

P.

10 Chicago (Univ. of) Medical School
Graduate Sch Medicine (South Side)
Hospital Mgt. 1924

- 1924 Jan. 3 -- Pres. Burton to Mr. Judson, preparatory to meeting problems that arise in connection with new relation to Rush and the contract now awaiting approval in the courts. Asks various questions as to use of income of endowment fund, e.g. whether it may be used for west side school as well as south side school; as to conditions of certain gifts. Encloses extracts from Board Minutes, a copy of statement prepared by Plimpton in 1921 in which is a letter from Dr. Billings, and a copy of the contract bet. U of C and General Educ. Board. (These are not now with the letter.)
- Jan. 4 -- G.O. Fairweather, Counsel and Business Mgr., to Pres. Burton, answering a question Burton had raised about the testimony before the Master in Chancery proceeding affecting Rush and the University (i.e. Burton's testimony); after consulting legal advisers Martin and Tenney.
- Jan. 5 -- Not a letter. MINUTES OF THE SECOND MEETING OF THE MEMBERS OF THE FACULTY OF RUSH MEDICAL COLLEGE AND REPRESENTATIVES OF THE UNIVERSITY OF CHICAGO WITH REFERENCE TO PLANS OF THE UNIVERSITY FOR THE CONDUCT OF MEDICAL WORK ON THE WEST SIDE. HELD AT THE UNIVERSITY CLUB ... Sat., Jan. 5, 1924
- Jan. 10 -- G.O. Fairweather to Harold H. Swift, sending a letter (attached) from Director Shelton, in regard to cooperation.
- Jan. 15 -- Dr. F.C. McLean to Pres. Burton: not too early to take up general question of Medical Social Service in relation to proposed hospital and dispensary; suggestions,
- Jan. 15 -- Dr. McLean to Pres. Burton, suggesting that it is important that the person who has the initiative in matters pertaining to development of School of Medicine should keep up contacts with other important medical institutions and developments; suggests plan for visits. Pencil note "Plan approved and expense met."
- Jan. 17 -- J.S. Dickerson, Sec. of Board, to Pres. Burton, on interpretation of particulars of Dr. Bridge's gift of \$30,000 for repairs and alterations in Senn Hall -- to "adjust" Senn Hall to the new building.
- Jan. 18 -- N.C. Plimpton, Auditor, to Pres. Burton, sending statements (they are attached to letter) on 1. apportionment of Medical School funds; 2. copies of letters of donors whose gifts may be considered as endowment of medical work in depts. at present located on West Side; 3. designation "graduate school" and "post-graduate school" for work of Rush Medical
- Jan. 19 -- Harold H. Swift to Pres. Burton in regard to question of dentistry as part of work of Medical School; suggests also Tribune article on above question be sent to Mr. Wieboldt as substantiation of Burton's argument with him re ear, nose and throat work. *(clipping enclosed)*
- Jan. 19 -- Not a letter. MINUTES OF THE THIRD MEETING (cf. Jan. 5, above.)
- Jan. 22 -- Dr. F.C. McLean to Pres. Burton, making suggestion that U of C can contribute chiefly to the progress of medicine by making a direct step towards the improvement of thought in relation to the problems of medicine; says present-day investigator is eager to turn to account the discoveries of physicists and chemists but is too little or not at all aware of the quality of thought which went into the discoveries, and which would be of great importance in his own problem; suggests as a practical method the creation of a chair or dept. of "History of Science."
- Jan. 22 -- Dr. McLean reports to Burton on an informal conference with Dr. Harvey and Dr. Irons on readjustments necessary during period of organization of the clinical depts. at the University, and on conclusions reached.

1924

Jan. 3

-- Pres. Burton to Mr. Jackson, preparatory to meeting problems that arise in connection with new relation to Rush and the contract now awaiting approval in the courts. Asks various questions as to use of income of endowment fund, e.g. whether it may be used for west side school as well as south side school; as to conditions of certain gifts. Encloses extracts from Board Minutes, a copy of statement prepared by Flimpton in 1921 in which is a letter from Dr. Billings, and a copy of the contract bet. U of C and General Educ. Board. (These are not now with the letter.)

Jan. 4

-- G.O. Fairweather, Counsel and Business Mgr., to Pres. Burton, answering a question Burton had raised about the testimony before the Master in Chancery proceeding affecting Rush and the University (i.e. Burton's testimony); after consulting legal advisers Martin and Tenney.

Jan. 5

-- Not a letter. MINUTES OF THE SECOND MEETING OF THE MEMBERS OF THE FACULTY OF RUSH MEDICAL COLLEGE AND REPRESENTATIVES OF THE UNIVERSITY OF CHICAGO WITH REFERENCE TO PLANS OF THE UNIVERSITY FOR THE CONDUCT OF MEDICAL WORK ON THE WEST SIDE. HELD AT THE UNIVERSITY CLUB ... Sat., Jan. 5, 1924

Jan. 10

-- G.O. Fairweather to Harold H. Swift, sending a letter (attached) from Director Shelton, in regard to cooperation.

Jan. 15

-- Dr. F.C. McLean to Pres. Burton; not too early to take up general question of Medical Social Service in relation to proposed hospital and dispensary; suggestions.

Jan. 15

-- Dr. McLean to Pres. Burton, suggesting that it is important that the person who has the initiative in matters pertaining to development of School of Medicine should keep up contacts with other important medical institutions and developments; suggests plan for visits. Pencilled note "Plan approved and expense met."

Jan. 17

-- J.S. Dickerson, Sec. of Board, to Pres. Burton, on interpretation of particulars of Dr. Briggs's gift of \$30,000 for repairs and alterations in Senn Hall -- to "adjust" Senn Hall to the new building.

Jan. 18

-- N.C. Flimpton, Auditor, to Pres. Burton, sending statements (they are attached to letter) on 1. appointment of Medical School Funds; 2. copies of letters of donors whose gifts may be considered as endowment of medical work in depts. at present located on West Side; 3. designation "graduate school" and "post-graduate school" for work of Rush Medical

Jan. 19

-- Harold H. Swift to Pres. Burton in regard to question of dentistry as part of work of Medical School; suggests also Tribune article on above question be sent to Dr. Wisniewski as substantiation of Burton's argument with him re ear, nose and throat work. (cf. Jan. 5, above.)

Jan. 19

-- Not a letter. MINUTES OF THE THIRD MEETING ... (cf. Jan. 5, above.)

Jan. 22

-- Dr. F.C. McLean to Pres. Burton, making suggestion that U of C can contribute chiefly to the progress of medicine by making a direct step towards the improvement of thought in relation to the problems of medicine; says present-day investigator is eager to turn to account the discoveries of physicists and chemists but is too little or not at all aware of the quality of thought which went into the discoveries, and which would be of great importance in his own problem; suggests as a practical method the creation of a chair or dept. of "History of Science."

Jan. 23

-- Dr. McLean reports to Burton on an informal conference with Dr. Harvey and Dr. Irons on readjustments necessary during period of organization of the clinical depts. at the University, and on conclusions reached.

- 1924 Jan. 22 -- Pres. Burton to Dr. Wilber E. Post, saying he is sending copies of "Statement presented by Dr. Burton," and "Answers to possible questions; mentions Dr. Billings' agreement with atatement. (cf. item next following)
- Jan. 22 -- Pres. Burton to Horace Kent Tenney, enclosing statements on matters presented in Auditor's statement of Jan.18(q.v., above), and bringing up some questions.
- Jan. 23 -- Charles H. Swift to Pres. Burton, stating that he had thought of his subscription for \$100,000 toward Medical Fund in 1917 as to be used for endowment at discretion of University, and meant it to be unassigned, though he did have in mind the project on the south side (Copy. Note says the original is filed in Vault; signed Dickerson 3,17,24)
- Jan. 23 -- Harold H. Swift to Pres. Burton, stating his intentions in regard to his \$100,000 contribution the same as those given in Charles H. Swift's letter immediately above. (Cppy. Original filed in Vault)
- Jan. 23 -- Harold H. Swift, as Executor of Mrs. G.F. Swift's estate, states that she wished to have the sum used as Medical Endowment where most desired. (Copy. Original filed in Vault)
- Jan. 25 -- Tufts to Pres. Burton in No. Carolina, in reply to letter concerning Dr. Luckhardt; in regard to meeting of Senate Committee on Medical Affiars to take up proposed amendments to Statutes; mentions in particular an important alteration as to status of Dr. Seem.
- Jan. 26 -- Dean Henry G. Gale, saying he is sending copy of memorandum submitted to Pres. Burton Jan.16 giving recommendations for changes in Statute in connection with incorporation of School of Medicine with Ogden Graduate School of Science; mention of Dr. Seem's status. (no enclosure with letter)
- Feb. 1 -- Pres. Burton to H.H. Swift, in regard to questions relating to possibility of acquiring the property of the Home for Incurables.
- Feb. 2 -- Not a letter. MINUTES OF THE FOURTH MEETING ... (cf. Jan.5, above.)
- Feb. 15 -- H.H. Swift to Pres. Burton in N. Carolina, in regard to impression Dr. McLean had received at conference in Jan. when Flexner, Winthrop Smith et al were present: that the Gen. Education Board might supply all additional funds needed to get us going on the Medical project; suggests that Burton watch for chance in New York to sound out the idea.
- Feb. 16 -- Dr. McLean to Pres. Burton, in regard to "growing dissatisfaction, not peculiar to myself, with respect to the attitude of Dr. Dean Lewis, and a growing doubt as to his availability for the purposes of the University in medical education." Such plans as he had made were, he learned, prepared by Dr. Phemister. (Lewis in Surgery)
- Feb. 16 -- "Confidential" from Dr. McLean to Pres. Burton, in regard to Gen. Education Board's consenting to support needs of Dept. of Medicine, and Flexner's recognition of the need for providing adequately for Depts. of Medicine, Surgery, Pathology, etc. -- he will suggest a building scheme and plan for contributions from Gen.Ed.Bd. and Rockefeller Foundation.
- Feb. 16 -- H.H. Swift to Burton in N.Carolina(copy to New York), long letter in regard to above (McLean letter) plans and possibilities.
- Feb. 16 -- H.H. Swift to Burton in regard to Dr. McLean's idea that administration of the hospitals should take into account educational needs as well as business efficiency.
- Feb. 16 -- Copy of above letter.
- Feb. 16 -- Dr. McLean to Burton, a long letter on subject of Swift letter of Feb.16, above; sets forth his ideas on administration of hospital so that educational needs will be taken into consideration.
- Feb. 17 -- Autograph letter, McLean to Burton, suggesting that Burton disc with Flexner, who is inclined to a favorable attitude, the ide of a chiar in "History of Science." (cf. 1st McLean letter of

- 1924 Feb. 23 -- Dr. McLean to Pres. Burton, returning his MS (of plans?) with suggestions.
- Feb. 26 -- Pres. Burton to Dr. Dean Lewis, telling good news of gift for Medical School, and asking him to lunch to discuss plans and prospects. (copy)
- Feb. 27 -- Dr. McLean to Pres. Burton, sending copy of letter he had received from Mr. Flexner.
The letter, dated Feb. 23, is attached. Flexner writes to McLean thanking him for comment "on my chapters," apparently of a book he is writing. Mentions interview with Burton, the present situation of the Meyerhof affair; also a talk with Hess in regard to pediatric work and possible position in University Medical School (copy)
- Feb. 29 -- Sheet of suggestions in pencil, the name Benslèy at top: 1) Make Wells head of Pathology; 2) make Director of Hospitals a part of the Bus. Mgr.'s staff; 3) make each clinic independent under control of the Prof..... of the Dept. as Director. Thinks it a blunder to establish Post-grad School on West Side at once....
- Feb. 29 -- Copy of letter from Flexner, Gen.Ed.Bd., to Burton, in regard to Board action on a new agreement in regard to use of the five-million fund.
- Mar. 1 -- H.H. Swift to Pres. Burton in regard to conditions of Billings gift as concerns use of funds for building; hopes the Billings group will provide an additional amount. Is pleased with plans for buildings, which he has discussed with Dr. McLean.
- Mar. 5 -- Abraham Flexner to Pres. Burton, complimenting him on his speech. "I feel that I am relieved of all further necessity of speaking on medical education." Would like copy of certain pages.
- Mar. 6 -- Pres. Burton to Dr. Frank Billings, Pres. of Board of Sprague Memorial Institute, regarding plan to erect Billings Hospital on north side of Midway and asking if Board would consent to a modification of contract bet. University and Sprague Memorial respecting land to be furnished by University for Hospital and laboratories of Institute. (copy)
- Mar. 6 -- Pres. Burton to Mr. Flexner, answer to Flexner's letter of Mar. 5; discusses methods of obtaining funds needed for the Medical Schools. (copy)
- Mar. 7 -- Copy to Mr. Dickerson of excerpt from Mr. Ryerson's letter of Mar. 7. Respecting designation of his contribution to Medical School. Mr. Ryerson says that funds were intended for maintenance of Post-Graduate School to be established on West Side.
- Mar. 8 -- Note from Dickerson to Burton, saying that the Swift letters (copies of which are noted above) have been filed among special agreements etc. in locked files in Auditor's vault.
- Mar. 8 -- Memorandum, apparently from Pres. Burton to Board members, etc., of conversation with Dr. Billings at University Club Mar. 8. (copy--another copy)
- Mar. 10 -- Dr. McLean to Pres. Burton, sending him copy of letter he sent to Dr. Lewis on Mar. 8. The letter is attached. It calls Lewis' attention to need for close contact in working out plans for the clinical depts., and hopes Dr. Lewis will find time for more frequent meetings. (copy)
- Mar. 10 -- Flexner to Pres. Burton, thanking him for letter of 6th and copy of speech. Is "a little aghast" at the financial portion of Burton's letter--had not committed the Board to anything definite, but would talk figures if Burton wished.
- Mar. 10 -- Julius Stieglitz to Pres. Burton, reporting on visit by himself and Dr. McLean to Mrs. G.W. Dixon, Chairman of Central Council for Nursing Education. (copy)

1934 Feb. 23 -- Dr. McLean to Pres. Burton, returning his MS (of plans?) with suggestions.

Feb. 26 -- Pres. Burton to Dr. Dean Lewis, telling good news of gift for Medical School, and asking him to lunch to discuss plans and prospects. (copy)

Feb. 27 -- Dr. McLean to Pres. Burton, sending copy of letter he had received from Mr. Flexner.

The letter, dated Feb. 23, is attached. Flexner writes to McLean thanking him for comment "on my chapters," apparently of a book he is writing. Mentions interview with Burton, the present situation of the Meyerhof affair; also a talk with Hess in regard to pediatric work and possible position in University Medical School (copy)

Feb. 28 -- Sheet of suggestions in pencil, the name Bennett at top: 1) Make Wells head of Pathology; 2) make each clinic independent under control of Bus. Mgr.'s staff; 3) make each clinic independent under control of the Prof. of the Dept. as Director. Thinks it a blunder to establish Post-grad School on West Side at once.

Feb. 29 -- Copy of letter from Flexner, Gen. Ed. Bd., to Burton, in regard to Board action on a new agreement in regard to use of the five-million fund.

Mar. 1 -- H.H. Swift to Pres. Burton in regard to conditions of Billings gift as concerns headquarters for building; hopes the Billings group will provide an additional amount. Is pleased with plans for buildings, which he has discussed with Dr. McLean.

Mar. 5 -- Abraham Flexner to Pres. Burton, complimenting him on his speech. "I feel that I am relieved of all further necessity of speaking on medical education." Would like copy of certain pages.

Mar. 6 -- Pres. Burton to Mr. Frank Billings, Pres. of Board of Sprague Memorial Institute, regarding plan to erect Billings Hospital on north side of Midway and asking if Board would consent to a modification of contract bet. University and Sprague Memorial respecting land to be furnished by University for Hospital and laboratories of Institute. (copy)

Mar. 6 -- Pres. Burton to Mr. Flexner, answer to Flexner's letter of Mar. 5; discusses methods of obtaining funds needed for the Medical School. (copy)

Mar. 7 -- Copy to Mr. Dickerson of excerpt from Mr. Ryerson's letter of Mar. 7. Respecting designation of his contribution to Medical School. Mr. Ryerson says that funds were intended for maintenance of Post-Graduate School to be established on West Side.

Mar. 8 -- Note from Dickerson to Burton, saying that the Swift letters (copies of which are noted above) have been filed among special agreements etc. in locked files in Auditor's vault.

Mar. 8 -- Memorandum, apparently from Pres. Burton to Board members, etc., of conversation with Dr. Billings at University Club Mar. 8. (copy--another copy)

Mar. 10 -- Dr. McLean to Pres. Burton, sending him copy of letter he sent to Dr. Lewis on Mar. 8. The letter is attached. It calls Lewis' attention to need for close contact in working out plans for the clinical depts., and hopes Dr. Lewis will find time for more frequent meetings. (copy)

Mar. 10 -- Flexner to Pres. Burton, thanking him for letter of 8th and copy of speech. Is "a little agast" at the financial portion of Burton's letter--had not committed the Board to anything definite, but would talk figures if Burton wished.

Mar. 10 -- Julius Steglitz to Pres. Burton, reporting on visit by himself and Dr. McLean to Mrs. G.W. Dixon, Chairman of Central Council for Nursing Education. (copy)

*Copy sent to
Hon. J. J. Sewey*

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

January 3, 1924

M2
+
Aug. 1-5.

My dear Mr. Judson:

Preparatory to dealing with the problems that arise in connection with the new relation to Rush Medical College that will be created by the contract now awaiting approval in the courts, I am endeavoring to make myself as familiar as possible with all the conditions imposed by existing contracts or agreements.

I am desirous of knowing in particular, precisely what the situation is in respect to the income of the \$4,000,000 endowment fund raised in 1917. I find two contrary impressions existing in the minds of different people. On the one side it is assumed that the income of all of this money is to be used on the south side. On the other hand there are those who are under the impression that the income of a certain portion of it, if not allocated to the west side, was at least left free to be so allocated if the Board saw fit.

This last view seems to a certain extent to be sustained by the contract between the University and the General Education Board and the Rockefeller Foundation, which stipulates that the income of the \$4,000,000 endowment fund is to be used for the medical schools of the University, and specifically names the west side school as one of these;

arise in connection with the new relation to Rush Medical College that will be created by the contract now awaiting approval in the Senate, I am endeavoring to make myself as familiar as possible with all the conditions imposed by existing contracts or agreements.

arise in connection with the new relation to Rush Medical College that will be created by the contract now awaiting approval in the Senate, I am endeavoring to make myself as familiar as possible with all the conditions imposed by existing contracts or agreements.

I am desirous of knowing in particular, precisely what the situation is in respect to the income of the \$4,000,000 endowment fund raised in 1877. I find two contrary impressions existing in the minds of different people. On the one side it is assumed that the income of all of this money is to be used on the south side. On the other hand there are those who are under the impression that the income of a certain portion of it, if not allocated to the west side, was at least left free to be so allocated at the Board's will.

This last view seems to a certain extent to be sustained by the contract between the University and the General Education Board and the Rockefeller Foundation, which stipulates that the income of the \$4,000,000 endowment fund is to be used for the medical schools of the University, and specifically names the west side hospital as one of these;

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

2

and also by the letter of gift of the Billings Fund.

I am enclosing you herewith:

- ✓ 1. certain extracts from the Minutes of the Board of Trustees.
2. a copy of a statement prepared by Mr. Plimpton under date of November 30, 1921, in which, on page 11, will be found the letter of Dr. Billings.
3. a copy of the contract between the University of Chicago and the General Education Board.

I dislike to impose upon you any unnecessary labor but I should be very glad if you would run over these documents and tell me whether you recall any others which contain stipulations as to the use of any portion of the medical school fund. And I should also be very glad if you would let me know whether there were any verbal understandings which ought to be taken into account in the use of the funds. The letter of Dr. Billings, for example, mentions as the basis on which the Billings' gift was made, the understanding that \$1,500,000 was to be used as a maintenance fund for the hospital, and \$1,500,000 as endowment for the purpose of providing salary for full time teachers. Was it understood that the remaining \$1,000,000 of the \$4,000,000 endowment fund was free money to be used either on the south side or on the west side?

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

3

Do you chance to know whether Dr. Billings ever exercised the discretion which was left to him by Mr. Shedd in his letter of April 19, 1917, transcribed on the first page of the extracts from the Minutes of the Board, herewith enclosed?

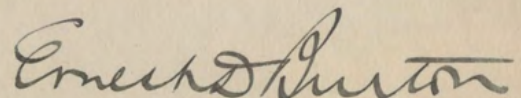
Can you interpret for me the letter of Mr. Hardy, when he speaks of his gift being applied to the Surgical Department of the Graduate School in the maintenance of a resident surgeon at the Presbyterian Hospital? By "the Graduate School" does he mean the Postgraduate School on the West Side, and if not, how can a gift be applied at the same time to the surgical department of the school on the south side and to the maintenance of a resident surgeon at the Presbyterian Hospital?

If the term "Graduate School" used in Mr. Hardy's letter means the west side school, does it also mean the west side school in the letter of Mr. Roger H. Williams on page 5 of Mr. Plimpton's statement of November 30, 1921?

If, as I presume, you would prefer to dictate your answer to this letter I should be glad to arrange to have Mrs. Bender come to your house or office at any time which would be convenient to you.

Very truly yours,

Mr. Harry Pratt Judson
Faculty Exchange



EDB:HP

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

2

Do you chance to know whether Dr. Billings ever

exercised the discretion which was left to him by Mr. Shedd

in his letter of April 12, 1911, transcribed on the first

page of the extracts from the Minutes of the Board, herewith

enclosed?

Can you interpret for me the letter to Mr. Shedd?

When he speaks of his gift being applied to the surgical

Department of the Graduate School in the maintenance of

a resident surgeon at the Presbyterian Hospital? By

"the Graduate School" does he mean the Postgraduate School

on the East Side, and if not, how can a gift be applied to

the same time to the surgical Department of the school on

the South Side and to the maintenance of a resident surgeon

at the Presbyterian Hospital?

Is the term "Graduate School" used in Mr. Shedd's

letter where the East Side school, does it also mean the

South Side school? In the letter to Mr. Shedd, Billings on

page 5 of Mr. Billings' statement of November 22, 1911,

it is proposed you would prefer to discuss your

answer to this letter I should be glad to arrange to have

Mr. Bender come to your house or office at any time which

would be convenient to you.

Very truly yours,

Mr. Shedd, President

Faculty, Presbyterian

EDS:HP

M 2

The University of Chicago

Office of the Counsel and Business Manager

335995

1204, 134 SOUTH LA SALLE ST.

TELEPHONE FRANKLIN 214

1838, 230 SOUTH CLARK ST.

TELEPHONE DEARBORN 9312

January Fourth

1 9 2 4

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

Dear President Burton:

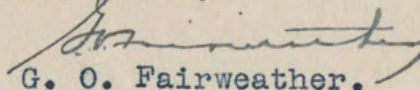
I have conferred with Messrs. Martin and Tenney regarding the question you raised about the testimony before the Master in Chancery proceeding affecting Rush and the University.

The conclusion of this conference is that the variation is very slight; that the final reservation which your testimony made, namely, that the use of the funds in one location or another is subject to the discretion of the University, protects your entire statements from the charge that it is at variance with possible limitations in one or more of the gifts to the University for the medical work. The discretion of the University is necessarily bound by these conditions if in fact they are legal conditions.

Also, the position of the case will not rest upon the precise accuracy of the statements which you and other witnesses gave, which were primarily to show the existence of a large fund for medical and surgical teaching and research purposes which, if the contract is approved, would be available to carry out the public service of Rush Medical College which it at present is finding it difficult to render.

Of course it was desirable to have this point called to the attention, especially of Mr. Martin, the Counsel for the Rush side, but since both he and Mr. Tenney believe that it is a relatively immaterial factor I am sure that you can now dismiss it from your mind.

Very truly yours,



G. O. Fairweather.

GOF:AG

Jan. 5, 1924

M50
2

MINUTES OF THE SECOND MEETING OF THE
MEMBERS OF THE FACULTY OF RUSH MEDICAL
COLLEGE AND REPRESENTATIVES OF THE UNI-
VERSITY OF CHICAGO WITH REFERENCE TO
PLANS OF THE UNIVERSITY FOR THE CONDUCT
OF MEDICAL WORK ON THE WEST SIDE. HELD
AT THE UNIVERSITY CLUB, 12:30 P.M.,
SATURDAY, JANUARY 5TH, 1924.

Present:

President Burton	Doctor Ormsby
Doctor Billings	" Phemister
" Bevan	" Shambaugh
" Hektoen	" Post
" Lewis	" Irons

The minutes of the meeting of December 22nd were
approved with the following correction.

Correction in
Minutes of Dec.
22nd Meeting.

Dr. Lewis in addition to advocating
more free beds in the Presbyterian
Hospital emphasized the need for more
diener service and early provision for
an experimental laboratory.

REPORTS OF COMMITTEES.

Central Free
Dispensary

Dr. Shambaugh for the Committee of the Central
Free Dispensary and Its Relations to Rush Medical
College, reported progress. The Committee had been
unable to get all the data in reference to endowments
with particular reference to the question as to
whether they contained any limiting provisions. The
Committee was continued.

Post Graduate
Teaching

Dr. Bevan for the Committee on Post Graduate Teaching presented an informal report in which he estimated that a budget of \$100,000 would be required. Dr. Bevan stated that post graduate teaching should provide for three main groups of students; (1) men who are graduates of first-class medical schools who have had a general hospital internship and who enter one of the clinical departments for a period of one to three years further study in preparation for the practice of a specialty; (2) physicians already practicing a specialty who come to the post graduate school for review courses in their special field; (3) practitioners who desire to spend short periods of study in improving themselves in one or more fields of medicine.

It was the belief of the Committee that a beginning should be made in this work at an early date without waiting for the termination of undergraduate teaching at Rush. It was understood that this informal report should be followed by a formal report at a subsequent meeting.

Cooperation
with Presby-
terian Hospi-
tal

Dr. Phemister for the Committee on Cooperation with the Presbyterian Hospital, discussed the distribution of teaching beds in the Presbyterian Hospital and recommended a minimum of two hundred (200) clinical beds,

Dr. Bevan for the Committee on Post Graduate Teaching presented an informal report in which he suggested that a budget of \$100,000 would be required. Dr. Bevan stated that post graduate teaching should provide for three main groups of students: (1) men who are graduates of first-class medical schools and have had a general hospital internship and who enter one of the clinical departments for a period of one to three years; (2) physicians already practicing a specialty who come to the post graduate school for review courses in their special field; (3) physicians who desire to spend short periods of study in improving themselves in one or more fields of medicine.

It was the belief of the Committee that a beginning should be made at once with the study of basic science, waiting for the completion of undergraduate teaching. It was understood that this informal report should be followed by a formal report at a subsequent meeting.

Dr. Bevan for the Committee on Cooperation with the Presbyterian Hospital, discussed the situation of teaching in the Presbyterian Hospital and recommended a minimum of two hundred (\$200) clinical

Post Graduate Teaching

Cooperation with Presbyterian Hospital

to be allocated as follows - seventy-five (75) to medicine; seventy-five (75) to surgery; fifty (50) to obstetrics and gynecology.

It was the view of the Committee that the physical plant of the Presbyterian Hospital lends itself to such a rearrangement. The Committee continued to report more in detail at a future meeting.

Undergraduate
Teaching

Dr. Lewis for the Committee on Undergraduate Teaching, recommended that no regrouping of departments be made at this time. Grouping of departments to remain, viz:

- General Surgery
 - Genito Urinary
 - Orthopedics
 - Oral Surgery
- General Medicine
 - Pediatrics
 - Neurology
- Ophthalmology
- Otolaryngology
- Skin & Venereal
- Obstetrics & Gynecology

Other recommendations followed in the Committee report attached.

Laboratories

Dr. Irons for the Committee on Laboratory Service and Laboratory Buildings, reported that the Committee had made an informal survey and had asked for and had been promised a detailed statement of proposed changes already contemplated by Mr. Flook of the University of Chicago but that this statement had not been received. The Committee was continued.

The Committee adjourned to meet Saturday, January 19th, at 12:30 P.M., at the University Club.

ERNEST E. IRONS,
Secretary.

to be allocated as follows - seventy-five (75) to
medicine, seventy-five (75) to surgery, fifty (50)
to obstetrics and gynecology.

It is the view of the Committee that the physical
plant of the Washington Hospital Center is such
that the Committee continues to report
more in detail at a future meeting.

It is the view of the Committee on Organization of
teaching that no reorganization of departments be made
at this time. Arranging of departments to remain as

Undergraduate
Teaching

- General Surgery
- Genito-Urinary
- Orthopedics
- Otolaryngology
- General Medicine
- Pediatrics
- Neurology
- Ophthalmology
- Otorhinolaryngology
- Skin & Venereal
- Obstetrics & Gynecology

Other recommendations followed in the Committee
report attached.

Dr. Frank B. ... Committee on Laboratory Services

and Laboratory Services, reported that the Committee
had made an informal survey and had asked for and

been promised a detailed statement of proposed changes
directly contributed by Dr. Frank B. of the University

of Chicago but that this statement had not been
received. The Committee was continued.

The Committee adjourned on January 22, 1954
at 12:30 P.M. at the University Club.

Laboratories

M 2

336072

JANUARY TENTH
1 9 2 4

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

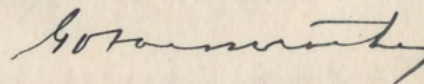
My dear Mr. Swift:

I am enclosing a copy of a letter received from
Director Shelton.

While I have asked specifically for the official
requirements for The University of Chicago before undertaking
to give the complete courses in Medicine leading to the degree
of Doctor of Medicine, I have been unable to secure any in-
dication from Mr. Shelton or his Department that they will
require any formal statement.

Since the Department of Registration and Education now
has full notice of the pending change, I believe it is safe to
rely upon Mr. Shelton's attitude of co-operation and when the
Medical Plan becomes effective in operation, report that fact
to the Department for its information and for such investiga-
tion as it may then care to make.

Yours very truly,



GOF:HF

G. O. Fairweather

M 2

336075

JANUARY TENTH
1 9 4

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

My dear Mr. Swift:

I am enclosing a copy of a letter received from
Director Shelton.

While I have asked specifically for the official
requirements for the University of Chicago before undertaking
to give the complete courses in Medicine leading to the degree
of Doctor of Medicine, I have been unable to secure any in-
formation from Mr. Shelton or his Department that they will
require any formal statement.

Since the Department of Registration and Education now
has full notice of the pending change, I believe it is safe to
rely upon Mr. Shelton's attitude of co-operation and when the
Medical Plan becomes effective in operation, report that fact
to the Department for its information and for such investiga-
tion as it may then care to make.

Yours very truly,

W. C. Patterson

W. C. Patterson

107-17

January 9, 1924

Dr. G. O. Fairweather
1204-134 S. LaSalle Street
Chicago, Illinois

Dear Sir:

In reply to your letter under date of January 4th relative to the complete absorption of the Rush Medical College by the University of Chicago permit me to say that we shall be only too glad to continue the present relations with the Rush Medical until the change has been completed and to continue to co-operate with the University of Illinois in this undertaking which is about to be completed.

I wish to assure you that our desires are wholly cooperative and we shall continue to look to just such medical schools as yours for guidance in medical matters, pertaining to this Department.

Yours very truly,

A. M. Shelton
Director

AMS:MLS

Mr. Tufts
Plenary McKean

M2

The University of Chicago

Department of Medicine

January 15, 1924
Sent from PRESIDENT'S OFFICE

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

JAN 17 1924
Mr. Tufts
Upon return send to FILES
Received files FEB 20 1924

Dear President Burton:

I believe it is none too early to take up the general question of Medical Social Service in its relation to our proposed hospital and dispensary.

Medical Social Service as a profession has within recent years made a good deal of headway in the East, particularly in Boston and in Baltimore. The schools which exist to train workers had their origin, I believe, in philanthropic work carried on in the hospitals solely in the interest of the patients. The field covered, however, has grown to such an extent that a good Medical Social Service Department is now regarded as an indispensable part of a teaching hospital and dispensary.

Of course such a department can be run in the hospital without use of the material for teaching purposes in any of the social sciences, but such a policy would seem to me not to be good economy. Chicago hospitals have, I believe, been backward in their social service work, and there is a definite need for the training of workers who will be available to fill the need which is sure to develop in the community.

I have had a short conference with Miss Abbott, the Dean of the Graduate School of Social Service Administration, and I find her to be very much interested in the possibilities which the new hospital may open to that school.

I would suggest that we contemplate using the material in our hospital as 'laboratory material' for the Graduate School of Social Service Administration, in such a way as to make it fully available for teaching purposes. Provision is already being made in the plans for a Social Service Department, but I believe that as the plans progress we should have advice from the School, in order to have such provision adapted to the teaching needs of the School, as well as to the routine work of the hospital and dispensary.

In case you approve of the above suggestions I should be glad to have suggestions as to proper methods of procedure in order to bring the School of Social Service Administration into the development of the general scheme.

Very truly yours,

Franklin C. McKean

The University of Chicago

Department of Medicine

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

Dear President Burton:

I believe it is none too early to take up the
general question of Medical Social Service in its relation
to our proposed hospital and dispensary.

Medical Social Service as a profession has within
recent years made a good deal of headway in the East,
particularly in Boston and in Baltimore. The schools which
exist to train workers had their origin, I believe, in the
philanthropic work carried on in the hospitals solely in the
interest of the patients. The field covered, however, has
grown to such an extent that a good Medical Social Service
Department is now regarded as an indispensable part of a
teaching hospital and dispensary.

Of course such a department can be run in the
hospital without use of the material for teaching purposes
in any of the social sciences, but such a policy would seem
to me not to be good economy. Chicago hospitals have, I
believe, been backward in their social service work, and
there is a definite need for the training of workers who
will be available to fill the need which is sure to
develop in the community.

I have had a short conference with Miss Abbott,
the Dean of the Graduate School of Social Service
Administration, and I find her to be very much interested
in the possibilities which the new hospital may open to
that school.

I would suggest that we contemplate using the
material in our hospital as a "laboratory material" for
the Graduate School of Social Service Administration, in
such a way as to make it fully available for teaching
purposes. Provision is already being made in the plans
for a Social Service Department, but I believe that as the
plans progress we should have advice from the School, in
order to have such provision adapted to the teaching needs
of the School, as well as to the routine work of the
hospital and dispensary.

In case you approve of the above suggestions I
should be glad to have suggestions as to proper methods of
procedure in order to bring the School of Social Service
Administration into the development of the general scheme.

Very truly yours,

Robert C. Williams

copy to HHS

me

M 3

The University of Chicago

Department of Medicine

Jan. 15, 1924

Wirtz
Jan 23
Plan approved & reference
me

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

Dear President Burton:

As I have previously stated to you in conversation I believe that it is important that the individual who has the initiative in matters referring to the development of the School of Medicine should be able to keep up contacts with other important medical developments in this country, at least. This is important not so much from the standpoint of buildings as of ideas which refer more directly to lines of progress.

As you know I have been out of contact with medical affairs in America during the past three years. Since my return I have visited the Rockefeller Institute, the College of Physicians and Surgeons of Columbia University, and the Harvard Medical School. I have also attended the meetings of the Federation of American Societies for Experimental Biology. All of the above has been at my own expense.

I feel that the University should recognize that such contacts are particularly valuable during the formative period, and should provide for such travel as may be necessary in the future. After the new departments are established such contacts will come as a matter of course, as they do in other departments of the University, and should require no special provision.

Specifically, I have in mind the following plan for the remainder of the current academic year. First, a short visit at the Mayo Clinic, Rochester, Minn., with the special object of obtaining expert advice as to the provision to be made for the study of basal metabolism in the Department of Medicine. Second, a visit in New York, as soon as the preliminary plans are drawn, to secure advice from Dr. Cole and my other professional friends and advisors, as to the suitability of the building plans to the purposes we have in mind. Third, a visit to Eastern centers during the latter part of April and early part of May. This would include the Johns Hopkins Hospital and Medical School, the meetings of the Association of American Physicians and the American Association for Clinical Investigation in Atlantic City, the Department of Research Medicine of the University of Pennsylvania, at Philadelphia, the Yale Medical School, at New Haven, and Dr. Peabody's new department at the Boston City Hospital.

I should be glad to have a ruling on the general plan, or on the specific proposals.

Very truly yours,

Franklin C. McLean

M 5

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

336107

January 17, 1924.

President E.D. Burton,
University of Chicago.

My dear Mr. President:

You will find the particulars of Dr. Bridge's gift of \$30,000 for repairs and alterations in Senn Hall are in the minutes of the meeting of the Board held February 13, 1917. His offer is for repairs to "adjust" Senn Hall to the new building.

Mr. Plimpton is absolutely certain that the word "adjust" would not permit the use of this fund for the changes now proposed. It seems to me, however, that any adjustment of Senn Hall which makes it possible to adjust it to the uses of the new building would be within the meaning of Dr. Bridge's conditions.

I should think that perhaps under the circumstances as all turns on the meaning of the word "adjust" it would be best to get Dr. Bridge's consent before using the \$30,000. Perhaps you would better look up the letter which is quoted in full in the Board minutes of the meeting of February 13, 1917.

Very truly yours,

J. S. Dickerson
Secretary.

1336107

January 17, 1924.

President E. D. Burton,
University of Chicago.

My dear Mr. President:

You will find the particulars of Dr. Bridge's gift of \$30,000 for repairs and alterations in Senn Hall are in the minutes of the meeting of the Board held February 13, 1917. His offer is for repairs to "adjust" Senn Hall to the new building.

Mr. Livingston is absolutely certain that the word "adjust" would not permit the use of this fund for the changes now proposed. It seems to me, however, that any adjustment of Senn Hall which makes it possible to adjust it to the use of the new building would be within the meaning of Dr. Bridge's conditions.

I should think that perhaps under the circumstances as all turns on the meaning of the word "adjust" it would be best to let Dr. Bridge's consent before using the \$30,000. Perhaps you would better look up the letter which is quoted in full in the Board minutes of the meeting of February 13, 1917.

Very truly yours,

Secretary.

15

22

M2

The University of Chicago

Office of the Auditor

January 18, 1924.

My dear Dr. Burton:

I am inclosing herewith statements covering the following matters:

1. An apportionment of the Medical School funds based upon the implication of Dr. Billings' letter of January 11, 1917, included in the report on the Medical School funds made by me to the Board of Trustees under date of December 10, 1921.

2. There are presented copies of letters of donors whose gifts may be considered as endowment of the medical work in the departments that at present are located on the West Side.

- a. Letter of Mr. Martin A. Ryerson under date of November 29, 1916.
- b. Letter of Mr. Roger H. Williams under date of May 22, 1917, pledging on behalf of Mr. Charles R. Crane a contribution of \$125,000.
- c. Letter of Mr. R. T. Crane, Jr., under date of February 26, 1917, being a statement with reference to the application of his subscription of \$100,000. to the new hospital plan.
- d. Letter of Mr. R. T. Crane, Jr., under date of May 16, 1917, increasing his contribution to \$125,000.
- e. Letter of Mr. F. A. Hardy under date of April 28, 1917, designating the use of his subscription.
- f. Copy of letter to the Board of Trustees under date of April 7, 1917, from Mr. Heckman, specifying the use of the Hyde Memorial Fund.
given by Mr. A. D. Thomson
- g. Copy of an extract from the last will of Mr. A. D. Thomson, bequeathing to the University the sum of \$50,000. to be expended under the direction and management of Dr. Wilber E. Post and Dr. Herman L. Kretschmer.

3. It appears that originally the work at Rush Medical College was termed the "graduate school" and that later it was indicated as the "post-graduate school", as shown by the following:

- a. Copy of the minutes of the special meeting of the Board of Trustees held November 8,

The University of Chicago

Office of the Auditor

January 18, 1924.

My dear Dr. Burton:

I am enclosing herewith statements covering the following

matters:

1. An appropriation of the Medical School funds based upon the implication of Dr. Billings' letter of January 11, 1917, included in the report on the Medical School funds made by me to the Board of Trustees under date of December 10, 1921.

2. There are presented copies of letters of donors whose gifts may be considered as endowment of the medical work in the departments that at present are located on the West Side.

a. Letter of Mr. Martin A. Ryerson under date of November 29, 1916.

b. Letter of Mr. Roger H. Williams under date of May 22, 1917, pledging on behalf of Mr. Charles R. Crane a contribution of \$125,000.

c. Letter of Mr. R. T. Crane, Jr., under date of February 26, 1917, being a statement with reference to the application of his subscription of \$100,000 to the new hospital plan.

d. Letter of Mr. R. T. Crane, Jr., under date of May 16, 1917, increasing his contribution to \$125,000.

e. Letter of Mr. E. A. Hardy under date of April 28, 1917, designating the use of his subscription.

f. Copy of letter to the Board of Trustees under date of April 7, 1917, from Mr. Hecksman, specifying the use of the Hyde Memorial Fund.

g. Copy of an extract from the last will of Mr. A. D. Thomson, bequeathing to the University the sum of \$50,000 to be expended under the direction and management of Dr. Wilbur E. Post and Dr. Herman L. Frost.

3. It appears that originally the work at Rush Medical College was termed the "graduate school" and that later it was indicated as the "post-graduate school," as shown by the following:

a. Copy of the minutes of the special meeting of the Board of Trustees held November 8,

1916. It will be noted from paragraph II that "there shall be a graduate medical school consisting of the Rush Medical College and the Presbyterian Hospital, and such other hospital as may be considered in connection therewith."

- b. Extract from the minutes of the Board of Trustees under date of May 8, 1917, in which the nomenclature is altered, designating the school on the West Side as a post-graduate school, or a polyclinic for practitioners. This change in designation was the result of a conference in New York City on February 10, 1917. I have seen no evidence that this change in designation was made a matter of publicity, consequently when donors were referring to the graduate school, they were referring presumably to the work on the West Side.

In order to complete the material you desire, there should be included your letter to Dr. Judson and his reply in confirmation of the understanding that a portion of the endowment to be raised was to be used on the West Side.

I understand that two questions are to be decided:

1. Is it clear from the foregoing documents that the gifts specified in paragraph 2 were intended for the post-graduate school?

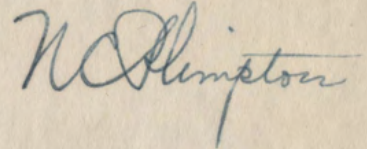
2. For what purposes may the interest upon the various funds embraced within the general term "Medical School Funds" be used?

With reference to the first question, I assume that Mr. Tenney will give you a complete answer.

With respect to the second item, may I say that it will be possible to secure approximate information as to the amount of interest upon each fund? Possibly action by the Board will be required in order to determine definitely the use of the interest. The question with respect to the use of the income relates, I presume, to the period prior to the operation of the schools, as at that time the income will be required to

provide for the running expenses, and there will be no question as to its application.

Yours very truly,

A handwritten signature in dark ink, appearing to read "W. D. Huntington". The signature is written in a cursive style with a horizontal line at the end.

Dr. E. D. Burton,
Harper Library.

APPORTIONMENT OF MEDICAL SCHOOL FUNDS

Billings Memorial Hospital	\$1,000,000.00	
Endowment	<u>1,500,000.00</u>	\$2,500,000.00
Endowment for Instruction		1,500,000.00
Rawson Laboratory		300,000.00
Endowment for Work on the West Side		
M. A. Ryerson	\$250,000.00 —	
C. R. Crane	125,000.00 —	
R. T. Crane	125,000.00 —	
* F. A. Hardy	10,000.00 ×	
* Hyde Memorial	25,000.00 ×	
Thomson Bequest	<u>44,055.43</u>	579,055.43
Unassigned		<u>449,000.00</u>
Total Amount Collected		<u><u>\$5,328,055.43</u></u>

* Accounted for in separate ledger accounts.

January 17, 1924.

November 29, 1916.

President Harry Pratt Judson,
Chairman Medical School Committee,
The University of Chicago,
Chicago, Illinois.

Dear President Judson:

Some time ago in connection with an effort made through a joint committee representing the University of Chicago and Rush Medical College to raise for the University of Chicago a fund of \$1,300,000 for medical education, I informed Dr. Billings that I would contribute the sum of \$100,000 toward that amount. In view of the far greater scope of the plan now contemplated for medical education at the University, I desire to withdraw that subscription and in lieu thereof to subscribe the sum of \$250,000 toward the new plan. This subscription is conditioned on the total amount of \$5,300,000 being raised on or before the 30th day of June, 1918, and shall be payable: \$100,000 within ninety days after notice of the completion of the aforesaid amount of \$5,300,000, and the balance in two installments of \$75,000 each payable in one and two years thereafter. Furthermore, I desire that my contribution be used to endow a memorial professorship in the graduate department of the Medical School, the object of the memorial to be designated by me.

Very sincerely yours,

(Signed) Martin A. Ryerson.

Minutes of Board of Trustees,
December 12, 1916,
Book 9, p.518.

C O P Y

May 22, 1917.

Dr. H. P. Judson,
President, University of Chicago,
Care of General Education Board,
61 Broadway, New York City.

Dear Dr. Judson:

On behalf of my client Mr. Charles R. Crane, I wish to confirm to you his acceptance of the proposition made to him by Dr. Frank Billings, that he join with his brother, Mr. Richard T. Crane, Jr., in contributing \$250,000. toward endowing a Chair of Medicine in the Graduate School of the University of Chicago, said Chair to be in memory of their father, Mr. Richard T. Crane.

As Mr. Charles R. Crane is now in Russia, and it was impossible to work out the details of this undertaking before he left, I would prefer, if possible, to have it understood that, as to such details as the branch of medicine, the reference to his father in the deed of gift, and so forth, these might be left open until Mr. Charles R. Crane's return will make conference on these points practicable. I may say, however, that before he left he definitely conveyed this conclusion to me as to the main fact of his gift, requesting however that the \$125,000 might be given by him in installments spread over several years if convenient. I would suggest, for example, that it would be agreeable if a part payment might be made say on January 1, 1918, and the remainder spread over two or three years thereafter.

Yours very faithfully,

(Signed) ROGER H. WILLIAMS.

February 26, 1917.

Harry Pratt Judson, Esq.,
University of Chicago,
Chicago.

Dear President Judson:

5 (At the request of Dr. Frank Billings I am writing about my donation of \$100,000 to the new hospital plan. It is my wish that this be used for the West Side Graduate Department, that Dr. Billings explained to me was a part of the whole plan.

A part of my reason for giving this sum is my friendly feeling for Dr. James Murray Washburn and Dr. James B. Herrick, and if consistent I should like to have them consulted as to the use of the income from this. They both have been so active, with Dr. Billings, in the West Side department that I would like to have their ideas on its most practical use.

With kindest regards,

Sincerely yours,

(Signed) R. T. Crane, Jr.

P. S. One half payable within the present year, and the other half within two years from date.

Minutes of Board of Trustees,
March 13, 1917,
Book 10, p. 57.

May 16, 1917.

Dr. Frank Billings,
122 S. Michigan Avenue,
Chicago.

Dear Dr. Billings:

6 In regard to our conversation when you were in a few days ago to see me about the Chair of Medicine for the West Side Department of the new University of Chicago Medical College, I had a letter from Mr. Williams inclosing a copy of one to you dated April 30, in which he intimates that my brother, C. R. Crane, is willing to increase his subscription \$25,000, and I will be very glad to increase mine that amount, provided, however, I could be sure of two or three years in which to complete my payments.

This is making a joint contribution of \$250,000, which I believe will found a Chair, and I think we would like to have it named in honor of our father. This, however, we can take up at some later time.

Sincerely yours,

(Signed) R. T. Crane, Jr.

Minutes of Board of Trustees,
June 5, 1917,
Book 10, p. 150.

April 28, 1917.

President Harry Pratt Judson,
The University of Chicago.

Dear Sir:

I have forwarded to you my check payable to your order for \$10,000. I desire that the said check serve as an endowment of the medical funds of the University and that the income from this endowment be applied to the surgical department of the graduate school in the maintenance of a resident surgeon at the Presbyterian Hospital.

Yours respectfully,

(Signed) F. A. Hardy.

Minutes of Board of Trustees,
May 8, 1917.
Book 10, p. 110.

April 7, 1917.

Board of Trustees,
The University of Chicago.

On March 15 last Dr. Oliver S. Ormsby, Trustee for the Hyde Memorial Fund, delivered to the University of Chicago twenty-five \$1,000 bonds of the Western Electric Company, quoted on that day at 101, with July 1, 1917, and subsequent coupons attached. The following receipt was given for these bonds:

"March 15, 1917.

"Received of Oliver S. Ormsby, Trustee for the Hyde Memorial Fund, twenty-five (25) One Thousand Dollar (\$1,000) bonds of the Western Electric Company, quoted today at one hundred and one (101), with July 1, 1917, and subsequent coupons attached.

"With the consent of the donor, Mr. A. D. Thomson, of Duluth, Minnesota, this fund is to form a part of an endowment fund being raised for the establishment and maintenance of a Medical Department in the University of Chicago. It is understood that the income from this fund is to be used for research in skin diseases and cancer, under the direction of the Head of the Department of Dermatology at the Graduate School.

"The numbers of the above bonds are 3651 to 3675, inclusive.

(Signed) University of Chicago

By Wallace Heckman, Counsel and
Business Manager."

Respectfully submitted,

Wallace Heckman.

Minutes of Board of Trustees,
April 10, 1917,
Book 10, p. 92.

The Business Manager read an extract
from the last will and testament of Alexander
D. Thomson, of Duluth, Minn., as follows:

I give, devise and bequeath unto the
Medical Department of the University of Chicago,
a collegiate corporation, the sum of Fifth
Thousand (\$50,000) Dollars, the same to be
expended under the direction and management of
Dr. Wilber E. Post and Dr. Herman L. Kretschmer,
the same to be paid to the Treasurer of the
said University of Chicago, on or before two
years from the date of this will, and the times
and the means of payment to be determined by
Adam G. Thomson.

Minutes of Board of Trustees,
May 18, 1922,
Book 12, p. 437.

There does not appear in the minutes of
the Board of Trustees any statement from Drs.
Post and Kretschmer with reference to the use
of the Thomson bequest.

THE UNIVERSITY OF CHICAGO
MINUTES OF THE BOARD OF TRUSTEES
November 8, 1916

A special meeting of the Board of Trustees, called upon the request of the President of the University, was held in the Board Room, on Wednesday, November 8, 1916, at 2 p.m.

There were present: Mr. Ryerson, in the chair, Messrs. Baldwin, Dickerson, Donnelley, Felsenthal, Grey, Holden, Hutchinson, Judson, MacLeish, Parker, Rosenwald, Scott, W. A. Smith, and Swift; also Messrs. Heckman and Plimpton.

Mr. F. A. Smith sent word of his inability to be present.

President Judson presented the following communication:

Medical
School

Chicago, November 8, 1916.

The Board of Trustees,
The University of Chicago.

Herewith I beg to submit a report on the matter of medical instruction in the University.

Members of the Board will remember that at the June meeting the President of the University reported that the General Education Board had adopted a resolution at its May meeting authorizing the officers of that Board to confer with the President of the University of Chicago in reference to making an appropriation of \$1,000,000 toward establishing a medical department in the University. The President of the University was at that meeting authorized to enter into negotiation with the General Education Board on this matter.

(General
Education
Board,
Conferences
with)

(The Medi-
cal Situa-
tion in
Chicago)

In accordance with this authorization I laid before the officers of the General Education Board the situation as I saw it. Their proposition of giving the University of Chicago \$1,000,000 contemplated the establishing of a medical school on the Midway, with a hospital, and with proper endowment for the hospital and for a medical staff. This involved, of course, the very desirable purpose of a full-time and properly-endowed medical school under the

#2 - Board of Trustees, November 8, 1916.

immediate control of the University, and in immediate connection with its scientific laboratories. On the other hand, it seemed to me that it was inadvisable not to include the larger field covered by the excellent work already done in the Rush Medical College and in the Presbyterian Hospital, and further that it was highly desirable if possible to associate with such work in some suitable contractual form the important investigative funds already provided in Chicago, and already closely co-operating both with the University and with Rush Medical College, namely, the Sprague fund and the McCormick fund. After some correspondence I visited New York, and had a direct conference with the President and two Secretaries of the General Education Board, at which the whole matter was discussed in detail. As a result of that conference the officers of the General Education Board agreed to take the matter into consideration and delegate Mr. Abraham Flexner, one of the Secretaries, to visit Chicago and report on the conditions there found. Mr. Flexner accordingly early in July spent a week in Chicago, going over the whole field. He became convinced that the larger plan was in every way desirable, and he made also some interesting suggestions with regard to organization. A rough plan was then sketched out by Mr. Flexner and the President of the University and a financial estimate was made based on that plan. This was carried east, and after careful consideration received the approval of Mr. F. T. Gates, the President of the General Education Board. It was then laid before Mr. John D. Rockefeller, Jr., the President of the Rockefeller Foundation, and received his approval. The general outlines of the plan, I may add, had been submitted to the President of the Board of Trustees of the University of Chicago, and received his general approval. The tentative plan which had thus been generally discussed was laid before the Rockefeller Foundation at its meeting on Wednesday, October 25, 1916, and before the General Education Board at its meeting on Thursday, October 26, 1916.

(The Plan
in
Outline)

The plan in outline is as follows:

I. There shall be an undergraduate medical school established in the quadrangles of the University of Chicago on the Midway. This will involve a hospital of about 250 beds, with an adequate endowment to maintain the hospital so that it shall not be dependent on paying patients, and an adequate endowment for the staff of the College, so that the members of that staff shall not be dependent on commercial practice. When I speak of an undergraduate medical school I mean "undergraduate" with reference to the M.D. degree. It is understood that the standards of admission and the requirements for graduation shall be as high as any in the country, and that as has been intimated the so-called "full-time plan" shall be adopted for the faculty.

II. There shall be a graduate medical school, consisting of the Rush Medical College and the Presbyterian Hospital and such other hospitals as may be considered in connection therewith. Again I say "graduate" with reference to the M.D. degree, the intent being to provide adequate instruction for medical graduates and for practitioners who desire extended work, or who desire to bring themselves into familiarity again with the most advanced forms of medical science. This involves of course carrying out the plan already contemplated as between the University and Rush Medical College, whereby the Board of Trustees of Rush Medical College so far as legally can be done transfer their property to the University; whereby the tenure of the members of the faculty of Rush Medical College at once ends, leaving the Board of Trustees of the University a free hand in the formation of a faculty for the graduate medical school; and whereby the contract between the Rush Medical College and the Presbyterian Hospital is transferred, on behalf of the Trustees of Rush Medical College, and with the consent of the Trustees of the Presbyterian Hospital, to the University of Chicago. It may be said in this connection that there is no adequate graduate medical school of this kind in the United States. There are various wholly inadequate so-called graduate medical schools, none of which have university connections or are organized on an adequate basis. Many thousands of medical men enroll in the medical schools of Germany and of Austria for exactly this kind of work. It is believed that the graduate school thus planned will be of great and increasing value to the medical profession. While a full-time staff for the graduate medical school will be provided, there will also be a part-time staff of eminent practitioners, who can render excellent service in a graduate medical school, while in the undergraduate medical school it is on the whole altogether desirable that the staff shall be composed wholly of full-time men.

III. It is also hoped that contractual arrangements may be entered into by the University with the boards of trustees of such funds provided for medical research as may be willing to enter such an arrangement.

(Financial
Implica-
tions)

IV. The financial implications of the above scheme are as follows:

The construction and equipment of the hospital on the Midway will involve \$1,000,000.

The endowment for the hospital will require \$1,500,000.

The endowment for the medical staff for the undergraduate medical school will require \$1,500,000.

A new laboratory building for the graduate medical school will involve \$300,000.

An endowment for the staff of the graduate medical school will require \$1,000,000.

In other words, the total amount of new money to be raised will be \$5,300,000. While this is believed to be the minimum sum required, at the same time it is believed, as a result of very careful investigations, that it is

adequate to set the school in operation on a suitable basis.

The above tentative plan, with the financial implications involved, was duly considered, as above stated, by the Rockefeller Foundation and by the General Education Board. The Rockefeller Foundation voted their willingness to contribute toward this \$5,300,000 fund, the sum of \$1,000,000, in accordance with such arrangements as might be made between the General Education Board and the Board of Trustees of the University of Chicago. The General Education Board voted that they were willing to contribute an additional \$1,000,000 toward such fund, and left all details to the administrative officers of the said Board.

It is understood that this sum of \$2,000,000 thus contributed to the University of Chicago for the formation of its medical work is to be used wholly for endowment, and is in accordance with the general plans above sketched.

I may say, further, that toward the total sum of \$5,300,000 of new money to be raised, the joint committee of the University and of Rush Medical College, of which Dr. Frank Billings is Chairman, which set out to secure \$1,300,000, has already good pledges to the amount of \$700,000. The sum remaining to be raised then is \$2,600,000.

If the entire plan is carried out the capitalization involved may be estimated as follows:

New funds to be provided for endowment, buildings, and equipment, \$5,300,000; capitalization of funds expended annually by the University of Chicago in the fundamental medical work already conducted on the Midway, namely, the first two years of the medical school, \$2,000,000; the Presbyterian Hospital -- land, buildings, and equipment -- \$3,000,000; the Rush Medical College -- land, buildings, and equipment -- \$125,000. These sums foot up to \$10,425,000. To these may be added with proper contractual relations the capital funds of The Otho S. A. Sprague Memorial Institute, and of the Memorial Institute for Infectious Diseases, founded by Mr. and Mrs. Harold F. McCormick. Of course, also, the land on the Midway on which the hospital will be erected is worth perhaps \$500,000.

The above report is respectfully submitted, with the recommendations:

(Recommendations)

1. That the Board of Trustees of the University approve the general plan above outlined for the organization of the University medical work, leaving details for future consideration.

2. That on the basis of said approval the Board of Trustees accept the offer of \$2,000,000 from the Rockefeller Foundation and the General Education Board, it being understood that the financial details will be worked out in agreement between the Board of Trustees of the University and the Board of Trustees of the General Education Board to the satisfaction of both.

3. That the Board of Trustees of the Rush Medical College, of the Otho S. A. Sprague Memorial Institute,

of the Presbyterian Hospital and of the Memorial Institute for Infectious Diseases, be informed of the action thus far taken, and requested to approve in general terms of the plan, involving the various contractual relations to be determined on in detail later.

4. That a Committee of seven on the Medical School be appointed immediately by the President of the Board to undertake the task of raising the additional \$2,600,000 required. Such Committee shall also give consideration to the matters of detail involved in sections I, II, and III of this report and from time to time shall report progress and make recommendations to the Board.

(Comments
on the
Plan)

It is my opinion that if this plan is carried out the result cannot fail to be of enormous benefit not merely to the University but to the entire city of Chicago, and to medical work throughout the central west and throughout the nation. As I look at it, the three chief enemies of human society in our day are disease, poverty and crime. These three are closely related; each is a cause of both the others; each is an effect of both the others. If any one of the three is attacked successfully the results are felt in the other two. Of these three the most vulnerable to attack is disease. There is a nearer unanimity of interest in supporting efforts in that direction; there is therefore greater help to be obtained; and the results when obtained are the most fruitful and far-reaching.

The plan contemplated of course does not mean necessarily a large undergraduate medical school. It is believed that it is not the function of the University to pour into the medical profession a great number of practitioners. It is believed rather to be the University's function to provide a small number of choice men, highly trained. The plan for the undergraduate medical school, therefore, is based on a maximum number of students of not to exceed 350. In other words, it is intended to select very carefully the best applicants for admission, and to provide instruction only for that number which can be instructed properly in accordance with the most advanced methods of modern medical science. It may be added in this connection that in the present autumn there were at least 400 applicants for admission to the Johns Hopkins Medical School; 200 of these candidates were rejected immediately. From the remaining 200, all of whom might properly have been admitted, the faculty were able to select their maximum of 90 for the first-year class, so as to secure those who seemed to be in the highest degree qualified. It should be added that all these 400 applicants for admission to the Johns Hopkins School were college graduates.

It is also a University function to do everything in its power toward the discovery of the causes and of the means for the prevention of disease, which is even more fruitful than measures remedial in character. Therefore this plan impresses me as not merely providing the University with an undergraduate medical school of high grade, worthy of the dignity of the institution; not merely with a graduate medical school fitted admirably to perform an

At the President's request, the Board of Trustees has been asked to consider the plan for the establishment of a medical school at the University of Chicago. The plan, involving the various contractual relations to be determined on in detail later.

It is suggested that a committee of seven on the Medical School be appointed immediately by the President of the Board to undertake the task of raising the additional \$2,500,000 required. Such Committee shall also give consideration to the matters of detail involved in Sections I, II, and III of this report and from time to time shall report progress and make recommendations to the Board.

It is my opinion that if this plan is carried out the result cannot fail to be of enormous benefit to the medical work throughout the central west and throughout the nation. As I look at it, the three chief causes of human misery in our day are disease, poverty and crime. These three are closely related; each is a cause of both the others; each is an effect of both the others. If any one of these is attacked successfully the results are felt in the other two. Of these three the most vulnerable to attack is disease. There is a greater possibility of interest in supporting efforts in that direction; there is therefore greater help to be obtained; and the results which obtained are the most beneficial and far-reaching.

The plan contemplated of course does not mean automatically a large waterworks medical school. It is believed that it is not the function of the University to pour into the medical profession a great number of practitioners. It is believed rather to be the University's function to provide a small number of choice men, highly trained. The plan for the waterworks medical school, therefore, is based on a minimum number of students of not to exceed 150. In other words, it is intended to select very carefully the best applicants for admission, and to provide instruction only for that number which can be instructed properly in accordance with the most advanced methods of modern medical science. It may be added in this connection that in the present annum there were at least 400 applicants for admission to the Johns Hopkins Medical School; 200 of these candidates were rejected immediately. From the remaining 200, all of whom might properly have been admitted, the faculty were able to select their maximum of 50 for the first-year class, so as to secure those who seemed to be in the highest degree qualified. It should be added that all these 400 applicants for admission to the Johns Hopkins School were college graduates.

It is also a University function to do everything in its power toward the discovery of the causes and of the means for the prevention of disease, which is even more fruitful than whatever research is done. Therefore this plan proposed as a not merely providing the University with an adequate medical school of high grade worthy of the dignity of the institution, but merely with a graduate medical school fitted especially to perform an

(Comments on the Plan)

#6 - Board of Trustees, November 8, 1916.

extremely useful function in the best possible way; not merely encouraging in connection with the work of both the schools investigation into the causes of disease and the means of preventing and of healing; in short it is provision for a great agency of social benefit, almost immeasurable in its possibilities of helpfulness for humanity. Nothing which the University has done, it seems to me, can transcend the importance of this new and most encouraging undertaking.

(Signed) Harry Pratt Judson.

It was moved and seconded to approve the general plan for the organization of the University medical work as outlined and to adopt the four recommendations as presented, and, a vote having been taken, the motion was declared adopted.

Medical
School,
Committee
on,

In conformity to the action of the Board the President appointed the following trustees as members of the Committee on Medical School: Harry Pratt Judson, A. C. Bartlett, Julius Rosenwald, Andrew MacLeish, T. E. Donnelley, Robert L. Scott and Harold H. Swift.

Adjourned.

J. SPENCER DICKERSON

Secretary.

336139 M2

Harold H. Swift
Union Stock Yards
Chicago

January 19, 1924.

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

Dear President Burton:

I notice this morning's Tribune has an article indicating that the best medical practice now recognizes dentistry as a part of the Department of Pathology of a Medical School.

It seems to me that there might be something gained in sending this to Mr. Wieboldt as a substantiation of your general argument with him as regards ear, nose, and throat, i.e. it seems convincing to me that if dentistry goes into general medical work, surely ear, nose, and throat would do so. Of course, you will check my logic and not do it if you do not agree with me and if you think it would not help the general situation.

Yours cordially,

Harold H. Swift

Physicians say no 00

DENTISTRY WINS PLACE AS BRANCH OF PATHOLOGY

No Longer to Be Called a Special Vocation.

BY PHILIP KINSLEY.

Research has demonstrated that the science of dentistry must soon be classed as a branch of general pathology, instead of the special vocation that it has been considered since the time of Hippocrates.

The border line, if there is one, is so wavering and uncertain that the time is coming when all students of the cause of disease and the alleviation of human suffering must take one foundation course of study. Out of this the dentists will branch on a footing with other specialists.

Dr. Gilmer's Idea.

Dr. Thomas L. Gilmer, dean emeritus of Northwestern dental school and one of the foremost diagnosticians in the country, advanced this idea yesterday at the close of a clinic on extractions at the convention of the Chicago Dental society at the Drake hotel. It is generally indorsed by convention members.

Dr. Gilmer, who has been practicing since 1872, is both a dentist and a physician.

"General pathology," he said, "is of such importance to the dentist that his education should be the same, up to a certain point, as the physician. The time is coming, I hope, when this will be required."

In his clinic Dr. Gilmer gave a good illustration of the problems that make such education necessary. No hard and fast rules can be laid for extraction, he said.

The Dentist's Problem.

"It is largely a matter of the resistance of the tissue cells to bacterial invasion, or to increased virulence in the invading organism, or to something independent of either, the dean continued.

"Pulps of teeth having no decay become infected and die from apical infection following. We can attribute this to no other source than to some infection outside of the jaws from which germs are brought to the teeth by means of the blood and lymph streams.

"Let us consider a case of periapical infection. A patient has lost one eye; the other eye is involved in a serious iritis or other disease of metastatic origin, which threatens the loss of sight. Careful examination of all parts of the body fails to discover any focus other than a slight apical infection about one tooth. In such case I should unhesitatingly recommend the removal of the tooth.

A Puzzling Problem.

"Take a patient who is in perfect health, so far as can be determined. The teeth are radiographed and it is found that two or more have dead pulps, with an infected zone extending crownwise nearly half the length of their roots. Here is a puzzling problem. Shall the teeth be treated or ex-

tracted? If we could be sure that the patient never would be subjected to a condition that would lower his vitality, then we should attempt to cure such teeth, and if a cure followed, then we might let them remain as long as they are helpful in mastication.

"It is a fact that most of the partial restorations made to supply the need of teeth lost not infrequently cause trauma either of the periodontal membrane or the gums."

The American Dental association has spent \$40,000 in research work. Dr. Weston A. Price of Cleveland, chairman of the research section of the association, gave an idea of the importance of this work to the race. Fully 40 per cent of the population die in or before middle life from degenerative diseases, he said, and continued:

"We have checked many of the degenerative and premature old age diseases that have a chief or causative factor in low grade chronic infection in teeth that have no soreness—usually not known by the patient. The chief causes for loss of resistance are such diseases as influenza, pregnancy, lack of nutrition, and, most important of all, heredity."

Jan. 19, 1924

MINUTES OF THE THIRD MEETING OF THE MEMBERS OF THE FACULTY OF RUSH MEDICAL COLLEGE AND REPRESENTATIVES OF THE UNIVERSITY OF CHICAGO WITH REFERENCE TO PLANS OF THE UNIVERSITY FOR THE CONDUCT OF MEDICAL WORK ON THE WEST SIDE. HELD AT THE UNIVERSITY CLUB, 12:30 P. M., SATURDAY, JANUARY 19, 1924.

Present:

President Burton	Doctor Shambaugh
Doctor Billings	" Herrick
" Bevan	" Lewis
" Ormsby	" Hektoen
" Phemister	" Irons

I. Dr. Herrick for the Committee on the Central Free Dispensary and Its relations to Rush Medical College reported as follows:

Report of
Dr. Herrick.
Central Free
Dispensary

Resources: No real estate; Mortgage secured by property of Rush Medical College; John Phillips Fund, \$7,600.00; bonds, \$10,000.00, making a total of \$30,600.00. Other funds, \$10,000.00.

Functions of the Dispensary: (1) Care of the sick poor, (2) Educational - of medical students, nurses, social service, the attending staff, and postgraduate students.

Four possible plans are open for the disposition of the Dispensary: (1) as an independent organization, (2) as an integral part of the Presbyterian Hospital, (3) transfer to the University of Chicago (4) to continue as a corporation as at present with close relation to the Presbyterian Hospital and Rush Medical College and through Rush Medical College the University of Chicago.

Dr. Herrick pointed out that the Dispensary is self-sustaining in that the fees received from patients and outside contributions to the Dispensary more than cover the budget. By the terms of the charter of the Dispensary and the contract between it and Rush Medical College the relation between the Dispensary and the College can be terminated at any time by the failure of Rush Medical College to pay the interest on the \$11,000.00 mortgage. The Committee recommended the fourth alternative noted above, namely: that the Dispensary continue as at present, maintaining a close relationship to the Presbyterian Hospital and Rush Medical College.

President Burton pointed out that as a part of the consummation of the proposed contract between Rush and the University of Chicago, it will be necessary for the Central Free Dispensary to acquiesce in the transfer of its contract with Rush Medical College to the University. In the discussion, it was pointed out that further cooperation between the Dispensary and the Presbyterian Hospital can be obtained by introducing hospital internes into the work of the Dispensary.



Report of
Dr. Hektoen.
Laboratories.

II. Dr. Hektoen for the Committee on Laboratories presented a report outlining the general principles which should be followed in laboratory development. In the discussion of the report it was the consensus of opinion that the first changes required were those in the laboratory building south of Harrison Street. The schedule of these changes together with estimate of costs, \$19,000.00 to \$25,000.00, has been prepared by Mr. Flook. These changes should be made at once inasmuch as they should be completed before the old college building is torn down. Immediate action was recommended, recognizing, however, that the action of the lower court in affirming the proposed contract between Rush and the University has not yet been acted upon by the Supreme Court.

On motion, the above two reports were received and ordered mimeographed and circulated.

Report of
Dr. Phemister.
Cooperation
with Presby-
terian Hos-
pital.

III. Dr. Phemister for the Committee on Cooperation with the Presbyterian Hospital presented a report outlining a plan for the allocation of beds and other recommendations to be made to the Board of Managers of the Presbyterian Hospital. Inasmuch as the members of the Committee were not agreed upon certain details of the report, this report was

referred back for such modification as the Committee desires to make with the understanding that the modified report or two reports, in the event that agreement is not reached by the Committee, shall then be mimeographed and circulated.

IV. Dr. Bevan for the Committee on Postgraduate Teaching asked that the report of his Committee be mimeographed and circulated inasmuch as it was essentially in the same form as that of the preliminary report previously presented. On motion, this was ordered done.

Statement of
President
Burton.

V. President Burton submitted a statement of progress of his investigation of records and papers made with the view to determining what funds were available for the Rush Postgraduate School. This report of progress was received and ordered mimeographed and circulated.

On motion, the Committee adjourned to meet on Saturday, February 2nd, 12:30 P.M., at the University Club.

ERNEST E. IRONS
Secretary.

PRELIMINARY STATEMENT OF PRESIDENT BURTON

JANUARY 19, 1924.

Statement to be presented to Rush Medical Group:

In pursuance of my promise made at the first meeting of this group, I have been investigating the question raised then as to what, if any, portion of the \$5,300,000 pledged in 1916-17 was designated for the work of the West Side School; the result is to show that \$4,000,000 is definitely designated for endowment of the schools and hospital of the University, and that of this \$4,000,000, at least \$3,000,000 is definitely designated for the South Side School and Hospital. I am glad to report that present indications are that between \$500,000 and \$600,000 was by the donors designated for the School for Graduates in Medicine - what we are now calling the Postgraduate School. It is my intention to continue the study of the records and documents and at the next meeting of the Board of Trustees of the University to ask the Board to appropriate for the Postgraduate School the several sums which the donors have designated for that purpose, and to set up accounts on the books in accordance with these appropriations. I intend to make further report to this group when the matter has been fully studied. I wish to call attention to the fact that this sum is not available for undergraduate work on the West Side, but is distinctly designated for the Postgraduate School. I wish also to suggest that the income from these gifts will manifestly not be sufficient for the

for the desirable development of the Postgraduate School, as the amounts available for the South Side School are also insufficient to carry out the plans of the University for that School. It is therefore highly desirable to be considering from what sources and in what way the funds needed for development of both schools can be obtained.

REPORT OF COMMITTEE ON LABORATORIES.

The committee takes it as granted that during the construction of the Rawson building the laboratory building on the south side of Harrison Street will be used for part of the work now carried on in the old Rush building, which must be torn down.

Certain alterations and improvements are necessary in order to make the laboratory building at all serviceable, and the committee recommends that the essential changes be made as soon as possible. These contemplated changes are outlined in report by Mr. Flook of the University of Chicago.

On completion of the Rawson building, the plans for which include provisions for the needed laboratories and animal rooms as specified by the departments concerned, it seems probable that at least for some time there will be less need to use the old laboratory than during the period of construction. It consequently seems reasonable to limit the alterations in the old building to the immediate necessities of the construction period, including such provisions for experimental surgery as are needed immediately.

In planning for the laboratory work, the committee recommends a consideration of the principle of unified or centralized control, especially of identical activities carried on in the college, hospital, and dispensary as illustrated by the pathological and x-ray departments. The proximity of the Bridge pathological laboratory in the proposed Rawson building to the general laboratory of the Presbyterian hospital will favor an increasingly

unified direction of these laboratories. Unified control of the x-ray work in the dispensary, college, and hospital seems clearly indicated in the interest of efficiency and economy. This need not mean that the x-ray apparatus must needs all be in one place. So far as the dispensary is concerned the apparatus should be conveniently located with reference to other facilities for examining dispensary patients in the Rawson-Senn buildings, while in the hospital it is highly desirable that x-ray examinations can be made in close proximity to operating rooms.

The committee recommends also consideration of the advisability of establishing a central supply depot for the laboratories of the hospital, college, and dispensary.

Finally, the committee voices its conviction that encouragement, opportunity and freedom of research must be secured at all costs, and that development of adequate laboratory facilities and service for that purpose in the several departments is imperative. The establishment, however, of scattered laboratories largely for routine work, on independent basis with more or less duplications of equipment and personnel should be avoided so far as possible by close interdepartmental cooperation, and by placing supplies and equipment under a central direction.

L. HEKTOEN

E.E. IRONS

M 2

The University of Chicago

Department of Medicine

January 22, 1924

Dear President Burton:

This will report an informal conference which Dr. Harvey and I had last Saturday with Dr. Irons on the subject of the readjustments necessary during the period of organization of the clinical departments at the University.

It appears that it will not be possible to begin instruction in the new clinical departments before the Autumn of 1926, and that any unforeseen delay in the completion of the plans or of the buildings themselves may delay the beginning of instruction somewhat beyond that date.

If instruction begins at that time, or at any later time, the size of the first class to be admitted must necessarily be limited to a point yet to be determined, but which will undoubtedly be much smaller than the classes of fifty students upon which the plans are being based. This restriction will be necessary on account of the time which will be required to build up the hospital service, as well as on account of the fact that the departments will probably not be fully manned during the first year of their existence.

For this reason it appears that of the students to be admitted to the medical courses in the Autumn of the current year, the majority will find it necessary to complete their work for the degree on the West Side, from 1926 to 1928. We should hope that it will not be necessary to send students to the West Side later than the Autumn of 1926, so that undergraduate instruction at Rush will automatically terminate in 1928.

I found that Dr. Irons had independently arrived at the conclusion that they would find it necessary to continue undergraduate instruction until 1928, and that his plans for the future are being formulated on that basis.

On account of the fact that the majority of students entering the medical courses this year will go to the West Side I do not believe it advisable to announce any change in entrance requirements to take effect this year. In 1926 the selection of students for the new departments can take place according to some plan to be formulated later.

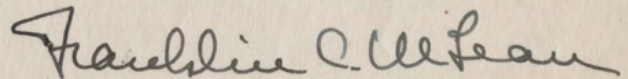
After construction is actually under way, so that it appears that the work of the clinical departments may begin in 1926, I believe that it will be advisable to announce the new entrance requirements to take effect in the Autumn of 1925, and to restrict the entering class at that time to a total of fifty, in order that the entire class may, in the Autumn of 1927, be accommodated in the new departments.

The question as to the time of putting into effect the new entrance requirements was referred to the Committee on Organization, for recommendation back to the Board of Medical Affairs. I believe that this Committee will find it necessary to withhold its report until a building program is determined upon.

I find that Dr. Irons is in accord with the plan suggested by me, in the proposed revision of the statutes, of changing the membership and the duties of the Board of Medical Affairs, in order to make it the body responsible for the correlation of the work of the two schools.

Much will depend in the next few years on the cooperation of the Rush faculty in our effort to begin clinical teaching at the University, and it is a pleasure to record that Dr. Irons is fully in sympathy with our aims, and that he is conscious of the difficulties in our situation, and is anxious to contribute in every way to the success of the undertaking.

Very truly yours,

A handwritten signature in dark ink, reading "Franklin C. Wilson". The signature is written in a cursive style with a large, prominent "F" and a long, sweeping underline.

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

The question as to the time of putting into effect the new entrance requirements was referred to the Committee on Organization, for recommendation back to the Board of Medical Affairs. I believe that this Committee will find it necessary to withhold its report until a building program is determined upon.

I find that Dr. Irons is in accord with the plan suggested by me, in the proposed revision of the statutes, of changing the membership and the duties of the Board of Medical Affairs, in order to make it the body responsible for the correlation of the work of the two schools.

Much will depend in the next few years on the cooperation of the Rush faculty in our effort to begin clinical teaching at the University, and it is a pleasure to record that Dr. Irons is fully in sympathy with our aims, and that he is conscious of the difficulties in our situation, and is anxious to contribute in every way to the success of the undertaking.

Very truly yours,

Franklin C. Wilson

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

M 2

New York, N.Y.
Jan. 22nd, 1934.

Dr. Wilbur E. Post,
122 So. Michigan Ave.,
Chicago, Ill.

My dear Dr. Post:-

I am sorry that under the pressure of preparations for my departure I neglected to call you by telephone Saturday night and reporting the result of the meeting of Saturday afternoon.

1-19-24 I enclose you herewith copies of two statements. The one headed "Statement presented by Mr. Burton" I read to the whole group anticipating that they would probably ask the questions on the second sheet headed "Answers to possible questions". In fact, what happened was that Dr. Bevan asked if the statement can be incorporated in the minutes, mimeographed and sent to the group. This question I answered in the affirmative. Dr. Billings then asked if he might present the statement in writing which I also answered in the affirmative.

I think it is further significant that before reading this statement I asked Dr. Billings to read both pages which he did with care. I then asked him if the statement were correct, referring to both pages and he said they were. After the meeting I asked Billings if any statement, (page one only, notice) would be satisfactory to Bevan to which he answered: "Oh, yes. I think so."

I was awaiting Dr. Billings' written statement with interest but in view of the statement which he made at the first meeting and of his statements at this meeting I can hardly think that his answer will be otherwise than in accordance with the statement which I am sending you.

I have today dictated a letter to Horace Tenney which will be sent to you with copies of all the documents bearing upon the case. Before preparing the

New York, N.Y.
Jan. 22nd, 1934.

Dr. Wilbur E. Post,
122 So. Michigan Ave.,
Chicago, Ill.

My dear Dr. Post:-

I am sorry that under the pressure of preparations for my departure I neglected to call you by telephone Saturday night and reporting the result of the meeting of Saturday afternoon.

I enclose you herewith copies of two statements. The one headed "Statement presented by Mr. Burton" I read to the whole group anticipating that they would probably ask the questions on the second sheet headed "Answers to possible questions". In fact, what happened was that Dr. Bevan asked if the statement can be incorporated in the minutes, mimeographed and sent to the group. This question I answered in the affirmative. Dr. Billings then asked if he might present the statement in writing which I also answered in the affirmative.

I think it is further significant that before reading this statement I asked Dr. Billings to read both pages which he did with care. I then asked him if the statement were correct, referring to both pages and he said they were. After the meeting I asked Billings if any statement, (page one only, notice) would be satisfactory to Bevan to which he answered: "Oh, yes. I think so."

I was awaiting Dr. Billings' written statement with interest but in view of the statement which he made at the first meeting and of his statements at this meeting I can hardly think that his answer will be other-wise than in accordance with the statement which I am sending you.

I have today dictated a letter to Horace Tenny which will be sent to you with copies of all the documents bearing upon the case. Before preparing the

Dr. Wilbur E. Post.....2

Jan. 22nd, 1924.

statement to the Rush Medical Faculty of which I am enclosing you a copy I had had personal conference with him. But I am now proceeding to secure a written opinion on the basis of all the documents.

I am also asking Mr. Plimpton to search for the letters of all the donors to the \$5,300,000 fund to the end that we shall now, once for all, determine the precise conditions under which our operation of this fund was given. I propose then to print in a pamphlet every document and every letter from 1898 down that has anything to do with the conditions under which our Medical Schools must be administered. Mr. Plimpton and Mr. Fairweather are now preparing the material for this pamphlet.

May I call your attention to the fact that so far as our records show you and Dr. Kretschmer have never put in writing your designation of the use to which the Thompson bequest can be put. Perhaps you will be willing to do this even though you choose to indicate that it goes to the General Medical fund without more specific designation.

Very truly yours,

Jan. 22nd, 1924.

Dr. Wilbur E. Post.....2

statement to the Rush Medical Faculty of which I am enclosing you a copy I had had personal conference with him. But I am now proceeding to secure a written opinion on the basis of all the documents.

Dr. Wilbur E. Post,
122 So. Michigan
The letters of all the donors to the \$5,300,000 fund to the end that we shall now, once for all, determine the precise conditions under which our operation of this fund was given. I propose then to print in a pamphlet every document and every letter from 1898 down that has anything to do with the conditions under which our Medical School must be administered. Mr. Plimpton and Mr. Fairweather are now preparing the material for this pamphlet.

May I call your attention to the fact that so far as our records show you and Dr. Kretschmer have never put in writing your designation of the use to which the Thompson bequest can be put. Perhaps you will be willing to do this even though you choose to indicate that it goes to the General Medical Fund without more specific designation. This question I answered in the affirmative. Dr. Billings then asked if he might very truly say in writing which I also answered in the affirmative.

I think it is further significant that before reading this statement I asked Dr. Billings to read both pages which he did with care. I then asked him if the statement were correct, referring to both pages and he said they were. After the meeting I asked Billings if any statement, (page one only, notice) would be satisfactory to Boyer so which he answered: "Oh, yes. I think so."

I am enclosing Dr. Billings' written statement with interest but in view of the statements which he made at the first meeting and of his statements at this meeting I can hardly think that his answer will be other than in accordance with the statement which I am sending you.

I have today placed a letter to Dr. Tenny which will be sent to you with the documents bearing upon the case. I have also placed