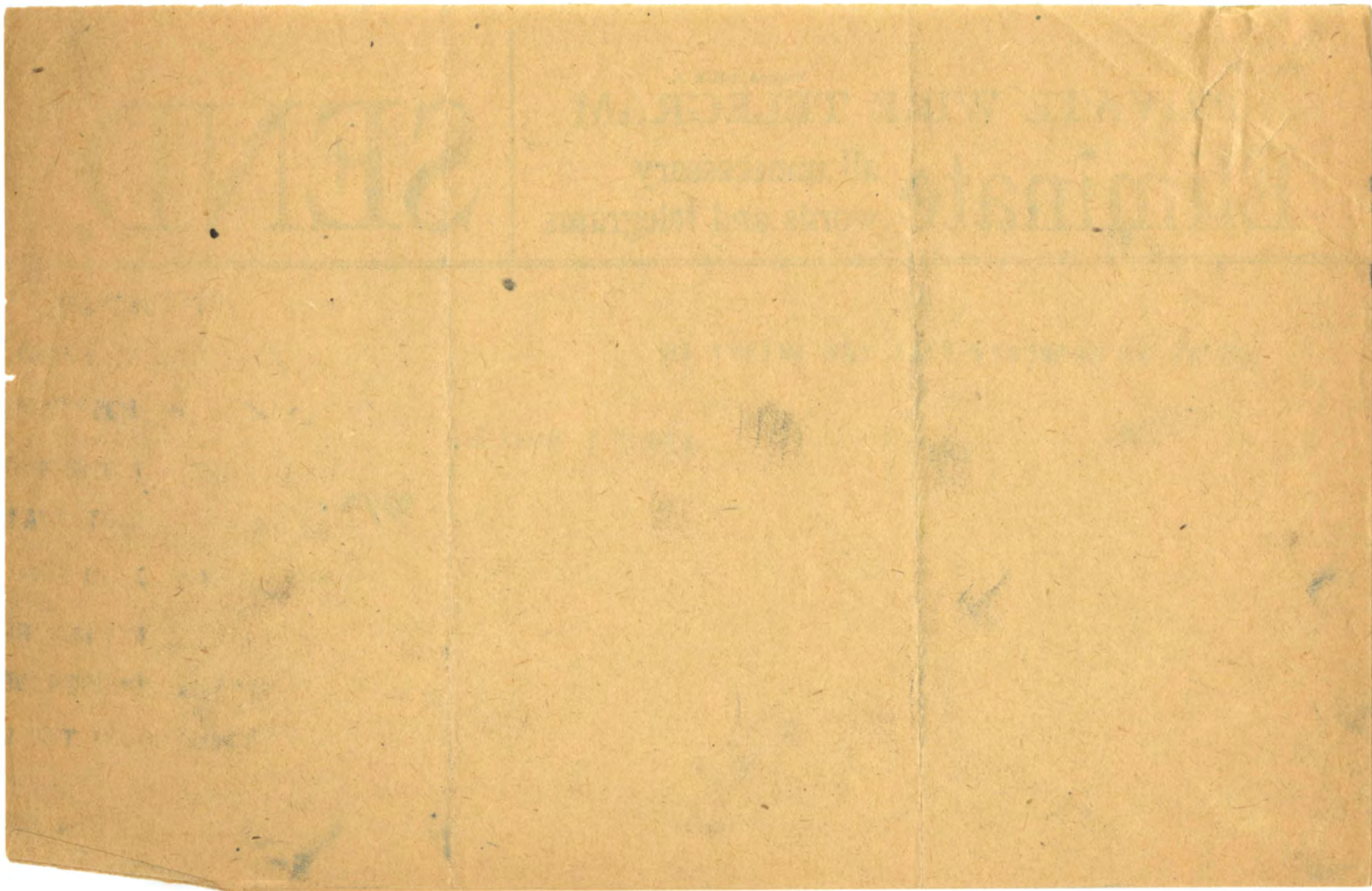
Eliminate all unnecessary
words and telegrams

SEND

OR AT 61 BROADWAY TILL TEN THIRTY AM

ERNST D BURTON.

930PM.



20

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

164.

WESTERN UNION TELEGRAM



NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

496

CLASS OF SERVICE	
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 110 EAST-MAIN ST., MALONE, N Y.
25SY W 58 BLUE

SF UNIONSTOCKYARDS 10L 827A AUG 13 1923

ERNEST D BURTON

MALONE NY

HAD SATISFACTORY CONFERENCE WITH POST YESTERDAY THINK SITUATION IN GOOD
SHAPE ALSO PLIMPTON REPORTED AT BROAD MEETING THURSDAY EXCESS ONE HUNDRED
THOUSAND DOLLARS FROM LAST YEARS OPERATIONS WHICH CAN BE APPLIED CONSTRU-
CTION POLICIES AS SEEMS WISE STOP HOPE YOU NOW AT ADVENT OF REAL REST
UNMOLESTED BY TROUBLES AND OTHER IMPEDIMENTA OF MODERN UNIVERSITY SYSTEM
CORDIAL BEST WISHES

HAROLD SWIFT

1038A

*Trick zone 1042a
1043a
1044a
1045a*

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

M 3

MEMORANDUM

TO MEMBERS OF THE COMMITTEE ON MEDICAL SCHOOL

August 13, 1923

Thursday, June 28, Dr. Francis G. Blake of Yale being in Chicago, on invitation of the University, was offered the headship of the Department of Medicine and Deanship of the Medical School.

Monday, August 6, after some letters and telegrams having passed between Mr. Burton and Dr. Blake, a letter was received at Chicago from Dr. Blake declining the invitation of the University.

Wednesday, August 8, Dr. Post and Mr. Burton called on Dr. Blake in New Haven and had a long talk with him. The result was to convince Dr. Post and Mr. Burton that Dr. Blake declined our invitation, not so much from any real objection to the conditions at Chicago (with one exception noted below), or the terms of our offer, as from an unwillingness to leave New Haven, to which he had rather recently come and where he was comfortably situated professionally and otherwise. Our chief object in visiting Dr. Blake was not to persuade him to reconsider his refusal, though this we did, but to find out for our future guidance what elements of the Chicago situation were

M3

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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TO NEW

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

(2)

deterrent to eastern men. Three points may be mentioned.

1. We have not made enough in our statement of the fact that the work which we propose to do at the University will include giving to men who have obtained the M.D. degree, with us or elsewhere, further training in research. We have too much emphasized the undergraduate character of work on the south side. This requires no change of condition, but only of statement.

2. Blake laid considerable stress on the inadequate development of our pre-clinical departments, Physiological Chemistry and Pharmacology, and put a lower estimate than we have been putting on the work of some other departments. This raises the question whether we ought not to proceed at once to the further development of these pre-clinical departments, and whether it is permissible to use the income of the \$5,300,000 for this purpose, or whether we must get new money for it.

3. Of most importance, however, is Dr. Blake's statement that it would be four years before he would be as far along at Chicago as he now is at Yale. This we must partly admit and partly correct.

Insofar as it is true, and in connection with Dr. Peabody's declination and the fact that we see no one in sight that we really desire and have any hope of getting, it suggests that we should now seek as the Dean of the School some man who would give us a portion of his time as non-resident Dean and Advisor in the planning of the buildings, the organization of the school, and the selection of men, without surrendering his present position. It begins to seem that we are shut up to this policy (which was pursued also when we founded our Law School), by the fact that the few men in the country who are

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

(2)

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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

(3)

fitted for our task are unwilling to leave their present positions to face three or four years of scattered efforts, and disorganization or inchoate organization. The alternative is to take an inferior man, who would really lack precisely the qualities we most need.

If the policy is adopted it will be possible, in part, to correct the condition which Dr. Blake emphasized by beginning at once to appoint and place on salary younger men who give promise of being fitted, three years hence, to take up the work of teaching at the School on the south side. These men may be appointed as Instructors or Assistant Professors on terms of three years or less, and located wherever they can most profitably spend their time. It would be desirable, however, to have some of these men work at Chicago, and gradually to assemble them there. If any of them are fitted to direct the work of others they might be given assistants and fellows. In any case we shall be training men in research work. They will be in a small way, a graduate school of medicine. If any of them do not "make good", they will, of course, not be reappointed at the end of their term of three years or less. Among them we may possibly find a chairman of the department of medicine, or a dean. In any case we shall have three years in which to find these persons.

The University of Chicago
CHICAGO, ILLINOIS
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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

(4)

Dr. Post and Mr. Burton were so impressed with the advantages of this place and with the desirability of securing Dr. Peabody as non-resident Dean that they wired the suggestion to Mr. Swift, discussed it with Dr. Buttrick in New York, and again with Mr. Swift by long distance. Dr. Buttrick was very favorable to the plan, and with Mr. Swift's approval Dr. Post and Mr. Burton went to Boston and raised with Dr. Peabody the question whether he would consider taking such a position if the plan approved itself to our Committee in Chicago, and wrote to Dr. Abraham Flexner at length. Dr. Peabody seemed favorably disposed and promised to consider it and to consult Dean Edsall.

At the writing of this memorandum there has not been time for a reply from Dr. Flexner, who is in Canada. It seems improbable that he will interpose serious objections, in view of the facts of the case and Dr. Buttrick's approval of the plan. His reply will be received in Chicago and communicated to Dr. Post who will in turn communicate with the members of the Medical Committee.

The University of Chicago
CHICAGO, ILLINOIS
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M2

August 17, 1923

My dear President Burton:

This will confirm my last telegram to you:

"Disregard previous telegram.
Flexner answered yours August
six. regarding contract."

At Mr. Swift's suggestion a copy of that part of Mr. Flexner's letter which refers to change in the wording of the contract has been sent to Mr. Heckman. Dr. Post and Mr. Swift are receiving copies of the complete letter. A copy is attached.

I am enclosing five letters from Mr. Goodspeed, and mail which has come during your absence: notes from the White House, from Mr. Swift, letters from Dr. Edward Capps, Shailer Mathews, Miss Breckinridge and Mr. Flook, as well as mail for Mrs. Burton and you, personally, and your daughter.

Mr. Flook has telephoned to inquire whether you are expecting to go into your home immediately upon returning to Chicago? There still seems to be considerable work to be done and he is anxious to have your decision on the electric fixture for the southeast room on the second floor. He would like to have you telegraph him the number of the fixture selected, and also whether or not the east guest room is to be papered. He has no approved samples.

With kindest regards from the office,

Very sincerely yours,

August 14, 1933

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Officer

Members

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
Trevor Arnett
Secretaries
E. C. Sage
W. W. Buckley
Assistant Secretaries
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer
Ernest A. Buttrick
Auditor

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fordick

Magnetawan, via Burks Falls
Ontario, Canada
August 21, 1923

Dr. Ernest D. Burton
Seaside Inn
Seal Harbor, Maine

Dear President Burton:

You will doubtless be surprised by my telegram sent yesterday, in which I expressed my doubt as to the soundness of the proposition which you and Dr. Poat are discussing with Dr. Peabody. The explanation of the telegram is as follows:

My own reaction to your letter from the Copley-Plaza was not favorable. Instead, however, of writing you promptly, as you asked, I decided on reflection to consult Dr. Buttrick by letter. The following excerpt from a long letter dealing with other matters shows what I wrote him:

"Burton writes me a long letter from Boston, telling me what I had already learned in New York - that Blake's declination is final. He tells me further that they have conferred with Peabody in reference to becoming consulting dean, charged with the responsibility of supervising the building of the hospital and the training of the staff. He asks me for my opinion, but after several days' reflection I am extremely reluctant to write. If the position has been offered to Peabody - as I gather - then nothing that I now say can be of any use. Moreover, I am afraid to form an opinion without conference with you and others. As far as I can see, however, I am, to be candid, quite skeptical as to the feasibility of the scheme and for several reasons: (1) I should think that Peabody's present job is big enough for him and that he cannot afford to divert from it the amount of time and energy that would be required by Burton's proposition; (2) I question whether any one person, so situated, could supervise buildings, equipment and the training of the varied group required. The situation is different from that of the China Medical Board where you had a group - yourself, Simon, Dr. Welch - meeting from time to time, selecting men, putting them in advantageous positions, and vested with complete authority. And even then grave difficulties arose over the building because of the failure

William B. Smith
Chairman of the Board
Walter B. Smith
President
Abraham B. Smith
Treasurer
E. C. Smith
W. W. Smith
L. C. Smith
L. M. Smith
L. A. Smith

General Education Board

FOUNDED BY JOHN D. ROCKWELLER 1892
51 BROADWAY
NEW YORK

Frederick T. Case
I. D. Rockwell
Abraham B. Smith
Walter B. Smith
Edwin A. Abbott
Henry B. Jones
Walter B. Smith
James D. Case
Abraham B. Smith
Abraham B. Smith
George E. Vinton
James H. Dill
Charles F. Woodard
James A. Case
James H. Case
Frederick B. Case

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Ontario, Canada
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Sasside Harbor, Maine

Dear President Burton:

You will doubtless be surprised by my telegram sent yesterday, in which I expressed my doubt as to the soundness of the proposition which you and Dr. Post are discussing with Dr. Peabody. The explanation of the telegram is as follows: My own reaction to your letter from the Copy-Press was not favorable. Instead, however, of writing you promptly, as you asked, I decided on reflection to consult Dr. Buttrick by letter. The following excerpt from a long letter dealing with other matters shows what I wrote him:

"Burton writes me a long letter from Boston, telling me what I had already learned in New York - that Blake's decision is final. He tells me further that they have conferred with Peabody in reference to becoming consulting dean, charged with the responsibility of supervising the building of the hospital and the training of the staff. He asks me for my opinion, but after several days' reflection I am extremely reluctant to write. If the position has been offered to Peabody - as I gather - then nothing that I now say can be of any use. Moreover, I am afraid to form an opinion without conference with you and others. As far as I can see, however, I am, to be candid, quite skeptical as to the feasibility of the scheme and for several reasons: (1) I should think that Peabody's present job is big enough for him and that he cannot afford to divert from it the amount of time and energy that would be required by Burton's proposition; (2) I question whether any one person, so situated, could supervise buildings, equipment and the training of the varied group required. The situation is different from that of the China Medical Board where you had a group - yourself, Simon, Dr. Welch - meeting from time to time, selecting men, putting them in advantageous positions, and vested with complete authority. And even then grave difficulties arose over the building because of the failure

to concentrate responsibility upon one individual. If Peabody accepts, you may be sure that I shall do the little I can to help. If he declines, my own judgment is to try for Swift or MacLean. I can understand Burton's impatience, but it will not do to become panicky. He has breathed new life and vigor into the situation and that is no small achievement for his few months of office.

Burton writes, 'I shall be very glad to know your thought in the matter. It will help us to arrive at a decision and have weight with us all. Write me at Chicago. I will instruct my secretary to copy your letter and send one copy to me and one to Post. On the basis of this we can confer, if necessary, by wire and I may decide to see Dr. Peabody again while I am still in the East.'

Now I have not done this and would rather not do it, simply because the issues are so important that, as I said before, I don't want the responsibility of giving an opinion which you and Simon at least have not had a chance to criticise. There is no hurry about my writing Burton, if you think I ought to do it. I shall therefore not write him until I have had your counsel."

To my brother, Simon, on the same date I wrote as follows:

"I don't want to bother you with business, but you will be interested in the enclosed letter from Burton of Chicago, which please return. I have made no answer, though Burton requests one. I confess the proposition to Peabody does not convince me. I should not think Peabody a big enough man to hold down his own job and do theirs, and I should doubt whether anyone, situated as Peabody is, could do what Burton and Post have asked him to undertake. The suggestion is evidently modelled upon what the China Medical Board did, but the situations are not analogous, because you and Dr. Buttrick and Dr. Welch were after all in frequent consultation and represented a far wider range of experience with men. Moreover, there was a full-time leader in the person of MacLean and, even so, grave mistakes were made on the building side for the lack of a definitely placed responsibility.

I wish you would send me a sentence or two, either confirming or overruling this brief statement of the way the thing looks to me. I really do not feel competent to write Burton unless backed by the judgment of others who are more competent to give original decisions on propositions of this kind."

Simon

If he writes me, I shall communicate to you his opinion, unless in the improbable event of his asking me not to do so.

On receiving my letter Dr. Buttrick wired me urging me to write you immediately and gave me your summer address. I wired and am now writing, though I do

to concentrate responsibility upon one individual. If Peabody accepts, you may be sure that I shall do the little I can to help. If he declines, my own judgment is to try for Swift or Maclean. I can understand Burton's importance, but it will not do to become panicky. He has breathed new life and vigor into the situation and that is no small achievement for the few months of office.

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hate to invade your few weeks of summer rest. Further thought - and the subject has been in my mind every day - increases my own skepticism, though I am ready to surrender my doubts, should you or Simon or Dr. Buttrick come to a different conclusion. The analogy of the China Medical Board goes as a matter of fact rather more strongly against your proposition than appears from the above quotation, for MacLean was head of the school and dean, and though he, acting in concert with Simon and Dr. Welch, got together a first-rate faculty, the building and other arrangements went sadly askew in consequence of scattered responsibility.

Dr. Buttrick's telegram to me was as follows:

"You had better wire Burton soon as possible. He thinks well of MacLean as serving under Peabody for time being with possibility of his taking permanent place. Telegram from him this morning. Greatly desire your opinion."

I feel perfectly sure that MacLean, who has held a higher post than Peabody has ever held, would not participate in your project on any such terms. Neither I think would Swift nor any other person of the calibre and experience that you need. I am afraid that you are overrating Peabody. He is an excellent fellow, but in my judgment incapable of swinging any such proposition as has been put up to him. If he should by any chance enlist the cooperation of men of the right type, friction would develop or responsibility would be so dispersed that endless conferences would be needed about every detail and ~~the~~ progress would be slow and zigzag.

Don't bother about the thing now. Get your rest and in the fall let us review once more the possibilities.

Please understand that I write in all and in genuine humility. What I wrote to Dr. Buttrick is true. I shall loyally help to the best of my ability whatever your decision, and I tender my own criticism and suggestion with the full consciousness that the subject is one upon which neither experience nor knowledge entitles my opinion to any particular weight.

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Please understand that I write in all and in genuine humility. What I wrote to Dr. Buttrick is true. I shall joyfully help to the best of my ability whatever your decision, and I tender my own criticism and suggestion with the full consciousness that the subject is one upon which neither experience nor knowledge entitles my opinion to any particular weight.

E.D.B.--4

With all good wishes and heartiest greetings, I am

Sincerely yours,

Abraham Flexner

P.S.

I enclose a copy which you are free to send Dr. Post, in case you so desire.

A.F.

AF:ESB

10-10-1918

With all good wishes and heartiest greetings, I am

Sincerely yours,

William Brewster

P.S.

I enclose a copy which you are free to send Dr. Post, in case you so desire.

A.B.

10-10-1918

Officer

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
President
Abraham Flexner
Trevor Arnett
Secretaries
E. C. Sage
W. W. Brierley
Assistant Secretaries
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer
Ernest A. Buttrick
Auditor

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

Members

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
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Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

Magnetawan, via Burks Falls
Ontario, Canada
August 26, 1923

Dr. Ernest D. Burton
Seaside Inn
Seal Harbor, Maine

Dear Dr. Burton:

Keeping the promise which I made to you the other day, I am writing to you to summarize the contents of a letter which I have just had from Simon.

Let me say at the outset that Simon, like the rest of us, sympathizes with you and understands your anxiety to move forward. He is of the opinion that, if there were absolutely no alternative to the Peabody scheme, it might be worth trying, but he adds, though liking Peabody personally very much and knowing from experience that he can get on with men of very different sorts, he knows too little of his constructive ability to endorse the project which you have outlined.

His own preference is Swift, of whom he says, "It can be ascertained whether he would go without a word being said directly from Chicago. Swift is safe, an excellent clinician, can do and has done important research: on syphilis of the nervous system, on trench fever and on many other smaller subjects. His name is widely known (more widely than Peabody's) through the treatment of neurosyphilis with salvarsinized serum. He is an excellent executive. All the talk about difficulty with men is poppycock. Just now he is working on rheumatism in the most thorough and illuminating manner for a generation. He is not as attractive personally as Peabody - few men are. I don't consider that a major defect."

He also rates McLean very high, but for McLean's own sake feels that he

ought to get into a going institution. Simon is afraid that the Chicago building plans would distract him, as the Peking plans did, but the two situations do not seem to me to be analogous. First, fifty per cent. of your Chicago school is functioning; second, it is one thing to build a hospital in Chicago and another thing to build an entire town - almost - in Peking. In my opinion, if McLean took your job, he could render you the service you need while carrying on his productive work at the Rockefeller Institute or elsewhere just as Canby Robinson with the same sort of responsibility for Nashville has been doing for the last two or three years.

The subject of your letter has rarely been out of my mind for the last ten days. The more deeply I reflect - and I have thought of it in the most detached and objective fashion - the more questionable it appears to me to be (1) because of a certain inherent impracticability; (2) because, as far as I can judge, Peabody has not shown the kind of ability that would justify placing upon him the unusually complicated responsibility you have in mind.

Light might be thrown upon this question if you could ascertain facts regarding the part Peabody has played in the work of the China Medical Board. He was the medical member of the first commission which went to China. What is the nature and merit of the report which that commission made, particularly on the medical side? He has also been a member of the China Medical Board from the start with the advantage of the background furnished by that experience. The Board has had from time to time to deal with executive, financial, building and pedagogical problems. Has he made any contribution to their elucidation or settlement either at the meetings of the Board or in informal conference with those who are influential? He has been throughout this period, to be sure, a young man and he ought therefore to play a quiet part, but, if he had ideas and were really fertile, he could have shown his quality either modestly at the Board meetings or informally in conversation

E.D.B.--3

with men like Dr. Buttrick or Simon subsequently. You can without difficulty find out the facts and it would seem to me that they would throw light upon precisely the problem that you are dealing with, namely, his constructive ability and his fertility in meeting situations. I do not myself know enough of the inside history to answer the questions which I raise.

It is a funny thing - this medical business. Legends very rapidly grow up about people. A few years ago Palmer, now Professor of Medicine at the P. & S., New York, was the hero. Everybody wanted him. The Hopkins people almost lost their heads and I remember pleading with Dr. Welch "to come off", on the ground that, though Palmer was a good, substantial man, there were other "fish as good in the sea". They are quite convinced now at Baltimore that that is the case. I have a feeling - which I express with all humility, for I may be entirely wrong - that at the moment Peabody looks bigger to you than he is. He would do, if he were 100% on your job; but inasmuch as you propose that he is to give only a fraction of his time and thought, I am increasingly unable to see it, though I have not the slightest disposition to urge upon you my point of view.

I send you these further comments not in the hope that they may determine your action but in pursuance (1) of my promise to let you know what Simon thought; and (2) because you have urged me to let you have my considered opinion. I beg you in all sincerity not to attach to it excessive weight. Dr. Buttrick and Simon are better counselors.

With all good wishes,

Ever sincerely yours,

Abraham Flexner

P.S. There is of course one factor, which I have ignored and to which Dr. Buttrick

E.D.B.--4

called my attention, namely, you. You are a tower of strength and would, I believe, do more to make any old arrangement work than anyone occupying a university presidency in this country today; but even for you it is important to adopt the strongest and surest procedure possible, for your burdens must not be increased unless they have to be.

I enclose a copy of a letter which Taylor, the Professor of Surgery at Peking, wrote Simon about McLean on the occasion of his resignation. The letter was of course entirely unsolicited and was just the spontaneous tribute of a colleague to a leader.

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AF:ESB

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league to a leader.

A.P.

Harold H. Swift
Union Stock Yards
Chicago

August 29,
1923

M3

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

Dear President Burton:

I understood that when you discussed the Advisory Deanship with Dr. Peabody, he said that at first thought it sounded logical to him but that he would want to consider it more fully before definitely expressing himself. This being the case, should you not try to discover what conclusions his more mature deliberations bring, and this if possible without further committing ourselves to the project?

As I see it, we feel that we would like to go on with the Peabody project and that we shall probably have to convince Mr. Flexner of the desirability. If by any chance Dr. Peabody has definitely decided that he cannot go on with us, then there is no use of a struggle with Flexner. You may prefer not to get in touch again with Peabody until you receive Flexner's letter, but it seems to me quite necessary to do so before we try to win over Flexner.

Yours cordially,

Harold H. Swift

August 20,
1923

Walter Dill
Kiechel, Jr.
Chicago

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

Dear President Burton:

I understand that when you discussed the advisory
committee with Mr. Feeney, he said that at first thought it seemed
advisable to him and that he would want to consider it more fully be-
fore definitely expressing himself. This being the case, would you
not try to discover what considerations his were before definitely
acting, and also if possible without further consulting ourselves to
the project.

As I see it, we feel that we would like to go on with
the Feeney project and that we shall probably have to convince Mr.
Flaxner of the desirability. If by any chance Mr. Feeney has
definitely decided that he cannot go on with us, then there is no
use of a struggle with Flaxner. You may prefer not to get in touch
again with Feeney until you receive Flaxner's letter, but it seems
to me quite necessary to do so before we try to win over Flaxner.

Yours cordially,

Charles R. Kiechel, Jr.

COPY

173

North East Harbor,

September 4, 1923.

Dr. Wilber E. Post,

Chicago, Illinois.

My dear Dr. Post:

Your letter has just reached me and I am glad to give you my ideas about the conversation we had in Boston recently. The more I consider the proposal to appoint a consulting Professor of Medicine at Chicago, the more clear I am that this should only be undertaken as a last resort. There is no question but that it is much better for the Faculty to select an active Head of the Department if they can possibly find him. In the event that this is not possible then I think the appointment of a consulting professor might serve temporarily, and such an appointee might be of assistance to the School. At least it would help to get something started.

With regard to my personal relationship to the plan, the situation is about as follows. I am very much interested in the development in Chicago and should be glad to be of any service I can. If the authorities at the Harvard Medical School and at the Boston City Hospital should feel that it was desirable, I am inclined to think that I could arrange to become "Consulting Professor of Medicine" provided it was clearly understood that I could give only comparatively limited time and thought to the matter and that the connection might terminate whenever it became advisable either from the point of view of the University of Chicago or of myself. It is important to state this definitely so that there may not be any misunderstanding if it should subsequently be felt desirable for me to give more time to Chicago than I could arrange for. You will, of course, understand that this restriction of time and thought is determined by the heavy responsibilities of my University and Hospital positions in Boston and not by any failure to appreciate the interest and honor of the position suggested in Chicago.

With very many thanks to you for the personal consideration you have shown to me which I cordially appreciate,

Always sincerely yours,

(Signed) Francis W. Peabody.

COPY

North East Harbor,

September 4, 1933.

Dr. Wilbur E. Post,

Chicago, Illinois.

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Always sincerely yours,

(Signed) Francis W. Peabody.

M5

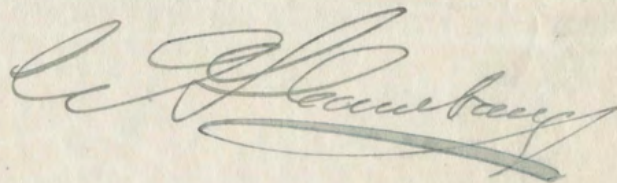
DR. GEORGE E. SHAMBAUGH
PEOPLES GAS BUILDING
CHICAGO

September 15, 1923.

Dear Doctor:

I have jotted down some conclusions which we have reached in connection with our work with graduate students in the department of otolaryngology. It occurred to me that these conclusions might be of some value in working out the problem of graduate work in other departments so I am taking the liberty of sending you a copy.

Very sincerely yours,

A handwritten signature in dark ink, appearing to read "G. E. Shambaugh". The signature is fluid and cursive, with a long horizontal stroke at the bottom.

1/2

DR. GEORGE F. SHAMBAUGH
PEOPLES GAS BUILDING
CHICAGO

September 18, 1933.

Dear Doctor:

I have jotted down some conclusions which we have reached in connection with our work with graduate students in the department of otolaryngology. It occurred to me that these conclusions might be of some value in working out the problem of exhaustive work in other departments as I am taking the liberty of sending you a copy.

Very sincerely yours,



M5

SUGGESTIONS ON THE DEVELOPMENT OF GRADUATE TEACHING
IN CLINICAL MEDICINE AT RUSH COLLEGE

* * * * *

Need for graduate training. The aim of undergraduate medical training, including the hospital year, is restricted obviously to providing the broad foundation necessary in the practice of general medicine. It cannot include preparation for practice in the special fields. There exists an urgent need for providing graduate clinical training for those who are aiming to engage in any of the special fields of practice, whether this be ophthalmology, genito-urinary, otolaryngology, neurology, dermatology, obstetrics, pediatrics, surgery or internal medicine. Rush College, through its relation to the Central Free Dispensary, the Presbyterian Hospital and the University of Chicago, is able to provide this training.

Scope of the work. Just as in the undergraduate course, clinical study is supplemented by work in the fundamental sciences, so in graduate clinical training, the study of cases should be supplemented by suitable advanced work in the fundamental sciences. In some fields, such as general surgery and the surgical specialties, advanced work in anatomy and pathology should be emphasized. Ample opportunity for this work is already provided at the University of Chicago. It is desirable, so far as possible, that the two phases of graduate work be pursued at the same time, as each stimulates interest in and supplements the other. A half of each day may, in this way, be spent in the laboratories at the University; the other half at the Central Free Dispensary.

Number of graduate students. It is obvious that facilities for providing proper clinical training for graduate students in the Central Free Dispensary is limited. The number to be taken on may be determined just

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as is the number of interns in the Hospital, that is, by the number actually required to take proper care of the patients. It would be as illogical to attempt to care for any larger number of graduate students with this sort of work as it would be to increase the number of interns above the number necessary to take care of the hospital work. This plan of utilizing graduate students in the out-patient department will enhance the character of service rendered the patient while at the same time the ideal opportunity is provided for proper clinical training for these graduate students who will fill the role of clinical assistants in the dispensary.

Length of service. It is desirable to fix the length of service of these graduate students serving as clinical assistants to one year's full time work. It is, of course, not to be inferred that this first year's fundamental graduate work will constitute a complete and adequate preparation for those desiring to specialize in any particular field. The point is that the college is prepared at this time to provide this first year of graduate training for a limited number of students in each of the clinical departments. What subsequent work students should be advised to take is left for each department to suggest. Some departments may recommend as subsequent work for the graduate students a service as resident in the hospital; others may see the best opportunity for rounding out a proper preparation for special practice by serving as assistant in the private practice of an established specialist. The college should give its official approval that one is properly prepared to engage in special practice only after the student has completed such subsequent work as each department recommends.

Provision for the clinical work. It is of the greatest importance that the primary object for which the Central Free Dispensary exists, namely, an institution for providing the best possible care of the

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Provision for the clinical work. It is of the greatest importance that the primary object for which the Central Free Dispensary exists, namely, an institution for providing the best possible care of the

patient, be kept at all times foremost. Any other interest allowed to take precedence tends at once to unfit the institution for providing proper clinical training. Its efficiency as a place for graduate medical study is dependent on the efficiency with which the interests of the patients are provided for. With this principle before us three primary provisions for the clinical work of the dispensary become at once apparent.

First, the equipment, that is, facilities for doing work, should be made as complete and as nearly as possible an ideal equipment. It is only with this sort of equipment that the best care of the patient is possible and this equipment is required, too, if the graduate student is to be taught to do his work in the most approved manner. Second, it is important that the work of the graduate student be at all times carefully supervised and directed. This is demanded both in the interests of the patients as well as in the proper training of the graduate student. This supervision and direction of work is the duty of the permanent staff who will find in the corps of graduate students serving as clinical assistants the best means of assuring proper care of the patients. The regular staff, through the assistance of the graduate students, will be relieved of much of the routine work and will find more time to devote to the study of the more unusual cases. Third, the need for proper hospital facilities becomes at once apparent. In the first place, the interests of the patient coming to the dispensary demand that facilities be provided for those cases requiring hospital care and second, the interests of the graduate students as well as of the permanent dispensary staff make it obligatory that a suitable plan be established whereby the patients requiring hospital care may be taken care of and also that the men working in the dispensary may follow the subsequent care of those cases after they enter the hospital. The details for this hospital

patient, be kept at all times foremost. Any other interest allowed to take precedence tends at once to unfit the institution for providing proper clinical training. Its efficiency as a place for graduate medical study is dependent on the efficiency with which the interests of the patients are provided for. With this principle before us three primary provisions for the clinical work of the dispensary become at once apparent.

First, the equipment, that is, facilities for doing work, should be made as complete and as nearly as possible an ideal equipment. It is only with this sort of equipment that the best care of the patient is possible and this equipment is required, too, if the graduate student is to be taught to do his work in the most approved manner. Second, it is important that the work of the graduate student be at all times carefully supervised and directed. This is demanded both in the interests of the patients as well as in the proper training of the graduate student. This supervision and direction of work is the duty of the permanent staff who will find in the corps of graduate students serving as clinical assistants the best means of assuring proper care of the patients. The regular staff, through the assistance of the graduate students, will be relieved of much of the routine work and will find more time to devote to the study of the more unusual cases. Third, the need for proper hospital facilities becomes at once apparent. In the first place, the interests of the patient coming to the dispensary demand that facilities be provided for those cases requiring hospital care and second, the interests of the graduate students as well as of the permanent dispensary staff make it obligatory that a suitable plan be established whereby the patients requiring hospital care may be taken care of and also that the men working in the dispensary may follow the subsequent care of those cases after they enter the hospital. The details for this hospital

co-operation may be left for each department to work out. That department which fails in providing this co-operation will have difficulty in retaining a suitable, permanent dispensary staff and will not be able to attract desirable graduate students. The principle in this hospital co-operation should be the same for all departments. The dispensary staff must have at their disposal a definite apportionment of ward beds and the dispensary staff must be able to follow the care of these patients into the hospital. How this problem has already been solved by one department will be stated later. It is proposed that the 50 so-called teaching beds as already apportioned among the several departments be set aside for dispensary cases. (?)

The securing of graduate students. The introduction of graduate students into the Central Free Dispensary as clinical assistants means at once, as already pointed out, an assurance of greatly improved service for the patient. On the other hand, it is equally apparent that in order to keep up this improved service, the corps of clinical assistants must be kept filled exactly as is the corps of interns in the hospital. This brings up the practical problem of how to assure the necessary corps of graduate students to do this work. There can be no doubt regarding the need in each and every clinical department for just such ~~graduate~~ training as this plan affords and, as already pointed out, Rush College, through its connection with the Central Free Dispensary, the Presbyterian Hospital and the University of Chicago, is admirably suited to fill this need. Rush College is able to and should take the lead among the medical schools of this country in establishing graduate clinical training on a proper basis. No difficulty should be experienced in securing for each department its corps of graduate clinical assistants just as soon as the provision for clinical work in the out-patient depart-

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ment is satisfactorily met, namely, proper equipment, adequate supervision of work and suitable hospital facilities.

The college should draw up at once a brief prospectus setting forth the aims of the graduate school, the number of places for graduate students in each department, with the dates on which these services begin and a brief statement of what each quarter's work in the dispensary is to consist, together with suggestions regarding the selection of work in the fundamental sciences at the University of Chicago. This prospectus is necessary for the information of those seeking graduate work.

A brief statement of the scheme for graduate work which has been going on for the past four years in the department of otolaryngology may serve to make clear the work^{ing}/of such a plan.

We take on eight graduate students each year, two coming in each quarter, January, April, July and October. The forenoons are spent at the University of Chicago devoted chiefly to the study of the anatomy and physiology of these parts. The afternoons are spent in the dispensary as follows: First quarter, in the nose and throat room studying the simpler cases complaining of nose and throat symptoms and learning how to make accurate records of the findings. During this quarter one of the duties is to assemble such cases as may be asked for by the man giving the Wednesday nose and throat clinic which clinic they are expected to attend. Second quarter, in the ear room learning how to make careful examinations and accurate records of the findings. One of the duties during this quarter is the assembling of cases for the ear clinic on Monday and Thursday which clinic they also attend. Third quarter, they are back in the nose and throat room where their time is divided between the study of the more difficult cases, such as the laryngeal cases

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and accessory sinus diseases and assisting in the operating room. The fourth quarter is spent largely in the operating rooms where they are taught the technic of the usual operations and eventually are entrusted with much of the routine operating. When any unusual operations are undertaken in the hospital, the dispensary is called up and the clinical assistants who can be spared are permitted to see the operations.

As a part of this first year's work each student is expected to prepare a thesis consisting of an exhaustive study of some clinical problem usually suggested by a dispensary case and including a critical review of the literature. Special emphasis is placed on history taking and the preparation of accurate clinical records.

The problem of hospital co-operation has been solved by turning over for the dispensary cases the apportionment of the 50 teaching beds set aside for this department. The use of these beds is kept inviolate for the dispensary cases. Such cases as are suitable are shown at the regular clinics where their clinical problems are discussed. Those requiring surgical work are operated in the dispensary and by the dispensary staff. Exception is made only of the more unusual cases, such as those requiring the radical mastoid operation or those with some unusual complication such as an intra-cranial involvement. Such cases I undertake to operate in the hospital, the graduate students coming over to watch the work.

Inquiries from prospective graduate students are answered by me personally and a brief prospectus of the year's work is enclosed together with an application blank, copies of which I am appending. The applications are kept in four large envelopes, one for each date on which a service is to begin. Six months before a service is to start, the appropriate file is looked over and the qualifications of the several

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applicants studied. The two that are selected are notified and informed that a deposit of \$50.00 is required by the college in order to hold the place. Each student is required to pay the remainder of the year's tuition when the work actually begins. We are having, as a rule, from four to six applicants each quarter from which to make selection.

On the completion of this first year's work, the college issues a certificate simply stating that one year's full time graduate work in otolaryngology has been completed.

We do not feel that this one year's work constitutes the complete preparation the student should have for special practice and we recommend a second year which may be spent in several ways. Our first recommendation is the service of resident in otolaryngology in a general hospital or an internship in a special hospital devoted to otolaryngology. On the completion of the second year the college is prepared to issue a formal certificate similar to a diploma setting forth that two year's full time graduate work has been successfully completed and that the holder is prepared to practice in the field of otolaryngology. We believe that the issuing of such a certificate, which is suitable for display in the doctor's office, will assist the public in differentiating between the properly trained specialist and those general practitioners who, after mastering the technic of an operation or two in the nose and throat, are posing as specialists in otolaryngology, though they may have had none of the more important and certainly more difficult training required to make an accurate diagnosis and who have acquired no proper appreciation of the indications for the operations they are undertaking to do.

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Rush Medical College
IN AFFILIATION WITH
The University of Chicago
Chicago

APPLICATION FOR POSITION AS CLINICAL ASSISTANT IN
OTOLARYNGOLOGY - RUSH MEDICAL COLLEGE

NAME:

AGE: ADDRESS:

PLACE OF BIRTH:

PRELIMINARY EDUCATION; Where Obtained:

LITERARY OR SCIENTIFIC DEGREES: Where and when obtained:

MEDICAL DEGREE: Where and when obtained:

HOSPITAL INTERNESHIP: Where and when stating length and character of
service:

If you have been in practice, give dates of beginning and ending of
stay in each place.

PREVIOUS POSTGRADUATE WORK: State nature of such, giving data as to
when and where such work was taken,

MEMBERSHIP IN MEDICAL SOCIETIES:

REFERENCES: Names of two physicians of standing:

I desire to begin work January 1, 19__, April 1, 19__, July 1, 19__
October 1, 19__.

In case position is not available on date specified, state whether a
later date is desired; also whether, should a vacancy occur at an
earlier date, it would be acceptable.

The selection of clinical assistants from the several applicants will
be announced six months before the work is to begin.

The tuition for the year's work at Rush Medical College is \$300.00. A
deposit of \$50.00 is required at the time when the selection is
announced, that is, six months before the work begins. The remainder
of the year's tuition must be paid two weeks before the course begins.

Rush Medical College
The University of Chicago
Chicago

APPLICATION FOR POSITION AS CLINICAL ASSISTANT IN
OTO-LARYNGOLOGY - RUSH MEDICAL COLLEGE

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LITERARY OR SCIENTIFIC DEGREES: Where and when obtained:

MEDICAL DEGREE: Where and when obtained:

HOSPITAL INTERNSHIP: Where and when stating length and character of service:

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Rush Medical College

1748 WEST HARRISON STREET

IN AFFILIATION WITH

The University of Chicago

CHICAGO

**PROSPECTUS FOR GRADUATE TRAINING IN OTOLARYNGOLOGY
RUSH MEDICAL COLLEGE**

This training consists of one year's full time work in otolaryngology.

The forenoons during this period are to be spent in the laboratories of the University of Chicago in the study of the fundamental sciences. Much of this time is devoted to the study of anatomy, the work being done independently under supervision. During this year, opportunity is offered for receiving instruction in the physiology of the sense organs, anatomy of the special sense organs, anatomy of the central nervous system and in the physics of sound.

The afternoons are spent in the practical work carried on in connection with the out-patient department of Rush Medical College, The Central Free Dispensary, the student occupying the position of clinical assistant.

During the first quarter the work consists of the study of nose and throat cases, learning how to make careful, accurate examinations and to make proper records of the findings. During this quarter it is contemplated that the cases selected for study shall represent the more common simpler types. The assistants shall be responsible for the assembling of suitable cases for the Wednesday afternoon clinics in laryngology which they are expected to attend.

The second quarter is spent in the ear department learning how to make complete examination of ear cases and proper records of the findings. They are also entrusted with the treatment of ear patients and are to select suitable cases for demonstration at the ear clinics given Monday and Thursday afternoon, which clinics they are expected to attend.

The third quarter is spent in the treatment rooms of the nose and throat department. The time during this quarter is spent in the study of the more unusual, complicated nose and throat cases, also in carrying out treatments requiring special technical skill, such as irrigation of nasal sinuses, removal of nasal polypi, etc., and assisting in the operating room.

The fourth quarter is spent in the operating room where they receive instruction in operating and eventually are entrusted with most of the operative work.

During the course of the year's work instruction is given in the surgical anatomy of the ear, in bronchoscopy and suspension laryngoscopy, intubation, speech defect, and the functional examination of the ear. Opportunity is afforded, during part of the time, to be present at the major operations in the Presbyterian Hospital, such as the surgery of the mastoid.

As a part of this first year's work each student is expected to prepare a thesis consisting of an exhaustive study of some clinical problem and including a critical review of the literature.

PROSPECTUS FOR GRADUATE TRAINING IN OTOLARYNGOLOGY
RUSH MEDICAL COLLEGE

This training consists of one year's full time work in otolaryngology. The first semester is spent in the laboratory of the University of Chicago in the study of the fundamental sciences. Much of this time is devoted to the study of anatomy, the work being done independently under supervision. During the year, opportunity is offered for research in the physiology of the ear, nose, and throat, anatomy of the ear, nose, and throat, and in the physics of sound.

The second semester is spent in the laboratory of the University of Chicago in the study of the fundamental sciences. Much of this time is devoted to the study of anatomy, the work being done independently under supervision. During the year, opportunity is offered for research in the physiology of the ear, nose, and throat, anatomy of the ear, nose, and throat, and in the physics of sound.

During the first quarter the work consists of the study of nose and throat cases, learning how to make careful, accurate examinations and to make proper records of the findings. During this quarter it is emphasized that the cases selected for study shall represent the more common simple types. The assistant will be responsible for the selection of suitable cases for the laboratory afternoon clinics and for the pathology which they are expected to study.

The second quarter is spent in the ear department learning how to make complete examinations of ear cases and proper records of the findings. They are also entrusted with the selection of ear patients and are to select suitable cases for concentration of the ear clinic, given Monday and Thursday afternoon, when clinics they are expected to attend.

The third quarter is spent in the treatment rooms of the nose and throat department. The time during this quarter is spent in the study of the more unusual, complicated nose and throat cases, also in carrying out the various routine special roentgenological skill, such as irrigation of nasal sinuses, removal of nasal polyps, and, when desired, in the operating room.

The fourth quarter is spent in the operating room where they receive instruction in operating and eventually are entrusted with most of the operative work.

During the course of the year's work instruction is given in the surgical anatomy of the ear, in rhinology, and in laryngology. Instruction, special defect, and the functional examination of the ear. Opportunity is afforded, during part of the time, to be present at the major operations in the Presbyterian Hospital, such as the surgery of the middle ear.

As a part of the first year's work each student is expected to prepare a thesis consisting of an extensive study of some clinical problem and including a critical review of the literature.

Rush Medical College

1748 WEST HARRISON STREET
IN AFFILIATION WITH
The University of Chicago
CHICAGO

There are places for but eight men each year: two beginning each quarter, January 1, April 1, July 1 and October 1.

Applications should be filed at least six months before service is to begin. At this time the selection of clinical assistants from the several applicants is made. Owing to the limited number of places the applicant is required, at the time his appointment is assured to make a deposit of \$50.00 to secure his place. This deposit will be credited on the tuition for the year's work.

The tuition for the year's work at Rush Medical College is \$300.00. This is payable in advance, two weeks before the work begins.

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On the satisfactory completion of this first year's fundamental training, Rush Medical College will issue a certificate setting forth that this work has been done.

It is strongly recommended that following this first year's training the student complete his preparation for special practice by a second year's work, taken in several ways, such as serving as intern in a special hospital devoted to otolaryngology or as resident in otolaryngology in a general hospital, by serving as assistant in the private practice of a prominent otologist, or by pursuing selected courses such as are now offered in some of our leading medical centers, post-graduate schools, etc.

When the work pursued this second year meets the approval of Rush Medical College, the College will issue a certificate in the form of a diploma which will be suitable for display in the physician's office, setting forth that the two year's work has been satisfactorily completed and that the student is prepared to practice the specialty.

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The position of resident in otolaryngology and ophthalmology in the Presbyterian Hospital of Chicago, length of service one year, is open to a student on completion of this first year's training.

A research fellowship in otolaryngology, the Stanton Abeles Friedberg Fellowship, is offered by the University of Chicago to a graduate in medicine who has completed his hospital intern year and is devoting his entire time to the study of otolaryngology. For particulars regarding these two positions apply to Dr. George E. Shambaugh, Rush Medical College, Chicago.

There are places for but eight men each year: two beginning each quarter, January 1, April 1, July 1 and October 1.

Applicants must be held at least six months before service is to begin. At this time the best and most efficient assistants from the several hospitals are made. Owing to the limited number of places the applicant is required, at the time his appointment is secured to make a deposit of \$50.00 to secure his place. This deposit will be credited on the tuition for the year's work.

The tuition for the year's work at Rush Medical College is \$800.00. This is payable in advance, two weeks before the work begins.

On the satisfactory completion of this first year's fundamental training, Rush Medical College will issue a certificate setting forth that this work has been done.

It is strongly recommended that following this first year's training the student complete his preparation for special practice by a second year's work, taken in several ways, such as serving as intern in a special hospital devoted to otolaryngology or as resident in otolaryngology in a general hospital, by serving as assistant in the private practice of a prominent otolaryngologist, or by pursuing advanced courses such as are now offered in some of our leading medical centers, post-graduate schools, etc.

When the work pursued this second year meets the approval of Rush Medical College, the College will issue a certificate in the form of a diploma which will be suitable for display in the physician's office. Noting further that the two year's work has been satisfactorily completed and that the student is prepared to practice the specialty.

The position of resident in otolaryngology and ophthalmology in the Presbyterian Hospital of Chicago, length of service one year, is open to a student on completion of this first year's training.

A research fellowship in otolaryngology, the Benjamin Abner Friedberg Fellowship, is offered by the University of Chicago to a graduate in medicine who has completed his medical intern year and is devoting his entire time to the study of otolaryngology. For particulars regarding these two positions apply to Dr. George E. Shumway, Rush Medical College, Chicago.

MEMORANDUM OF INTERVIEW

Med Aff - M3
September 22, 1923

with Dr. Seem regarding Dr. Franklin Chambers McLean.

Excellent for immediate future; experienced
and skilful in organization.

Not a good clinician; has made some bad mistakes.
Not self-directing as an investigator; does only
what is given him to do. Has not, in fact, done much
in the way of investigation while in China as he would
in all probability have done had his taste and abilities
run in that direction.

Does not seem to be much interested in teaching.

Ask Dr. Pearce and Dr. Peabody about him.

September 22, 1933

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