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M11

New York, N.Y.
Jan. 22, 1924.

Mr. Horace Kent Tenney,
801 Home Insurance Bldg.,
137 S. La Salle St.,
Chicago, Ill.

My dear Mr. Tenney:-

I am enclosing herewith statements covering the following matters:

1. An apportionment of the Medical School funds based upon the implication of Dr. Billings' letter of Jan. 11th, 1917 included in the report of the Medical School funds made by Mr. Plimpton to the Board of Trustees under date of Dec. 10th, 1921. This statement of Mr. Plimpton's is included in the documents mentioned under 2-k below.

2. Copies of the following letters and documents bearing upon the question of the purposes for which the various gifts to the University for its medical work may be used.

- a. Letter of Mr. Martin A. Ryerson of Nov. 28th, 1916.
- b. Letter of Mr. Roger H. Williams of May 22nd, 1917.
- c. Letter of Mr. R. T. Crane, Jr. of Feb. 26th, 1917.
- d. Letter of Mr. R. T. Crane, Jr. of May 16th, 1917.
- e. Letter of Mr. F. A. Hardy of April 26th, 1917.
- f. Letter of Mr. Heckman of April 17th, 1917 to the Board of Trustees specifying the use of the Hyde Memorial Fund given by Mr. A. D. Thompson.
- g. Copy of an extract from the last Will of Mr. A. D. Thompson 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. Kretschmer.

New York, N.Y.
Jan. 22, 1924.

Mr. Horace Kent Tenney,
801 Home Insurance Bldg.,
137 E. La Salle St.,
Chicago, Ill.

My dear Mr. Tenney:-

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 Jan. 11th, 1917 in-
cluded in the report of the Medical School funds made by Mr.
Pittman to the Board of Trustees under date of Dec. 10th, 1921.
This statement of Mr. Pittman's is included in the documents
mentioned under 2-k below.

2. Copies of the following letters and documents bearing
upon the question of the purpose for which the various gifts
to the University for its medical work may be used.

- a. Letter of Mr. Martin A. Ryerson of Nov. 25th, 1916.
- b. Letter of Mr. Roger H. Williams of May 22nd, 1917.
- c. Letter of Mr. R. T. Crane, Jr. of Feb. 28th, 1917.
- d. Letter of Mr. R. T. Crane, Jr. of May 18th, 1917.
- e. Letter of Mr. F. A. Hardy of April 28th, 1917.
- f. Letter of Mr. Hookman of April 17th, 1917 to the
Board of Trustees specifying the use of the Hyde
Memorial fund given by Mr. A. D. Thompson.
- g. Copy of an extract from the last will of Mr. A. D.
Thompson 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 J.
Kitchin.

Jan. 22, 1924.

- h. Letters of D. B. Jones and Thomas D. Jones respecting their gifts of \$50,000 each and of John G. Shedd of April 19th, 1917 respecting his gift of \$25,000.
- i. Letter of Dr. Frank Billings in reference to the Jones and Shedd letters above named.
- j. My letter of Jan. 3rd, 1924 to President H. B. Judson.
- k. The enclosures referred to on Page 2 of this letter except item 3 which you already have in your files.
- l. Mr. Judson's reply of Jan. 5th, 1924.
- m. Statement presented by me to the members of the Rush Medical Faculty, Jan. 1924.
- n. Answers to possible questions of Jan. 19th, 1924.

On the basis of these documents I beg leave to raise the following questions already discussed with you orally at the office of the University:

1. Is it clear that the sums referred to in the letters listed under 2-a,b,c,d,e,f are by their donors designated for the School for Graduates in Medicine, which up to about May 1917 was commonly called in the records of the Board of Trustees and in correspondence, the Graduate Medical School and after about that date was designated as the Post Graduate Medical School?

2. For what purposes may the University use the income from these various funds which has accumulated or may accumulate before the work of the so-called Post Graduate School is begun; in particular may the University add this income capital sum and so increase the endowment of that School? May the income be used for current expenses of that School? May it be used for buildings or equipment of that School?

3. Is it clear that the \$44,000 received under the A. D. Thompson bequest of \$50,000 (not included in the list of Page 9 of Mr. Plimpton's statement of Dec. 10th, 1921 but listed in his statement referred to in the first paragraph of this letter) may be used as Dr. Post and Dr. Kretschmer may dictate or have dictated?

- h. Letters of D. B. Jones and Thomas D. Jones respecting their gifts of \$50,000 each and of John G. Shedd of April 19th, 1917 respecting his gift of \$25,000.
- i. Letter of Dr. Frank Billings in reference to the Jones and Shedd letters above named.
- j. My letter of Jan. 3rd, 1934 to President H. B. Judson.
- k. The enclosures referred to on Page 2 of this letter except item 3 which you already have in your files.
- l. Mr. Judson's reply of Jan. 5th, 1934.
- m. Statement presented by me to the members of the Rush Medical Faculty, Jan. 1934.
- n. Answers to possible questions of Jan. 19th, 1934.

On the basis of these documents I beg leave to raise the following questions already discussed with you orally at the office of the University:

1. Is it clear that the sums referred to in the letters listed under 2-a, b, c, d, e, f, are by their donors designated for the School for Graduates in Medicine, which up to about May 1917 was commonly called in the records of the Board of Trustees and in correspondence, the Graduate Medical School and after about that date was designated as the Post Graduate Medical School?
2. For what purposes may the University use the income from these various funds which has accumulated or may accumulate before the work of the so-called Post Graduate School is begun; in particular may the University add this income capital sum and so increase the endowment of that School? May the income be used for current expenses of that School? May it be used for building or equipment of that School?
3. Is it clear that the \$44,000 received under the A. B. Thompson bequest of \$50,000 (not included in the list on Page 2 of Mr. Plimpton's statement of Dec. 10th, 1931 but listed in his statement referred to in the first paragraph of this letter) may be used as Dr. Post and Dr. Kretschmer may dictate or have dictated?

Mr. Horace Kent Tenney.....3

Jan. 22, 1924.

4. Is it clear that the income of the \$125,000 referred to in items 2-h and 1 above may be used by the Board of Trustees for the current expenses of either or any Medical School of the University? (See contract of University with General Education Board and Rockefeller Foundation.) May it be used for building or equipment?

5. If, as I suppose, the remainder of the gifts listed on Page 9 of Mr. Plimpton's statement of Dec. 10th, 1921 were given for the Medical Schools or Medical work of the University of Chicago without designation of the School in which they were to be used, except as implied in the contract with the General Education Board and Rockefeller Foundation and in letter of Dr. Billings' of Jan. 11, 1917 (on Page 11 of Mr. Plimpton's statement) for what purposes may the income from these undesignated funds be used?

6. Is the statement presented by me to the Rush Medical Faculty of Jan. 19th, 1924 correct?

7. Are the answers to possible questions dated Jan. 19th, 1924 correct so far as the evidence before you shows?

Very sincerely yours,

Jan. 22, 1934.

Mr. Horace Kent Tenny.....3

4. Is it clear that the income of the \$125,000 referred to in items 2-h and i above may be used by the Board of Trustees for the current expenses of either or any Medical School of the University? (See contract of University with General Education Board and Rockefeller Foundation.) May it be used for building or equipment?

5. If, as I suppose, the remainder of the gifts listed on Page 9 of Mr. Phipps's statement of Dec. 10th, 1931 were given for the Medical Schools or Medical work of the University of Chicago without designation of the School in which they were to be used, except as implied in the contract with the General Education Board and Rockefeller Foundation and in letter of Dr. Stilling, of Jan. 11, 1917 (on Page 11 of Mr. Phipps's statement) for what purposes may the income from these undesignated funds be used?

6. Is the statement presented by me to the Rush Medical Faculty of Jan. 19th, 1934 correct?

7. Are the answers to possible questions dated Jan. 19th, 1934 correct so far as the evidence before you shows?

Very sincerely yours,

16
C O P Y

January 23, 1924.

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

Dear President Burton:

In reference to my subscription for \$100,000.
toward the Medical Fund of the University in 1917:

While I thought of the subscription as applying
more particularly to the project in the University Quadrangles,
yet I meant it to be unassigned and to be used as endowment
for medical work at the discretion of the University.

Yours truly,

(Signed) Charles H. Swift.

Original

Filed - Vault - Hickerson 3-7-24

C O P Y

January 23, 1924.

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

Dear President Burton:

In reference to my subscription for \$100,000.

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(Signed) Charles H. Swift.

Original
File - Swift - 3-7-24

16
C O P Y

January 23, 1924.

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

Dear President Burton:

In reference to my subscription of \$100,000.
toward the Medical Fund of the University in 1917:

While it was in my mind that it would be used
for work on the South Side, yet I meant it officially to be
unassigned and to be used as Medical Endowment at the discre-
tion of the University. I should be glad to have you go
upon this understanding.

Yours cordially,

(Signed) Harold H. Swift.

Original

Filed vault Hickerson 3-7-24

16
C O P Y

ESTATE OF ANN M. SWIFT.

January 23, 1924.

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

Dear President Burton:

I understand the University desires to know whether, in making her subscription of \$100,000. to the University in 1917 toward the Medical project, my Mother, Mrs. G. F. Swift (Ann M. Swift) wished to designate as to what part of the project the funds should be applied.

The answer is that she did not; that it was her wish to have the University use this amount as Medical Endowment where most desired.

Yours truly,

(Signed) Harold H. Swift
Executor

Original

Filed - vault - Slickerson 3-7-24

ESTATE OF ANN M. SWIFT.

January 28, 1924.

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

Dear President Burton:

I understand the University desires to know whether, in making her subscription of \$100,000. to the University in 1917 toward the Medical project, my Mother, Mrs. G. F. Swift (Ann M. Swift) wished to designate as to what part of the project the funds should be applied. The answer is that she did not; that it was her wish to have the University use this amount as Medical Endowment where most desired.

Yours truly,

(Signed) Harold H. Swift
Executor

Original
3-7-24

M 3

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

January 25, 1924

My dear President Burton:

Your important letter concerning Dr. Luckhardt has been received. I have taken the matter up with Luckhardt and Carlson, and will ascertain the exact details as to the salary arrangements proposed and confer with Mr. Holden with reference to the same. Mr. Carlson and Mr. Luckhardt wish to talk it over but I think that the general plan appealed to them favorably.

I met today with the Senate Committee on Medical Affairs to take up the matter of proposed amendments to the Statutes. Several detailed alterations were made in the proposed draft, and one important alteration as to the status of Dr. Seem. I am having a draft of the proposed changes made and will send you both the original draft and the changed draft. The chief change is that the Director of Hospitals is not made *ex officio* a member of the faculty of the Graduate School of Medicine. He would be made a member of the General Administrative Board, and of the Board of Hospitals. Dr. McLean thinks that Dr. Seem is anxious to have as much recognition as possible on University bodies and that he may not like it if he is not made a member of the faculty, but the members of the Committee were, several of them, very decided in the opinion

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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that the faculty as such ought to be limited to a teaching body. Before taking the next step, which would, I think, be to present the matter to the Ogden Graduate School, it was deemed best to send the report to you. If you think that you ought to take up the matter with Dr. Seem personally you will have a chance to hold up the matter until your return. I do not understand that this particular paragraph concerning the constitution of the faculty has come to the attention of Dr. Seem, so that it would not be necessary to raise the issue on this point. Nevertheless Dr. McLean thinks that Dr. Seem is so sensitive about his precise status that it may be necessary to proceed somewhat carefully as to the general principle involved.

Everything so far as I know is proceeding well, and nothing of importance has thus far come up for decision.

I trust that Mrs. Burton is improving and will be able to enjoy the vacation with you.

With best wishes,

Sincerely yours,

President Ernest D. Burton
Hollywood, Southern Pines,
North Carolina

JHT:HP

James H. Tufts

2

The University of Chicago
The Ogden Graduate School of Science

OFFICE OF THE DEAN

January 26, 1924

Dean James H. Tufts
Faculty Exchange

Dear Dean Tufts:

I send herewith a copy of the memorandum submitted to President Burton on January 16 containing recommendations of our Committee for changes in the Statutes of the University in connection with the incorporation of the School of Medicine with the Ogden Graduate School of Science. ~~The work of the School of Medicine is part of the Ogden Graduate School of Science.~~ This report was submitted to the Senate Committee on Medical Affairs at a meeting held on Friday, January 25. Those present were Dr. Jordan, Dr. Carlson, Dr. Wells, Dr. Bensley, and myself of the Senate Committee, and in addition, by invitation, Dr. McLean, Dr. Harvey, and the Dean of the Faculties. On the enclosed copy of the report I have indicated with blue pencil the changes suggested at this meeting. You will note that the Committee recommends the reference to Dr. Siems as Director of Hospitals instead of Medical Director of Hospitals. This point was insisted on rather strongly by Dr. Carlson and Dr. Bensley. They also declined emphatically to listing the Director of Hospitals as a member of the faculty. He is, however, listed as a member of the General Administrative Board and the Board of Hospitals. It was recommended to omit the section providing for a Board of Medical Affairs which we had intended to act as a connecting link between the different Schools of Medicine. It was thought that this end might be accomplished better by a President's Committee.

Very truly yours,

Henry G. Gale

HGG:M

Henry G. Gale
Dean.

M 2

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Wp 2/24

[Handwritten signature]

The Hollywood,
Southern Pines, N. C.,
February 1, 1924.

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

My dear Mr. Swift:

About a month ago, Mr. Fairweather wrote me that he was awaiting further instructions from me before proceeding further in the inquiries concerning acquiring the property of the Home for Incurables. I have given him no instructions because my mind was not clear whether there were probabilities enough of any valuable result to make it worthwhile to undertake the study.

What I had in mind, as I think I said to you, was the possibility that that property might be purchased and used for the Medical School for some years. The advantage would be that if the Home for Incurables could purchase some other property already built and move soon the Medical School could be established possibly next Fall instead of in 1926. I had not thought out the ultimate financial result. It now occurs to me that possibly the Chicago Memorial Hospital might buy this property instead of buying the land opposite and building there.

Do you think there is enough possibility of anything of interest to us developing from this situation to make it worthwhile for Mr. Fairweather to look into it? If so I should be glad to have you write to him rather than to give him any instructions myself.

Yours cordially,

Ernest D. Burton

MINUTES OF THE FOURTH 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, FEBRUARY 2, 1924.

Present:

Doctor Billings
" Hektoen
" Ormsby
" Herrick
" Lewis

Doctor Bevan
" Post
" Shambaugh
" Phemister
" Irons

The minutes of the third meeting of the committee were approved as circulated.

The reports of Doctors Billings and Phemister on Cooperation with the Presbyterian Hospital and Distribution of Beds were received and filed as circulated.

The following correction was ordered in Dr. Phemister's report: Section six, the first sentence to be deleted.

The report of the Committee on Central Free Dispensary was ordered received and filed as mimeographed.

Dr. Bevan presented a further report on postgraduate courses. This report was ordered received and circulated. It was discussed by Doctors Ormsby and Billings. Dr. Bevan requested that the report of the Committee on Postgraduate Teaching of the American Medical Association published in the American Medical Association Bulletin of January 15, 1921, be attached to his report. Dr. Billings suggested that the report of the Council on Education of the American

Medical Association of 1923 be also added to this report for reference. In the discussion, the importance of graded courses in postgraduate work was emphasized. On motion, Dr. Bevan's report with suggested additions was received and ordered circulated.

It was agreed that at the next meeting each member of the Committee shall have studied each of the mimeographed reports and shall be ready to discuss a unified report.

The Committee adjourned to meet at the call of the Secretary, time of the meeting to be determined by the convenience of the President of the University.

ERNEST E. IRONS
Secretary.

Harold H. Swift
Union Stock Yards
Chicago

February 15, 1924.

President Ernest D. Burton,
The Hollywood,
Southern Pines, N.C.

Dear Mr. Burton:

In the conference at the architects office in Chicago (think early in January) when Flexner, Winthrop Smith, and others were present, and from other things Flexner said that day and the next, Dr. McLean got the impression that the General Education Board might supply all the additional funds necessary to get us going on the Medical project, meaning the completion of the hospital and establishment of the two departments of Medicine and Surgery. His impression was that they would urge us to keep our views modest and to be tame on the whole situation but that they probably would do the thing. I sincerely hope this is true. The more I think of it, the better it sounds to me.

With such a line-up assured, we could then leave medicine out of our campaign, putting in other important things and leaving the specialties to be worked out later as we get leads of individuals interested in special branches of medicine.

If you agree, suggest you watch for an opportunity in New York to sound out and fan along Dr. McLean's idea. Of course, New York said this amount much too large when we discussed it with them last February; therefore, the proper line-up would be to agree on the physical requirements, ^{staff needs} etc., and to do it as cheaply as we could.

Yours cordially,

Harold H. Swift,

M3

The University of Chicago

Department of Medicine

Feb. 16, 1924

Dear President Burton:

I approach this subject with considerable reluctance, and I mention it only because I feel that you should be fully informed at this time.

There is a 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.

Whatever may have been the past history of the situation, it is certain that at present Dr. Lewis is taking no interest at all in the progress of the development, and that not only has he offered nothing constructive, but that through holding his appointment he has prevented our seeking advice as to surgery from sources that would be easily available.

I have already told you that the Committee on Organization has never met. Dr. Jordan and I went downtown to the University Club on three successive Mondays to keep appointments with Dr. Lewis, none of which he kept. Partly on account of this, but largely on account of the fact that on the occasions when I did see Dr. Lewis he showed no signs of interest in our problems, I abandoned any further attempts at holding meetings of the Committee.

Furthermore, the combined efforts of Dr. Seem and myself have not been sufficient to get any response from Dr. Lewis in the matter of planning for his department. He has repeatedly broken engagements with us, and when he has appeared he has contributed nothing, having always led the conversation into irrelevant fields. We finally succeeded in getting something from him in the way of plans, but I have learned that Dr. Phemister prepared them for him, and that he naturally had to do it without any knowledge of what he was driving at.

It is clear that Dr. Lewis' present interests are not such as to make him an ideal Professor of Surgery. It also appears that if he is to go on with his intention of taking over the department, some one else will have to do everything required to get it ready for him to step into. Dr. Bensley, who is his best friend at the University, has suggested to him that he give up his practice now and spend his time at the University in surgical research, but he has not been inclined to do this.

There has been a good deal of doubt, both in the University and outside, as to whether Dr. Lewis will ever actually take over his duties. I know that he has recently been considering the acceptance of the Professorship of

The University of Chicago

Department of Medicine

Feb. 16, 1954

Dear President Burton:

I approach this subject with considerable reluctance, and I mention it only because I feel that you should be fully informed at this time.

There is a growing dissatisfaction, not peculiar to myself, with respect to the attitude of Dr. Jean Lewis, and a growing doubt as to his suitability for the position of the University in medical education.

Whatever may have been the past history of the situation, it is certain that at present Dr. Lewis is taking no interest at all in the progress of the department, and that not only has he offered nothing constructive, but that through holding his appointment he has prevented our seeking advice as to surgery from someone that would be easily available.

I have already told you that the Committee on Organization has never met. Dr. Jordan and I went downtown to the University Club on three successive Mondays to keep appointments with Dr. Lewis, none of which he kept. Partly on account of this, but largely on account of the fact that on the occasions when I did see Dr. Lewis he showed no signs of interest in our problems. I abandoned any further attempts at holding meetings of the Committee.

Furthermore, the combined efforts of Dr. Jean and myself have not been sufficient to get any response from Dr. Lewis in the matter of planning for his department. He has repeatedly broken engagements with us, and when he has appeared he has contributed nothing, having always left the conversation into irrelevant details, so finally succeeded in getting something from him in the way of plans, but I have learned that Dr. Thumwater prepared them for him, and that he naturally had to do it without any knowledge of what he was driving at.

It is clear that Dr. Lewis' present interests are not such as to make him an ideal Professor of Surgery. It also appears that if he is to go on with his position of taking over the department, some one else will have to do everything required to get it ready for him to step into. Dr. Penhag, who is his best friend at the University, has suggested to him that he give up his position now and spend his time at the University in a different position, but he has not been inclined to do this.

There has been a good deal of talk, both in the University and outside, as to whether or not Lewis will eventually take over the position. I know that he has recently been considering the acceptance of the position.

Surgery in the University of Wisconsin, and it was reported here that he had accepted, although I do not believe that the report is true. His best friends in the city, however, do not believe that he will take up the duties of his Professorship..

I do not believe that the present situation has anything to do with personal difficulties, so far as Dr. Lewis and myself are concerned. Our personal relationships have been most pleasant, but when we meet we never discuss the University. I have given up trying to discuss it with him, and he never brings up the subject, or appears to be interested.

I present this matter for information only, and I am sure that you will appreciate my reasons for a procedure which may appear to be unorthodox.

Very truly yours,

Franklin D. McLean

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that he had accepted, although I do not believe that the report
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I have given up trying to discuss it with him, and he never
brings up the subject, or appears to be interested.

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am sure that you will appreciate my reasons for a procedure
which may appear to be unorthodox.

Very truly yours,

Charles L. Wilson

M 2

The University of Chicago

Department of Medicine

Feb. 16, 1924

Confidential.

Dear President Burton:

As I telegraphed you yesterday my conference with Mr. Flexner was very satisfactory. He recognized the necessity of providing adequately for the Departments of Medicine, Surgery, Pathology, and Physiology, Physiological Chemistry, and Pharmacology, and is prepared to support a building scheme which will include all of those departments. He recognizes the fact that this will involve between \$4,000,000 and \$5,000,000 for building alone, and is prepared to recommend that the General Education Board and The Rockefeller Foundation each contribute \$1,500,000 towards the next \$5,000,000 to be raised. In order that the progress on building should not be delayed by the necessity of having to wait for the completion of this sum, he is prepared to recommend at once that the \$2,000,000 already in the hands of the University be made available for building purposes. He also gave me his personal pledge that the needs of the Department of Medicine would be adequately met.

I personally feel that Mr. Flexner's imagination is fired by the attitude of the University in this developement, that it represents the type of progress he is at present interested in, and that as long as we continue to progress on forward lines we shall have his enthusiastic support. From what he said I believe too that Mr. Rockefeller, Jr. and Mr. Gates are in the same position. Of course none of the above represents a commitment on his part, or that of the board, but it does give us a definite ground on which to build our outlook.

I am enclosing some letters dealing with specific problems before us. Some of these I naturally approach with some reluctance. My original intention was not to bring these matters before you until I could do so in person, but I believe that it is of importance that you should be fully informed while you are in New York.

With best regards to you and to Mrs. Burton, I am,

Very sincerely yours,

Franklin C. McLean

Feb. 16, 1924

Confidential

Dear President Burton:

As I telegraphed you yesterday my conference with Mr. Finner was very satisfactory. He recognized the necessity of providing adequately for the Departments of Medicine, Surgery, Pathology, and Physiology, and is prepared to support a building scheme which will include all of these departments. He recognized the fact that this will involve between \$4,000,000 and \$5,000,000 for building alone, and is prepared to recommend that the General Education Board and The Rockefeller Foundation should contribute \$1,500,000 towards the next \$3,500,000 to be raised. In order that the progress on building should not be delayed by the necessity of having to wait for the completion of this sum, he is prepared to recommend at once that the \$2,000,000 already in the hands of the University be made available for building purposes. He also gave me his personal pledge that the needs of the Department of Medicine would be adequately met.

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I am enclosing some letters dealing with specific problems before us. Some of these I naturally discuss with some reluctance. My original intention was not to bring these matters before you until I could do so in person, but I believe that it is of importance that you should be fully informed while you are in New York.

With best regards to you and to Mrs. Burton, I am,

Very sincerely yours,

Frederick C. McLean

M2
Harold H. Swift
Union Stock Yards
Chicago

February 16, 1924.

Dear Mr. Burton:

Dr. McLean is just back from his trip East and reports a very satisfactory conference with Flexner, who makes the following suggestions:

That the two Boards designate as applicable to building the 2 million dollars which they have jointly paid to the University; and that we then start out on a new program to raise 5 million dollars, of which the two Boards shall supply 3 million, leaving us 2 million additional to raise.

McLean saw Arnett in New York and talked to him in general about the project but no figures were mentioned. He then went to Atlantic City to see Flexner, who suggested the above, so that McLean doesn't know whether or not Arnett and Flexner are agreed upon it.

The above sounds well to me and if you can get Flexner and Arnett committed to it, it might be well to do so. On the side, you might discuss with Arnett whether the additional 5 million total will do the thing that we now all are agreed is necessary, pointing out that you want Trevor's full support in figuring out the amount of money necessary so that we shall not again get into a program where the finances involved won't do the job. I talked to him in general along this line when he was here and found him in a receptive mood. If it is agreed that 5 million will do the job, well and good; otherwise, Arnett may agree to champion the idea of their giving 4 million out of 6 rather than 3 out of 5.

McLean said that Flexner was pleased with the present conception of the hospital which includes housing of Physiology,

Physiological Chemistry, Pharmacology, etc.; that while there might be some changes of plans, yet in general the conception is satisfactory.

Since McLean seems to have accomplished so much of the above, perhaps this will change their attitude of bringing something from us before their February meeting, and they might now prefer to bring up the medical proposition at this time so as to have that cleared away and not have it bobbing up at their May meeting with other matters in connection with our financial campaign. You will know how much to push this matter.

Also, while I would not tell them so, and while it looks only a possibility and not a probability to me, yet I think we might get some more money from the Billings and Ruddock families, so that instead of specifically stating that the 2 million already given "shall be for building," the phraseology should be "may be used for building if the University so desires."

Yours cordially,

Harold H. Swift

Original to Commodore Hotel, N.Y.
Copy to Southern Pines - Special Delivery

Harold H. Swift
Union Stock Yards
Chicago

February 16, 1924.

Dear Mr. Burton:

I don't know whether a question that is in Dr. McLean's mind has yet come to your attention but I will try to put it forth because I know he has mentioned it to both Arnett and Flexner and if they mention it to you, you of course should know what they are talking about. His point is that in hospitals as at present conceived, the superintendent is the big factor - practically a czar of the establishment, while in University work the department head is the boss and every one works toward the ends he has in mind. Thus, as at present conceived, patients are moved about and even brought into the hospital or discharged at the convenience of the hospital administration rather than in accordance with the educational requirements of the situation.

The criticism is not a protest against Dr. Seem, whom McLean says is as good as anybody he knows in the line, nor is it an attempt to get additional power on McLean's part, but it is rather a recognition of the University's reason for running a hospital, which would indicate that the administration thereof should be dictated by the educational needs rather than the mere business efficiency.

McLean is considering physical ways of expressing this point as well as by regulation. He even pointed out that it would improve the morale and technique of the separate departments in the hospital if each could have what would appear a separate building, connected only on the main floor, thus showing independence rather than the different departments simply being assigned rooms along a corridor with no indication as to where Physiology left off and Surgery began, etc. He sees, of course, practical reasons why his suggestion could not be carried out

literally, but he considers the point real enough to ponder over and to try to express in a way that shall not work too great a handicap on administration.

This purely for your thinking. There is no doubt you will hear more of it.

Yours cordially,

Harold H. Swift,

Original to Commodore Hotel, N.Y.
Copy to Southern Pines - Spec.Delivery.

M3a

The University of Chicago

Department of Medicine

Feb. 16, 1924.

Dear President Burton:

I am considerably disturbed by the question of hospital administration, in so far as it affects the clinical departments of the University. Let me say at the outset that this is not due to any personal differences with Dr. Seem, or to any failure to work harmoniously with him. It is simply that the aims and purposes of the profession of Medical Directors of hospitals are incompatible with the purposes which we have set about to achieve.

In working on the revision of the statutes I took it for granted that the University had committed itself to the type of organization which Dr. Seem represents, in appointing him as Director of the Hospital, and felt that the most we could do would be to work as well as we could with that handicap. The attitude of the Senate Committee, and talks I have had with Mr. Swift and Mr. Arnett, have encouraged me to believe that the matter should not be considered as settled, and I am accordingly presenting the problem to you.

In the history of medical education in this country clinical teaching has, for the most part, been done in hospitals established primarily for the care of the sick, and under control of a separate board of trustees. The clinical departments have been guests in these hospitals, and the successful working out of the plan has depended very largely on the personal relationships involved. Out of this there has grown the profession of Medical Director, his function being the administration of the hospital, and the making of adjustments necessary for the carrying on of teaching. He thus represents the trustees of the hospital, as against the interests of the medical school concerned, and he usually wields autocratic authority, which he uses more or less wisely according to his own lights.

As a class, these Medical Directors are quite self-conscious, anxious for authority, and jealous of their prerogatives. In so far as Dr. Seem is concerned I should simply say that he is a typical representative of the class, and that his training with the man who is generally considered as the arch-type of the class has done nothing to give him a point of view which differs from the others of the class. You can probably enlighten yourself as to his attitude by a brief conference with him on the subject of just what he conceives his position in the scheme to be, so that I need not develop this side of the matter further.

The matter is made acute at the present moment by the state of the building plans. We have attempted to work

150

The University of Chicago

Department of Medicine

Feb. 10, 1924

Dear President Burton:

I am considerably disturbed by the question of hospital administration, in so far as it affects the clinical departments of the University. Let me say at the outset that this is not due to any personal differences with Dr. Dean or to any failure to work harmoniously with him. It is simply that the aims and purposes of the profession of Medical Directors of hospitals are incompatible with the purposes which we have set about to achieve.

In working on the question of the situation I look it for granted that the University had committed itself to the type of organization which Dr. Dean represents in appointing him as Director of the Hospital, and felt that the most we could do would be to work as well as we could with that handicap. The attitude of the Senate Committee, and talks I have had with Mr. Swift and Mr. Arnett, have encouraged me to believe that the matter should not be considered as settled, and I am accordingly presenting the problem to you.

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In a class, these Medical Directors are quite self-conscious, anxious for authority, and jealous of their prerogatives. In as far as Dr. Dean is concerned I should simply say that he is a typical representative of the class, and that his training with the men who are generally considered as the anti-type of the class has done nothing to give him a point of view which differs from the others of the class. You can probably enlighten yourself as to his attitude by a brief conference with him on the subject of just what he conceives his position in the scheme to be, and what I need not develop this side of the matter further.

The matter is made acute at the present moment by the state of the building plans. We have arranged to work

out these plans together, and our relations during this stage have been nothing but pleasant. The results, however, are extremely disappointing to me, in that they represent a compromise which I do not believe the University should make. Perhaps I am at fault in not having taken a more positive stand in the conferences we have had, but I have been in the situation of having to give equal weight to his opinions, as neither he nor I understands that I am entitled to give directions to him. Furthermore, he spends his entire time in the architects' offices, and they naturally work under his direction.

The result is that the plans, as they stand at present, represent, to a large extent, a hospital built around its service departments, and laboratories built in conjunction with it, the relations being dominated by questions of stairways and fire-escapes rather than by the educational features involved.

My conception of what the University should build for all time, and irrespective of any persons now involved, is a series of buildings to house the departments concerned. As we are concerned for the moment with the Departments of Medicine and Surgery, so far as taking care of patients is concerned, I shall discuss my conception of the hospital from the point of view of those departments. The conception will hold equally well for the addition of any further clinical departments.

The Department of Medicine should have a building which will house its laboratories, class-rooms, and the administrative features peculiar to the Department. The same building should house the patients which are the material for teaching and investigation in the Department, and the resident staff which is required for their proper care. The same applies to the Department of Surgery. When the building is occupied it should be entirely under departmental administration, and the department should be responsible for the entire budget, for the care of patients, as well as for the conduct of its teaching and investigation.

In a suitable location there should be housed the service departments which are to serve these departments and all others to be added. Some services are already established in the University, others will require to be added. In every case, however, it should be recognized that service only, not administration, is what is required. To coordinate the various services required in the handling and feeding of patients, and in collecting of bills, etc., some one will be required whose job it is to supervise, or to coordinate these services. His function should be clearly understood to be that of service, just as that of the purchasing agent is understood, and he should not have the authority, expressed or implied, of interfering with the affairs of the department, in the care of its patients, or otherwise.

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In other words the Department, and not the Hospital, is the unit, just as, in our conception of the School of Medicine, the Department is the unit, and not the School.

It is true that for the purposes of the public the hospital will appear as a unit, just as we must provide a medical school for purposes of simplicity in our dealings with the outside world. To this end there should be an entrance which is recognized as the hospital entrance, and from which patients and visitors are directed to the proper unit. Furthermore, patients applying for treatment should not be themselves required to make a choice as between departments, but should apply at a sorting station which will keep the records of the patients in common, collect fees, register patients, and refer them to the proper departments. There is thus, in the eyes of the public, a hospital to which are admitted various sorts of patients; in our eyes there are several departments which take care of and study these patients.

It is clear that under this conception the duties and authority of the Medical Director vanish. *any of them* Consequently it is to be expected that ~~they~~ will oppose the adoption of any such scheme. It seems to me, however, that we should not perpetuate a scheme of organization which has grown out of a conception of the hospital which is not the conception of the University in building for its clinical departments. I may say that this conception is not new to me. It is already in practice in the majority of German Universities, as a matter of course. In this country it is in practice, as the result of accident, in the case of the Departments of Pediatrics and Psychiatry at Johns Hopkins, and in the case of the Department of Pediatrics at Washington University. The conception has simply not been applied in this country to a department of medicine or surgery. We have it in mind for the department to be maintained for psychiatric research by the Sprague Institute, on account of the separate funds for that purpose, but we have not yet adopted the principle for our major departments.

For the difficulties involved at present, in the preparation of building plans, I will refer you to the marked passage in Dr. Cole's article on "The University Department of Medicine. To carry the analogy a step further, the present situation is much as though one would entrust the building of the new library building to the Superintendent of Buildings and Grounds.

I hesitate to make any suggestion as to how the present situation should be dealt with. I would suggest, however, that you discuss the question while in New York with Mr. Arnett, Dr. Cole and Dr. Cohn. I hope you may also have an opportunity of talking over the question with Mr. Abraham Flexner, though I do not know whether you expect to see him this week or not. If you are then satisfied that the scheme I have presented is the logical one for the purposes of the University, I would suggest that, on your return to Chicago, you satisfy yourself personally as to whether Dr. Seem is likely to be the one to carry out the functions involved in

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the correlation of the services involved. If he is not, you will be the best judge as to the next steps to be taken.

In the meantime I shall make an effort to have the plans revised in accordance with my ideas, and with the suggestions I got from Dr. Cole, Dr. Cohn, and Mr. Flexner.

Very truly yours,

Franklin C. McLean

M2
DR. FRANKLIN C. MCLEAN
5466 CORNELL AVENUE
CHICAGO, ILLINOIS

Feb. 17, 1924

Dear President Burton -

One more point I neglected to mention in my letters of yesterday. I believe you might find it interesting to discuss the question of a chair in the History of Science with Mr. Flexner, and I am sure that he can give you some illuminating facts as to the intellectual qualifications of those at present engaged in the teaching of medicine.

I do not believe that this matter is sufficiently matured for us to request support from the General Education Board, but I believe that you will find Mr. Flexner sympathetic, and you may be able, informally, to agree upon a method of procedure. I know that Mr. Flexner thinks, as I do, that it is of importance in the progress of medical education.

Sincerely,

Franklin C. McLean

The University of Chicago

Department of Medicine Feb. 23, 1924

Dear President Burton;

I am returning your manuscript with some suggestions. I shall be glad to talk them over with you and I may possibly wish to suggest some more changes.

In general, the first part seems to me to be weak, the remainder excellent. It would vastly improve the paper to strike the higher level from the first.

I refer specifically to the reference to proprietary medical schools, which is no longer a debatable nor an important question. The tone of this reference is not in keeping with the rest of the paper. Nor do I regard it as necessary to refer to other types of schools than the University School of Medicine. Such reference at the present time would most likely take the form of an apology for these schools, as it does in your paper, and I am not sure that such apology is wise.

I believe that you should also include, as an important function of the University School of Medicine, the stimulation of medical thought. It may be pointed out that the progress made in any field depends not only on the actual discoveries made, but on the quality of thought in that field, and that the very discoveries themselves are the result of that thought. One may refer to Newton, Galileo, Bacon, Claude Bernard, and Pasteur in this connection, pointing out the influence which they have had on science through their contributions to thought. The University School of Medicine should make a conscious effort to break away from tradition, and to found its sciences on a sound basis.

To quote from Lord Bacon (Novum Organum)

"It is idle to expect any great advancement in science from the superinducing and engrafting of new things upon old. We must begin anew from the very foundations, unless we would revolve for ever in a circle with mean and contemptible progress"

At the end I have appended some thoughts which you may wish to include, especially since this paper will have somewhat general acceptance as a statement of the policies of the University of Chicago.

Very truly yours,

Franklin C. McLean.

February 26, 1924.

My dear Dr. Lewis:

I have come back from New York with what I am sure you would agree with me is very good news for the University of Chicago, and especially for all of us who are as deeply interested as you and I are in the development of our Medical School. The obstacles which seemed for so long a time to impede our progress are apparently all now being removed. The officers of the Education Board, from being interested in the development of our Medical School but hesitant to act, are now positively enthusiastic about our situation and progress. They have themselves proposed to remove all restrictions upon the use of the money contributed by them in order to set us free to go forward in the planning and erection of our buildings without embarrassment, and Dr. Vincent of the Rockefeller Foundation is prepared to recommend the same course to his Board.

In thus releasing the two million dollars given by them from the restriction that it must be used for endowment, they, of course, fully recognize that other endowment to an even larger amount must be provided, and they have accompanied their proposal for release with their

Personal

February 26, 1934.

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personal assurance that they will recommend to their Boards a gift of three million dollars toward a total of five million additional to all previous gifts. I am not certain that a vote to this latter effect will be taken at their meeting which is held this week, but the assurance of the officers makes it entirely certain that the vote will be taken in the very near future.

While this imposes upon us the obligation to secure additional gifts of two million dollars in order to secure the gift of the New York Boards to the amount of three millions I have no doubt whatever of our ability to meet this condition. This sum of five million dollars added to that which is already in our possession provides us with all the funds which we shall need for the near future and the eventual fulfilment of our dreams.

I greatly appreciate the patience and loyalty with which you have stood by our enterprise through the tedious period of waiting, and I am very glad to give you the good news among the very first to whom I am communicating it.

I should like to have a talk with you about the whole situation in the very near future. I am, of course, very crowded this week after my month's absence, especially in view of the fact that Mr. Swift is leaving the end of

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the week to be gone nearly a month. I have occasion, however, to go down town Saturday morning and should be glad to have you take lunch with me at the University Club at one o'clock if this is a possible hour for you.

Awaiting your reply, I am

Sincerely yours,

Dr. Dean D. Lewis,
5757 Kenwood Ave.,
Chicago, Ill.

EDB:CB

Personal

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Sincerely yours,

Dr. Dean D. Lewis,
5757 Kenwood Ave.,
Chicago, Ill.

EDB:CB

The University of Chicago

Department of Medicine

Feb. 27, 1924

M3

Dear President Burton:

I am enclosing, for your information, a copy of
a letter which I have just received from Mr. Flexner..

Very sincerely,

Franklin C. McLean

The University of Chicago

Department of Medicine

Feb. 27, 1934

Dear President Burton:

I am enclosing, for your information, a copy of
a letter which I have just received from Mr. Flickner.

Very sincerely,

Franklin M. Jones

February 23, 1924

M3

Dear Dr. McLean:

I am tremendously grateful to you for the thoughtfulness and candor with which you comment on my chapters. I have read your letter hastily and without looking at the manuscript, so that I cannot tell how much change is going to be required, but that is not the point with which I am at present concerned. I should like to get precisely the kind of comments that this letter of yours contains and, in addition, any detailed assistance as to wording and arrangement that you can give. With this in mind, I am returning to you Chapter II, and I may add that you may keep the successive chapters until you are ready to send back the whole batch. But don't keep copies, for I'll send you the whole in bound proof within a month.

I had a couple of hours with President Burton the other day---very satisfactory from every point of view. I reviewed with him the various points which you and I had discussed and others which lay in my mind regarding both medical and general university policy. He told me the present situation of the Meyerhof matter and I am sure his method of procedure is correct. Meanwhile, Simon continues to reiterate his view of the importance of the subject. I also talked with Dr. Burton about surgery and pediatrics, telling him that at your suggestion I would see Hess in order to ascertain whether he would be willing to consider the subject. I have no doubt that Dr. Burton will tell you anything of importance that passed between us.

Yesterday morning I had a long talk with Simon, much of which dealt with the points you and I had discussed. You may be sure that he is going to cooperate with you in every possible way in order to make this new enterprise as good and strong as our present resources in men and ideas, as well as money, permit.

Later in the day I had an hour with Hess. I told him that you and I had been speaking informally, and quite unofficially, about the situation in Chicago; that pediatrics was to be organized as a sub-department in medicine with about thirty beds and corresponding laboratory facilities; that you were running over in your mind available men and that he was among the number; and that you would be willing, without any commitment either on your part or his -- for you would be acting without any official authorization from the University -- to talk over with him his ideas, if he thought the opportunity was one which might interest him in case it should come to him. The upshot of our conversation was that he would be glad to talk with you -- both you and he being entirely uncommitted by the fact of the conference. He went on to say that his ricketts work is advancing along the lines of photo-chemistry, and that he has been turning in his mind the possibility of getting a year of work, perhaps with Michaelis, such as will enable him to deal fundamentally with the clinical problems that he is encountering.

I am showing this letter to Mr. Arnett before sending it to you so as to make sure that I have taken no step which in any wise hampers yours and the university's freedom of action. Let me remind you in this connection, as in connection with Meyerhof, that my interest in them, like my interest in you, is all inspired by my interest in the project --- that, and not any personal predilection of any kind, is the only thing that is in my mind.

With all good wishes,

Sincerely yours

(Signed) Abraham Flexner

I am enclosing this letter to you as a gift. It is a letter from a friend of mine, a young man who is now in the army. He is a very good fellow and I hope you will like it. He is a very good fellow and I hope you will like it. He is a very good fellow and I hope you will like it.

With all good wishes,

Sincerely yours

(Signed) Abraham Lincoln

Bensley Feb 29, 1924

File
without
copying M3

1. Make Wells head of Pathology

If he wants to go ~~collaborate~~ to Sprague and
get another head of Path - Wells shd under-
stand this

2. Make Director of Hospitals a part of
the Business Manager's Staff -

3. Make each clinic independent
under control of the Prof - ~~the~~ the
department as Director.

4. Blunder to establish Portland School on
West side at once + to attempt to establish
a full Under grad Sch on South Side

Remedy - Continue such departments
as Obolotries on the West side + send students
don't be in a hurry to make a complete
Med School on the South side.

Portland Sch. will never amount to much

M 2
Harold H. Swift
Union Stock Yards
Chicago

March 1, 1924.

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

Dear Mr. Burton:

There have arisen in my mind recently three questions in reference to Dr. Billings and I enumerate them as follows -- although the first one, you will see, is put into the reckoning merely to withdraw it, provided you agree with me.

1. Some one said that the Billings Hospital subscription was based upon a definite agreement that the General Education Board Funds and the Rockefeller Foundation Funds, subscribed in 1917, and perhaps some other Funds subscribed at that time, would be used as Endowment for the Medical School.

I have read Dr. Billings' letter of gift of January 11, 1917, and have come to the conclusion that this is not the case. There certainly is an understanding that 3 million dollars shall be set aside for Endowment, but I don't see that it is any particularly specified 3 million dollars. Thus, I interpret that provided we secure the permission of the General Education Board and the Rockefeller Foundation to divert their 1917 subscriptions to Building rather than to Endowment, we have the entire right to do so without relation to the Billings Fund, provided we in some other way arrange that 3 million dollars shall be set aside for Endowment.

The pertinent paragraph in the letter of gift reads as follows:

"The proposition of the members of the Billings Family is that \$1,000,000. will be furnished to the University of Chicago for the erection of a Hospital, of approximately 250 beds, for the purpose of teaching and research in medicine. It is understood by the donors that the Hospital will be erected upon ground furnished by the University of Chicago; and that it is the intention of the Board of Trustees of the University to use the income from an endowment fund of \$1,500,000. to provide for the maintenance of said Hospital; and that it is further the intention of the Trustees of the University to use the income from an endowment fund of \$1,500,000. for the purpose of providing salaries for full time teachers in the medical school who will be themselves the Hospital staff. It is also understood by the donors that this gift for a hospital will be in perpetuity."

The question was raised as to whether Dr. Billings' gift provided that the money be expended on the south side of the Midway. I see no reason to think so. You will note in the foregoing paragraph it says, "** that the Hospital will be erected upon ground furnished by the University of Chicago," and doesn't say where.

2. Dr. Billings got home last evening. I think it is very important that Dr. McLean should discuss with him the plans promptly and get his approval of them, both as to layout and as to location on the lot. When I last talked to Dr. McLean his plan was to put the main part of the hospital, i.e. Medicine and Surgery, well back into the center of the lot and going six or seven stories high, - this to be the Billings Hospital, and permitting of other lower buildings around it. This plan seems to me particularly desirable inasmuch as it leaves free for the Specialties much important and valuable frontage which should appeal to additional donors and thus make possible gifts of additional buildings. The idea of Mother Medicine and Father Surgery rising to the grand height of seven stories, with their (smaller) children, Pediatrics, Gynecology & Obstetrics, Psychiatry, and Neuro-psychiatry, etc., gathered about them, strikes me very favorably.

Dr. McLean should be cautioned not to say that the Eastern Boards are voting that their 2 millions subscribed in 1917 shall be applied to Building, because this too nearly takes care of the total amount and doesn't leave the proper appeal for more funds from the Billings group. If he mentions it at all, he should simply say that they show a broad spirit of cooperation, are withdrawing technical requirements and leaving us free to go ahead in the best way we know possible; that of an additional 5 million needed, they will probably furnish 3. This paves the way for your later query as to whether the ~~E~~group can provide some of the additional 2 million needed.

As I see it, of the total....5 million, 300 thousand raised in 1917, which now through accumulation of interest has become.....

and the additional.....	6½ million
to be raised, making a fund of.....	5 "
Not over.....	11½ "
and probably much less will go to the Bldg.Fund, leaving for Endowment.....	5½ "
Perhaps one million of this will go to West Side. which still leaves.....	6 "
for South Side Endowment -- thus easily coming within the requirements outlined in Dr. Billings' paragraph above.	1 "
	5 "

3. Think Dr. McLean should do as outlined promptly so that you may go to Dr. Billings, enthusiastically discuss the whole plan and ask him whether the Billings group can provide an additional amount toward the Hospital. This should be done promptly, - trying to get them to agree before other gifts are ^{announced} announced.

In talking to Dr. Billings you should keep in mind that his relatives may have been a little piqued at having to pay their money a good while ago at some inconvenience and yet seeing no real progress accomplished. Your theme, therefore, should be "action at last, and real action!"

Yours cordially, *Harold H. Swift*

Officers

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

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

March 5, 1924

Members

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

Copy to H.H.S.
" " W.E.Post

Dear Dr. Burton:

While I am waiting for a copy of your speech which I am to send to Dr. Buttrick, after re-reading it myself, would be it possible for you to send me a copy of the pages in which you give the figures which show the number of medical students in Chicago who have taken more than the required minimum? That is a very interesting statement, and I am inclined to think the most creditable one of its kind that could be obtained in this country.

I cannot tell you how happy I was to hear that speech. I feel that I am relieved of all further necessity of speaking on medical education. I leave that topic hereafter to younger men like yourself.

Always sincerely yours,

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Abraham Flexner

March 6, 1924.

Dr. Frank Billings, President
Board of Trustees
Sprague Memorial Institute.

Dear Dr. Billings:

At the meeting of the Board of Trustees of the University of Chicago on February 14th it was voted to erect the Albert Merritt Billings Hospital and the associated buildings for the University Medical School on the north side of the Midway between 58th and 59th Sts. and between Ellis and Drexel Avenues. The decision to erect the buildings at this point instead of, as was formerly expected, on the south side of the Midway facing 60th St., was reached with a view to bringing the Medical School and the Billings Hospital into closer and more effective connection with the buildings of the University devoted to the sciences of Physics, Chemistry, Anatomy etc. It is believed that this present plan will be decidedly in the interest of the development of the Medical School, and it is contemplated that as the School develops additional space will be taken to the north of that which is immediately to be occupied.

May I raise the question whether in view of this change on the part of the University your Board would be willing to consent to a modification of the contract between the University and the Sprague Memorial Institute respecting

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the lan

M2

March 6, 1924.

Dr. Frank Billings, President
Board of Trustees
Sprengel Memorial Institute.

Dear Dr. Billings:

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University of Chicago on February 14th it was voted to
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was reached with a view to bringing the Medical School and
the Billings Hospital into closer and more effective connection
with the buildings of the University devoted to the sciences
of Physics, Chemistry, Anatomy etc. It is believed that this
present plan will be decidedly in the interest of the devel-
opment of the Medical School, and it is contemplated that as
the School develops additional space will be taken to the
north of that which is immediately to be occupied.
May I raise the question whether in view of this
change on the part of the University your Board would be willing
to consent to a modification of the contract between the
University and the Sprengel Memorial Institute respecting

the land to be furnished by the University for the Hospital and laboratories of the Institute?

The paragraph of the contract as it now stands reads, I believe

"(1) The University will furnish free of rent the use of the ground suitable and adequate for the hospital and laboratories above referred to in which the Sprague Memorial Institute shall conduct its research work, such location to be in connection with the Medical School of the University between Sixtieth and Sixty-first Street and between Woodlawn and Ellis Avenues."

I should suppose that all that would be necessary would be an agreement to be attached to the present contract consenting to the omission of the words "between Sixtieth and Sixty-first Streets and between Woodlawn and Ellis Avenues".

If agreeable to you I should be glad to have such a supplementary contract prepared for submission to your Trustees, or have it prepared by your attorney as you may prefer.

Very truly yours,

EDB:CB

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and laboratories of the Institute?

Dr. Frank Billings, President
Board of Trustees
George Memorial Institute.
reads, I believe

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EXCERPT FROM MR. RYERSON'S LETTER OF MARCH 7, 1924. (M2)

Copy-Mr. Dickerson

As to the designation of the funds contributed to the Medical School, referred to in your last letter: I am convinced that in every case the word "graduate" was intended to mean graduate with reference to the degree of M.D., and that the funds so designated should be applied to the maintenance of the "Post-Graduate" School to be established on the West Side.

The word was so used by me in offering my contribution. Before designating more fully the memorial feature of this gift I should like to consult you and Dr. Billings on my return to Chicago.

M 2

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

March 8/24

President Burton: The three

letters from

Harold H. Swift

Charles H. Swift

Harold H. Swift, Executor

have been filed among
special agreements and
other similar documents
in the locked files in the
vault of the Auditor's
Office

J. Dickerson

Managers

President Johnston
The Trustees

Letter from

Honorable Mr. Johnston

Charles Johnston

Honorable Mr. Johnston

have been for some

special arrangements and

other business documents

in the locked files in the

office of the

Mr. Johnston

one sent to Mr. Swift

M 2
x
M 3a

MEMORANDUM OF CONVERSATION WITH DR. BILLINGS

UNIVERSITY CLUB, MARCH 8, 1924.

1) Reported to him action of New York Board in releasing the University from restriction on use of \$2,000,000 given by them. Did not report their action on full time plan.

2) Discussed state of affairs in reference to Rush Medical College and University of Chicago.

a) Agreed to ask Dr. Irons to call a meeting of Medical Faculty Committee for March 15th.

b) After this meeting to call meeting of Joint Committee of four institutions.

3) Informed him that McLean would bring him the plans of Billings Hospital soon.

4) He raised the question about the Billings Library and said he did not want to hamper the University in reference to location of these books, though he thought there ought to be a reference library in the Hospital, and evidently hoped the Billings Library could be in the Billings Hospital. I told him that was our present expectation, but raised the question whether we were at liberty to remove volumes from it to the General Library or elsewhere according to needs, to which he replied "Of course".

5) He expressed the opinion that we should have to modify--not abandon--the full time plan, in a way to provide a pavilion for the private practice of the staff a) for their own profit, b) for the sake of the contacts with the city and making friends for the University. He said that in Peter Bent Brigham, Cushing and Christian each has 15 beds for private practice and there is no trouble. I quoted Wilbur's plan--no office outside the Hospital as the only restriction, which he approved.

6) I told him of my wish that we could raise the additional \$2,000,000 at once, but he said this could not be done till we had something to show for what we had raised, adding that perhaps building Rawson or having our own under way would be enough. I asked if his family would give any more, and he said not at present, not till we had something to show, but added that then he would be willing to ask them for more.

He volunteered the statement that if we had arrived where we now are two years sooner, we could have had the Ward \$4,000,000 and another \$1,000,000 of which he had definite knowledge.

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Memorandum to Mr. Billings

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M

M 3a
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The University of Chicago

Department of Medicine

M 2
Sent from PRESIDENT'S OFFICE

MAR 11 1924

to Mr. Butler

Upon return send to FILE

Received files MAR 13 1924

March 10, 1924

President Ernest D. Burton
University of Chicago
Chicago, Illinois

My dear President Burton:

For your files I am inclosing a
copy of a letter sent by special delivery
to Dr. Lewis on Saturday, March 8th.

Sincerely yours,

Franklin C. McLean

FCMcL/NG

The University of Chicago

Department of Medicine

March 10, 1934

President Ernest D. Burton
University of Chicago
Chicago, Illinois

My dear President Burton:

For your files I am inclosing a
copy of a letter sent by special delivery
to Dr. Lewis on Saturday, March 8th.

Sincerely yours,

Franklin C. Johnson

FCJ:MG

Copy

March 8, 1924

Dr. D. Lewis
5757 Kenwood Avenue
Chicago, Illinois

Dear Dr. Lewis:

I am considerably disturbed by my failure to keep in close contact with you during the present stage of the working out of our plans for the development of the clinical departments at the University. Without regard to the reason for that failure the record of what we have been able, or rather unable, to do by mutual effort during the past three months speaks for itself.

The whole situation is at present in a most critical stage. Money is available to begin building operations at once and further delay will be due only to our failure to supply the ideas and conceptions and detailed information which the architects require for completing their plans.

Even more important than this is the necessity of arriving at decisions regarding policy which are of vital moment to our progress.

It seems to me that it is of the highest importance that we should meet frequently for a free exchange of ideas and for detailed work on the plans. Without such meetings it seems to me that our future progress will be indefinitely delayed.

If you agree with the above and if you will suggest some method by which we can meet frequently and informally, I shall be glad to adopt your suggestion. My time is at your disposal in this respect.

Sincerely yours,

(signed) Franklin C. McLean

FCMcL/NG

March 10, 1924

President E. D. Burton
University of Chicago

Dear Pr. Burton:

As reported to you by telephone, Dr. McLean and I were very much pleased with our visit to Mrs. George W. Dixon, Chairman of the Central Council for Nursing Education. Miss Evelyn Wood, the Executive Secretary, was present also. She is a woman of broad experience in nurses training, in whom the University may be interested later on if work is organized on the campus.

We reported to Mrs. Dixon that we came to say that "the University continues to be deeply interested in the problems of nurses education and that it would be glad to have the continued interest of the Council (this was in connection with the letter of the late Miss Martha Wilson, which I showed to Mrs. Dixon)". We added that the University's plans had not crystallized as yet, that it was considering various alternatives, and that we could not give any definite assurances now, but we could say that the University would view the problem in any event from the point of view of the bettering of the educational facilities for nurses.

We received a very cordial response, all that could be desired.

It is to be noted that nothing was said either in regard to the West Side training schools or in regard to the need of endowment funds. Nor was reference made by us to any "committee"--it was sufficient to speak of the University.

I am inclosing a further statement regarding the need of some decision as to a reply to the inquiries from the West Side training schools concerning the outcome of the recent negotiations.

I am, Yours sincerely,

Julius Steffy

JS/MS

Copy to Dean Tufts

March 10, 1934

President E. D. Burton
University of Chicago

Dear Mr. Burton:

I am very much pleased to hear that the
National Council of the Central Council for Nursing
Education, Miss Evelyn Wood, the Executive Secretary,
was present at the meeting. She is a woman of broad experience
in nursing training, in whom the University may be later
called later on if work is organized on the campus.

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any definite answer now, but we would say that the
University would view the problem in any event from the
point of view of the bettering of the educational facilities
for nurses.

We received a very cordial response, all that could
be desired.

It is to be noted that nothing was said either in
regard to the East Side training school or in regard to
the need of endorsement from the University side by us
to any "committee" - in fact we were in accord with the Univer-
sity.

I am including a letter from the East Side training school
of some date, which is a reply to the inquiries from the
East Side training school concerning the status of the
recent negotiations.

I am, yours sincerely,
Julius B. Gifford

Very truly,
Copy to Dean Tolpe