

- 1924 June 23 -- Pres. Burton "en route" to N. Butler, saying he has mailed to Dr. Seem letter saying he has recommended salary raise (as Supt. of Hospitals) and cordially hopes Dr. Seem will stay with us; Butler to phone Dr. McLean (longhand letter)
- June 26 -- N. Butler, as Sec. to Pres., to Dr. McLean, as per directions above, telling him content of Burton's letter to Dr. Seem (copy)
- June 30 -- Dr. Seem to Pres. Burton, informing him of his decision to remain with University instead of going to U of Michigan (longhand letter)
- July 1 -- Dr. Winford Smith to Dr. Seem, returning blue print sent him June 26, and offering some suggestions as to plans; has hired new man for Dispensary (copy)
- July 3 -- Dr. McLean sends Pres. Burton a draft of a proposed agreement between U of C and Chicago Lying-in Hospital, suggesting that it be submitted to Committee on Instruction and Equipment for instructions as to further procedure. (Abstract of proposed agreement attached to letter)
- July 3 -- Pres. Burton to Dr. Dean Lewis, sending a copy of a proposed definition of status and responsibilities of faculty of Graduate School of Medical Science which "we have in mind to adopt," hoping it will be acceptable to Dr. Lewis. Latter part of letter an urgent and severe effort to induce Dr. Lewis to give University matters a definite and substantial amount of his time and attention. (copy) "Suggested policy" attached.
Another copy of same.
- July 5 -- Dr. Lewis's reply to above letter; can devote time to plans but since there are no surgical facilities at University, cannot do anything that would curtail his own surgical plans...Under the circumstances he thinks his resignation should be presented.
- July 7 -- N. Butler to Dr. Seem, conveying, in Burton's absence, the President's satisfaction at Dr. Seem's decision to stay at University (copy)
(cf. Seem letter of June 30)
- July 11 -- Pres. Burton replies to Dr. Lewis's letter of 5th, asking for conference and attempting to clear up what seem to be points of disagreement; does not accept resignation as final. (copy)
Another copy.
- July 15 -- Dr. Lewis replies to above letter, making some statements on policy, but saying definitely that he cannot do anything that will interfere with his own surgery.
- July 16 -- Dr. McLean to Pres. Burton, in regard to revision of By-laws and Statutes. Attached is a copy of "Proposed Revision on the Statutes of the University."
- July 19 -- Pres. Burton to Dr. Dean Lewis, expressing pleasure in outcome of "our conversation of yesterday," and recording point by point his understanding of the agreements reached; apparently hoped matters could be smoothed out and Lewis would take over duties as Prof. of Surgery when Univ. can provide clinical facilities on completion of Billings Hospital (copy)
- July 22 -- Pres. Burton to Mr. Plimpton regarding Dr. McLean's work, studies abroad and vacations (copy)
- July 24 -- Pres. Burton, about to leave for Europe, to Tufts, asking him to acknowledge Dr. Lewis's reply to letter of 19th, to send him (Burton) a copy, and to confer with Drs. Post and McLean.
- Aug. 9 -- Dr. H. Gideon Wells to Dean Tufts in regard to conference with Dr. McLean on nursing education and plans for same.
- Aug. 9 -- A letter that should precede the above one of same day; on same subject
- Aug. 11 -- Dr. McLean to Mr. Tufts in regard to funds and expenditure for nursing education
- Aug. 11 -- Dr. Seem requests permission to visit Rochester, Minn., Cleveland, O., and Erie, Pa., to consult with authorities on nursing education.

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- July 7 -- N. Butler to Dr. Seem, conveying, in Burton's absence, the President's satisfaction at Dr. Seem's decision to stay at University (copy)
- (of Seem letter of June 30)
- July 11 -- Pres. Burton replies to Dr. Lewis's letter of 8th, asking for conference and attempting to clear up what seem to be points of disagreement; does not accept resignation as final. (copy)
- July 15 -- Dr. Lewis replies to above letter, making some statements on policy, but saying definitely that he cannot do anything that will interfere with his own surgery.
- July 18 -- Dr. McLean to Pres. Burton, in regard to revision of By-laws and Statutes. Attached is a copy of "Proposed Revision on the Statutes of the University."
- July 19 -- Pres. Burton to Dr. Dean Lewis, expressing pleasure in outcome of "our conversation of yesterday," and recording point by point his understanding of the agreements reached; apparently hoped matters could be smoothed out and Lewis would take over duties as Prof. of Surgery when Univ. can provide clinical facilities on completion of Billings Hospital (copy)
- July 22 -- Pres. Burton to Mr. Phipps regarding Dr. McLean's work, studies abroad and vacations (copy)
- July 24 -- Pres. Burton, about to leave for Europe, to Tutts, asking him to acknowledge Dr. Lewis's reply to letter of 18th, to send him (Burton) a copy, and to confer with Mrs. Post and McLean.
- Aug. 2 -- Dr. H. Gibson Wells to Dean Tutts in regard to conference with Dr. McLean on nursing education and his for same.
- Aug. 9 -- A letter that should precede the above one of same day; on same subject
- Aug. 11 -- Dr. McLean to Mr. Tutts in regard to funds and expenditure for nursing education
- Aug. 11 -- Dr. Seem requests permission to visit Rochester, Minn., Cleveland, O., and Erie, Pa., to consult with authorities on nursing education.

- 1924 Aug. 12 -- Dr. McLean to Mr. Tufts, stating that in accord with Pres. Burton's letter of July 24, he (McLean) and Dr. Post had nominated Dr. Phemister as temporary consultant on building matters to represent Dr. Lewis, Prof. of Surgery.
- Aug. 16 -- Dr. B.C.H. Harvey, Sec. of Comm. on Grad. Medical School Fees, to Pres. Burton: Committee recommends increase from \$80 per quarter to c. \$100 -- about that in leading medical schools of US.
- Aug. 18 -- Mr. Tufts to Dr. McLean, stating that Board has appointed Dr. Phemister (cf. letter of Aug. 12, above.) (copy)
- Aug. 20 -- Dr. Dean Lewis definitely resigns as Professor of Surgery
- Aug. 25 -- Mr. Tufts to Pres. Burton in London, enclosing copy of above letter from Dr. Lewis and asking if action should be taken bef. Burton's return
- Sept. 17-- Telegram from H.H. Swift to Burton in New York in regard to announcement in Herald-Examiner that Dr. Lewis has been appointed Chief Surgeon of U of Ill. Medical School.. "get full situation from Lewis."
- Sept. 19-- H.H. Swift to Pres. Burton in regard to above matter. Suggests that Burton see Dr. Lewis soon.
- Sept. 22-- H.S. Cumming, Surgeon General, Washington, to Pres. Burton, asking if University could offer during coming academic year one or more of the three types of training of "Sanitaricians now employed," as set forth in attached memorandum
- Sept. 25-- Mr. Swift to President Burton; thinks Burton should communicate to Mr. Flexner as to his interview with Dr. Lewis, so that they can proceed to new appointment with Mr. Flexner's knowledge.
- Sept. 29-- Pres. Burton's letter to Mr. Flexner in regard to interview with Dr. Lewis and circumstances of Lewis's resignation; speaks of Dr. Phemister as highly recommended for position. (copy)
- Sept. 30-- Note from Dept. of Hygiene and Bacteriology, saying Dr. Jordan suggests following answer (to Surgeon General's letter of Sept. 22?) as to University's plans for Public Health courses.
- Oct. 1 -- Tufts to Pres. Burton, recommendation for appointment of Dr. Phemister to position of Professor of Surgery, with information as to his qualifications.
- Oct. 2 -- Abraham Flexner to Pres. Burton, appreciative reply to letter of Sept. 29, approving what has been done.
- Oct. 4 -- Pres. Burton invites Dr. Phemister to have lunch with him to discuss "a matter of interest to the University which I hope also will interest you" (copy)
- Oct. 6 -- Dr. Wilber Post to Pres. Burton, relative to Mr. Swift's letter regarding Dr. Phemister.. "my opinion that it is not at all necessary to go further into the question of the trouble with the Chicago Medical Society. That affair has in no way altered the opinion of the best in the profession in this country regarding Dr. Phemister."
- Oct. 10 -- Pres. Burton to Dr. Phemister: postponement of Board meeting on account of death of Mr. Hutchinson gives a little more time for consideration of matter (cf. Oct. 4 above) (copy)
- Oct. 11 -- Dr. McLean to Pres. Burton, in regard to interview with Dr. Phemister regarding appointment; suggestions for conditions of appointment.
- Oct. 17 -- Pres. Burton to Dr. Phemister, announcing his appointment as Prof. of Surgery, and hoping he will accept. (copy)
- Oct. 20 -- Dr. Phemister writes Pres. Burton that he will accept the appointment on the conditions he names.
- Oct. 24 -- Telegram from Dr. McLean to Dr. Burton, saying Dr. Phemister will telegraph him to withdraw his letter, which he thinks ill-advised in the circumstances (cf. Oct. 20)
- Oct. 24 -- Telegram from Dr. Phemister to Pres. Burton, withdrawing letter and asking for interview on Burton's return.
- Oct. 27 -- J.S. Dickerson, Sec. Board of Trustees, to Burton in regard to Phemister's appointment as not complete; has he followed instructions properly?

1934 Aug. 12 -- Dr. McLean to Mr. Tuttle, stating that in accord with Pres. Burton's letter of July 24, he (McLean) and Dr. Post had nominated Dr. Flemlister as temporary consultant on building matters to represent Dr. Lewis, Prof. of Surgery.

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Aug. 18 -- Mr. Tuttle to Dr. McLean, stating that Board has appointed Dr. Flemlister (of letter of Aug. 12, above.) (copy)

Aug. 30 -- Dr. Dean Lewis definitely resigns as Professor of Surgery

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Oct. 27 -- J.S. Dickerson, Sec. Board of Trustees, to Burton in regard to Flemlister's appointment as not complete; has he followed instructions properly?

- 1924 Oct. 31 -- Pres. Burton in New York, acknowledging telegram of Oct.24, and asking Dr. Phemister to meet him for luncheon for further discussion. (copy)
- Nov. 8 -- Dr. McLean in New York to Pres. Burton in regard to invitations from Lying-in and University to Mr. Flexner and Dr. J. Whitridge Williams of Johns Hopkins to come to Chicago to make recommendations as to the best type of union between the two institutions.
- Nov. 8 -- Dr. McLean to Dr. De Lee, regarding fact that Chicago Memorial Hospital trustees are in the market for a site for a hospital on the South Side; thinks it might be possible to sell them the Lying-in's present property and rebuild on Univ. campus. (copy)
- Nov. 14 -- Pres. Burton writes invitation (as Dr. McLean requested) to Mr. Flexner and Dr. Williams to come to Chicago to look over the Lying-in -- U of C situation and give recommendations (copy) (cf. Nov. 8)
- Dec. 3 -- Dr. B.C.H. Harvey to Pres. Burton, saying he is sending copy of report of committees on organization made by Dr. McLean (no report attached)
- Dec. 4 -- Tufts replies for Pres. Burton that Burton approves appointment of committees as recommended by Committee on Organization (copy)
- Dec. 8 -- Long letter from Dr. Phemister to Pres. Burton, after considering matter of appointment fully; gives his ideas on what should be done, and explains certain conditions under which he could not accept. "If I cast ~~my~~ lot with you, I will do all in my power to make the department a success."
- Dec. 8 -- Another long letter from Dr. Phemister saying he will accept "on the following terms," which are stated at length.
- Dec. 8 -- Dr. Phemister to Pres. Burton, after reviewing letters relative to Wieboldt Foundation sent to him, and after discussion with Dr. Shambaugh as to uses to which fund could be put.
- Dec. 15 -- Pres. Burton to Dr. McLean: "The enclosed letters from Dr. Phemister will show that the clouds do not roll away quite as fast as the negro melody might suggest." McLean should await further word before starting to Chicago for consultation. (copy)
- Dec. 15 -- Pres. Burton to Dr. Phemister, reply to letter of Dec.8 stating conditions; asks for a little time to confer with other representatives of University; earnestly hopes they can work out a plan. (copy)
- Dec. 18 -- Dr. McLean replies to Burton letter of Dec.15; will come for consultation as needed.
- Dec. 20 -- Dr. Seem to Pres. Burton, asking authorization to proceed with development of the plans for a Nurses' Home.
- Dec. 23 -- Pres. Burton to H.H. Swift, suggesting that a meeting of the Medical Committee be called to take up certain matters mentioned. (copy)
- Dec. 30 -- Dr. McLean to Pres. Burton, saying authorization for plans for Nurses' home should be given
- Dec. 30 -- Note attached to above letter says Pres. Burton recommends that authority requested be given (cf. above) (copy)
- N.d., but note Summer 1924 at top: Report on Medical Program, Building Program,
- 1925 Jan. 9 -- Appointment of Dr. Phemister on conditions stated "Not presented" Attached is copy of note on Dr. Phemister's acceptance, with full explanation of conditions.

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saying Dr. Phemister to meet him for luncheon for further discussion.
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explanation of conditions.

also see:

Rush Medical 1924

Gifts (Medical)

also see:

1954, Fairbairn and
(Fairbairn) 212

En route June 23/1924

M 3a

Fr 0234

My dear Dr. Butler,

I have just mailed to Dr. Selem,

our Supth of Hospitals the following letter-

"Having considered the situation that you presented to me yesterday, I am writing to say that I should be glad to recommend to the Com. on Instruction & through them to the Board of Trustees that your salary as Supth of Hospitals be increased from \$6000 to \$7000 with continuance of living allowance as ~~before~~ heretofore. This is our cordial wish that you remain with us & I hope that you will see the benefit that this is for your interest also.

Very truly yours
Emmett S. Butler

Please telephone Dr. McLean that I have so written & place this letter in the folder for the July.

Board.

EDB

⊗ Please ascertain whether Dr. S. received by letter. If not send him copy

M 3a

June 26, 1924

My dear Dr. McLean:

On the train going to New York a few days ago, the President wrote a letter to Dr. Seem. The President sent me a copy of the letter, asking me to tell you that he has written. In substance the letter informed Dr. Seem that he is recommending to the Committee on Instruction, and through them to the Board of Trustees, that Dr. Seem's salary as Superintendent of Hospitals be increased, and expressed the cordial wish of the President and the Board that he remain with us, and the hope that he will be able to feel that this is for his own interests also. I am sending this word to you, as I have already intimated, at the request of the President.

Very truly yours,

Secretary to the President.

Dr. F. C. McLean
The University of Chicago

NB/R

M 30

June 26, 1934

My dear Dr. Holman:

On the train going to New York a few days ago, the President wrote a letter to Dr. Seem. The President sent me a copy of the letter, asking me to tell you that he has written. In substance the letter informed Dr. Seem that he is recommending to the Committee on Instruction, and through them to the Board of Trustees, that Dr. Seem's salary as Superintendent of Hospitals be increased, and expressed the cordial wish of the President and the Board that he remain with us, and the hope that he will be able to feel that this is for his own interests also. I am sending this word to you, as I have already indicated, at the request of the President.

Very truly yours,

Secretary to the President.

Dr. F. C. Holman
The University of Chicago

MB/H

Harb M3a
University Club of Chicago

June 30, 1924.

My dear Pres. Burton,

I wish to thank you for your letter of July 23rd and to tell you that I appreciate that which you have expressed in it.

To withdraw at this time from a project in which I have been engaged for five years and in which I have a very real interest would be with feelings of reluctance and considerable regret. I have therefore written to the authorities of the University of Michigan of my decision to remain with the University of Chicago.

Again expressing my thanks and appreciation to you, I am

Very truly yours

Ralph B. Seem

University of Chicago

June 30, 1948

My dear Mr. Brewster,

I wish to thank you for

your letter of July 2nd and to tell
you that I appreciate that which
you have expressed in it.

I will be at the time

and a project in which I have

been engaged for four years and

in which I have in my mind

it would be with feeling of

interest and commitment.

I am therefore, in the

interest of the University of

Chicago of my desire to remain

with the University of Chicago.

I am offering my thanks

and appreciation to you, I am

Very truly yours

Robert B. Beeson

M3a

Will

July 1, 1924

Dr. Ralph B. Seem,
230 S. Clark St.,
Room 1838,
Chicago, Illinois.

Dear Deem:

I received your letter of the 26th enclosing a blue print which I herewith return. Baetjer is away, but I have made certain suggestions which I think would be in accordance with his suggestions, judging from his advice with reference to the Nashville plans.

I would suggest cutting down the size of the work room slightly, moving over the dark room, thereby making it possible to put your machine room of the same size parallel with the outside wall, which will enable you to get in two dressing rooms in connection with these two X-ray rooms, which I am sure are very desirable. With these changes I think the plan is excellent.

Are you going to make any special provision for film storage? Of course if non-inflammable, non-explosive films become a reality, no special provision will have to be made in the room where they are stored, but if they still remain a fire hazard, even to a limited extent, it will be necessary for you to provide a good-sized vent from the storage room to the open air, and to install a sprinkler system in the room where they are stored. It might be well to take this into consideration when the building is first built. The opening for a room the size of your storage room would have to be about 3 ft. by 6 ft., I would judge, but this you could determine by checking up with your local fire department. For example we have taken our X-ray vault on the second floor of the Surgical Building, and have cut a hole in the wall and have had to run a flue all the way to the roof and the opening is about 3 ft. by 6 ft., although the flue is just a little smaller.

I have considered Walker on one or two occasions, but for some reason have taken someone else each time. I have no place for him now. I have just gotten a very good man for the dispensary, who while not an M.D. is a doctor of public health, who has had a very considerable amount of experience abroad under Richard Strong and Richard Pearce. His name is Buck. He has just finished a year at Yale. I think he is a very valuable addition to the family. My business executive assistant is turning out very successfully, and I believe the idea represented a real brilliant thought.

Very truly yours,

(Signed) Winford Smith

WHS/EC

M3C

W

July 1, 1934

Mr. Ralph B. Soren,
130 S. Clark St.,
Room 1838,
Chicago, Illinois.
Dear Room:

I received your letter of the 26th enclosing a blue print which I herewith return. Better as easy, but I have made certain suggestions which I think would be in accordance with his suggestions, judging from his advice with reference to the Nashville plans. I would suggest cutting down the size of the work room slightly, moving over the dark room, thereby making it possible to put your machine room of the same size parallel with the outside wall, which will enable you to get in two dressing rooms in connection with these two X-ray rooms, which I am sure extremely desirable. With these changes I think the plan is excellent.

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Very truly yours,

(Signed) Winford Smith

WHS/EC

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

file

The University of Chicago
Office of the Counsel and Business Manager

John F. Fairweather

JULY THIRD
1 9 2 4

President Files

President E. D. Burton
The University of Chicago

mbf

My dear President Burton:

I am enclosing a draft of a proposed agreement between the University of Chicago and the Chicago Lying-In Hospital for your consideration. This draft has, so far, been seen by no one except Mr. Fairweather and myself, but I believe it to represent the intent which we now propose. I would suggest that you submit this draft to the Committee on Instruction and Equipment for instructions as to further procedure. If the Trustees authorize proceeding with negotiations, it would seem to me to be proper to take up the matter with the Board of Directors of the Chicago Lying-In Hospital at an early date.

Yours very truly,

Franklin C. McLean
Franklin C. McLean

FCM:HF
Encl.

Dictated but not read.

The University of Chicago
Office of the Council and Business Manager

ROOM 1001, 505 S. CLAY ST.
ALBANY, OREGON 97321

JULY THIRD
1954

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The University of Chicago

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Franklin C. McLean
Franklin C. McLean

FCM:HF
Encl.

Dictated but not read.

-2-

mlf

Abstract of the Proposed Agreement with the Chicago Lying-in Hospital

C. It is further mutually agreed
A. The University agrees

1. That the present agreement shall continue for fifteen years.
 1. To organize and establish a Department of Obstetrics at the University of Chicago in the Chicago Lying-in Hospital, and to assume complete responsibility for all professional services of the Hospital.
 2. To pay salaries of the professional staff of the Department of Obstetrics.
 1. Within fifteen years it will rebuild on the campus of the University of Chicago, and the University of Chicago shall contribute to the Hospital for ninety-nine years. A new agreement will then be entered upon which shall provide that the Board of Directors of the Hospital shall be responsible for the operation and management of the Hospital and that the University shall continue to have the rights and privileges herein set forth.
 3. To provide all moveable equipment and supplies for use in connection with teaching and research but not in connection with the care of patients.
 4. To nominate to the Board of Directors of the Hospital all members of the professional staff and the Superintendent of the Hospital.
 5. To undertake the service above referred to on or before January 1, 1926, provided the Hospital shall notify the University not later than January 1, 1925, that it is prepared to proceed under the terms of the agreement.
- E. It is understood that the Chicago Lying-in Hospital shall continue its independent corporate existence and shall have full control of its endowment and finances and manage its business with its own Board of Directors, such management to be subject to the terms of the agreement.
- B. The Hospital agrees

1. To designate itself as the Chicago Lying-in Hospital in Affiliation with the University of Chicago.
2. To assume responsibility for the management of the Hospital and for the maintenance and salaries of internes and resident physicians.
3. To promote the clinical work of the University and grant the use of the patients for purposes of teaching and research.
4. To appoint to the professional staff, including the Superintendent, only such persons as are nominated by the University.
5. To establish the internal organization of the Hospital subject to the approval of the University.
6. To furnish without expense to the University adequate quarters for teaching and research in Obstetrics.
7. To collect from the private patients and pay to the University the fees fixed by the latter for services rendered by members of the Department of Obstetrics.
8. To proceed in accordance with the terms of this agreement on or before January 1, 1926, provided that it has indicated to the University on or before January 1, 1925, that it is prepared to do so.
9. To undertake as rapidly as possible to increase the proportion of free patients in the Hospital.
10. To undertake to raise the sum of . . . dollars for the construction on the present location of the Hospital of a new building to be used for outpatient work, teaching and research.

W. J.

A. The University agrees

1. To organize and establish a Department of Obstetrics at the University of Chicago in the Chicago Lying-in Hospital and to assume complete responsibility for all professional services of the Hospital.
2. To pay salaries of the professional staff of the Department of Obstetrics.

also.

3. To provide all movable equipment and supplies for use in connection with teaching and research but not in connection with the care of patients.

4. To nominate to the Board of Directors of the Hospital all members of the professional staff and the Superintendent of the Hospital.

5. To undertake the service above referred to on or before January 1, 1926, provided the Hospital shall notify the University not later than January 1, 1925, that it is prepared to proceed under the terms of the agreement.

B. The Hospital agrees and shall have full control of its endowment and finances and manage its business with its own Board of Directors, such management to be subject to the designation itself as the Chicago Lying-in Hospital in Affiliation with the University of Chicago.

2. To assume responsibility for the management of the Hospital and for the maintenance and salaries of internes and resident physicians.

3. To promote the clinical work of the University and grant the use of the patients for purposes of teaching and research.

4. To appoint to the professional staff, including the Superintendent, only such persons as are nominated by the University.

5. To establish the internal organization of the Hospital subject to the approval of the University.

6. To furnish without expense to the University adequate quarters for teaching and research in Obstetrics.

7. To collect from the private patients and pay to the University the fees fixed by the latter for services rendered by members of the Department of Obstetrics.

8. To proceed in accordance with the terms of this agreement on or before January 1, 1926, provided that it has indicated to the University on or before January 1, 1925, that it is prepared to do so.

9. To undertake as rapidly as possible to increase the proportion of free patients in the Hospital.

10. To undertake to raise the sum of . . . dollars for the construction on the present location of the Hospital of a new building to be used for outpatient work, teaching and research.

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University agrees
C. It is further mutually agreed

1. To organize and establish a Department of Obstetrics at the University of Chicago in the Chicago Lying-in Hospital.

1. That the present agreement shall continue for fifteen years.

2. Within five years the Hospital will raise in additional endowment the sum of dollars.

D. The Hospital further agrees

1. To provide all moveable equipment and supplies for use in connection with teaching and research.

1. Within fifteen years it will rebuild on the campus of the University of Chicago, conveying the new building to the University of Chicago, the University agreeing to lease such building for the sum of one dollar per annum to the Hospital for ninety-nine years. A new agreement will then be entered upon which shall provide that the Board of Directors of the Hospital will be responsible for the operation and management of the Hospital and that the University shall continue to have the rights and privileges herein set forth.

that it is prepared to proceed under the terms of the agreement.

E. It is understood that the Chicago Lying-in Hospital shall continue its independent corporate existence and shall have full control of its endowment and finances and manage its business with its own Board of Directors, such management to be subject to the terms of the agreement. Chicago Lying-in Hospital in Affiliation with the University of Chicago.

2. To assume responsibility for the management of the Hospital and for the maintenance and salaries of internes and resident physicians.

3. To promote the clinical work of the University and grant the use of the patients for purposes of teaching and research.

4. To appoint to the professional staff, including the Superintendent, only such persons as are nominated by the University.

5. To establish the internal organization of the Hospital subject to the approval of the University.

6. To furnish without expense to the University adequate quarters for teaching and research in Obstetrics.

7. To collect from the private patients and pay to the University the fees fixed by the latter for services rendered by members of the Department of Obstetrics.

8. To proceed in accordance with the terms of this agreement on or before January 1, 1928, provided that it has indicated to the University on or before January 1, 1925, that it is prepared to do so.

9. To undertake as rapidly as possible to increase the proportion of free patients in the Hospital.

10. To undertake to raise the sum of . . . dollars for the construction on the present location of the Hospital of a new building to be used for outpatient work, teaching and research.

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A. The University agrees

1. That the present agreement shall continue for fifteen years.

2. Within five years the Hospital will raise in additional endowment the sum of dollars.

D. The Hospital further agrees
1. To organize and establish a Department of Obstetrics at the University

1. Within fifteen years it will rebuild on the campus of the University of Chicago, conveying the new building to the University of Chicago, the University agreeing to lease such building for the sum of one dollar per annum to the Hospital for ninety-nine years. A new agreement will then be entered upon which shall provide that the Board of Directors of the Hospital will be responsible for the operation and management of the Hospital and that the University shall continue to have the rights and privileges herein set forth.

2. To undertake the service above referred to on or before January 1, 1936.
E. It is understood that the Chicago Lying-in Hospital shall continue its independent corporate existence and shall have full control of its endowment and finances and manage its business with its own Board of Directors, such management to be subject to the terms of the agreement.

1. To designate itself as the Chicago Lying-in Hospital in Affiliation with the University of Chicago.

2. To assume responsibility for the management of the Hospital and for the maintenance and salaries of internes and resident physicians.

3. To promote the clinical work of the University and grant the use of the patients for purposes of teaching and research.

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6. To furnish without expense to the University adequate quarters for teaching and research in Obstetrics.

7. To collect from the private patients and pay to the University the fees fixed by the latter for services rendered by members of the Department of Obstetrics.

8. To proceed in accordance with the terms of this agreement on or before January 1, 1936, provided that it has indicated to the University on or before January 1, 1935, that it is prepared to do so.

9. To undertake as rapidly as possible to increase the proportion of free patients in the Hospital.

10. To undertake to raise the sum of dollars for the construction on the present location of the Hospital of a new building to be used for outpatient work, teaching and research.

WHEREAS, The Hospital has become satisfied that its efficiency depends in a large part upon the ability of its medical staff and that it can render better service to its patients and to the community if it is intimately associated with an organized medical school with scientific staff and laboratories;

AND WHEREAS, The University realizes that its School of Medicine is benefitted by having constant access to a Hospital wherein from actual observation of the patients therein its students may secure adequate training;

AND WHEREAS, both the Hospital and the University have as a common purpose the improvement of the teaching and the practice of Obstetrics and the advancement of knowledge in the field of Obstetrics and desire to make more effective the objectives herein and hereinbefore stated;

AND WHEREAS, in order to accomplish the aforementioned purposes it is deemed mutually desirable by the parties hereto that an agreement of affiliation be entered into;

NOW THEREFORE, it is mutually covenanted and agreed between the parties hereto as follows:

A. The University hereby covenants and agrees that upon execution and delivery of this agreement it will:

1. Organize and establish a Department of Obstetrics of the School of Medicine of the University of Chicago in the Chicago Lying-in Hospital, and through said Department will assume complete and exclusive responsibility for all medical, surgical, and obstetrical work and services in the said Hospital, including the direction of the treatment in all respects of all the patients therein; and will assume full responsibility for all work connected with teaching and research in the field of obstetrics, it being understood, however, that any patient may, at her request, call into consultation any physician not a member of the medical staff.
2. Pay salaries of the professional staff in the said Department of Obstetrics.
3. Provide at its expense all moveable equipment and supplies for use in connection with the work of teaching and research but not in connection with the care of patients.
4. Nominate to the Board of Directors of the said Hospital for appointment by the latter all members of the professional staff thereof and the superintendent of the said Hospital, it being understood that the said Board of Directors of the said Hospital will appoint only persons so nominated but may refuse to appoint any person not satisfactory to the said Board of the said Hospital.
5. Undertake the service above referred to on or before January 1, 1926, provided it shall be given not later than January 1, 1925, by the said Board of the said Hospital a written statement to the effect that the said Hospital is prepared to proceed under the terms and conditions of this agreement.

WHEREAS, The Hospital has become satisfied that its efficiency depends in a large part upon the ability of its medical staff and that it can render better service to its patients and to the community if it is intimately associated with an organized medical school with scientific staff and laboratories;

AND WHEREAS, The University realizes that its School of Medicine is benefited by having constant access to a Hospital wherein from actual observation of the patients therein its students may secure adequate training;

AND WHEREAS, both the Hospital and the University have as a common purpose the improvement of the teaching and the practice of Obstetrics and the advancement of knowledge in the field of Obstetrics and desire to make more effective the objectives herein and hereinafter stated;

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2. Pay salaries of the professional staff in the said Department of Obstetrics.

3. Provide at its expense all movable equipment and supplies for use in connection with the work of teaching and research but not in connection with the care of patients.

4. Nominate to the Board of Directors of the said Hospital for appointment by the latter all members of the professional staff thereof and the superintendent of the said Hospital, it being understood that the said Board of Directors of the said Hospital will appoint only persons so nominated but may refuse to appoint any person not satisfactory to the said Board of the said Hospital.

5. Undertake the service above referred to on or before January 1, 1926, provided it shall be given not later than January 1, 1925, by the said Board of the said Hospital a written statement to the effect that the said Hospital is prepared to proceed under the terms and conditions of this agreement.

B. The Hospital hereby covenants and agrees that upon the execution and delivery of this agreement it will:

1. Upon the date when the affiliation agreement with the University becomes effective designate itself as the Chicago Lying-in Hospital in Affiliation with the University of Chicago.

2. Assume full and complete responsibility for the ownership and management of the Hospital buildings and grounds and of the Hospital service in the care of patients including adequate provision for a Home and Training School for Nurses, board and lodging for a reasonable number of internes and resident physicians as may be designated by the University, and the payment of such salaries as may be assigned to them by the University.

3. Promote in every possible way the clinical work of the University and grant to the University without charge the fullest right consistent with the welfare of the patient of the use of the patients in said Hospital for the purposes of teaching and research.

4. Appoint to the professional staff of the said Hospital, including the superintendent thereof, only such persons as are nominated by the said University, it being understood that the Hospital reserves the right to refuse appointment to any person so nominated who is not satisfactory to the said Hospital.

5. Establish the internal organization of the Hospital according to the most efficient and modern method of Hospital management and subject to the approval of the University.

6. Furnish without expense to the University for rent, heat, light and janitor service, adequate quarters in the said Hospital for teaching and research in Obstetrics, it being understood that the University will provide moveable equipment and supplies needed in such work and that such equipment and supplies will remain the property of the University.

7. Collect from private patients and pay to the University the fees fixed by the latter for the services rendered by the members of its Department of Obstetrics, it being understood that the members of the said Department shall treat all free patients in the Hospital free of charge and shall give to such patients all proper medical attention.

8. Proceed in accordance with the terms of this agreement on January 1, 1926, provided it has indicated in writing to the said University on or before January 1, 1925, that it is prepared to do so in accordance with the terms and conditions of this agreement.

9. Undertake as rapidly as possible to increase the proportion of free patients in said hospital in order to further promote the research and teaching work of the University. It is understood that at least _____ percent of the patients in said Hospital shall be free patients in order to fully carry out the intent herein.

10. Undertake at once to raise the sum of _____ dollars for the construction on the present location of the Hospital of a new building to be used for outpatient work, teaching, investigation, and for such other purposes as may be agreed upon between the parties hereto, such building to cost approximately _____ dollars and to be finished and furnished complete on or Before _____.

B. The Hospital hereby covenants and agrees that upon the execution and delivery of this agreement it will:

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3. Promote in every possible way the clinical work of the University and grant to the University without charge the fullest right consistent with the welfare of the patient of the use of the patients in said Hospital for the purposes of teaching and research.

4. Appoint to the professional staff of the said Hospital, including the superintendent thereof, only such persons as are nominated by the said University, it being understood that the Hospital reserves the right to refuse appointment to any person so nominated who is not satisfactory to the said Hospital.

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8. Proceed in accordance with the terms of this agreement on January 1, 1926, provided it has indicated in writing to the said University on or before January 1, 1925, that it is prepared to do so in accordance with the terms and conditions of this agreement.

9. Undertake as rapidly as possible to increase the proportion of free patients in said Hospital in order to further promote the research and teaching work of the University. It is understood that at least _____ percent of the patients in said Hospital shall be free patients in order to fully carry out the intent herein.

10. Undertake at once to raise the sum of _____ dollars for the construction on the present location of the Hospital of a new building to be used for outpatient work, teaching, investigation, and for such other purposes as may be agreed upon between the parties hereto, such building to cost approximately _____ dollars and to be finished and furnished complete on or before _____.

C. It is further mutually understood, covenanted and agreed by and between the parties hereto that:

1. The above agreement in relation to the affiliation between said institutions shall upon becoming effective, January 1, 1926, or as soon thereafter as the parties may by mutual agreement determine, continue for a period of fifteen years ending December 31, 1940, unless extended by mutual agreement of the parties hereto.

2. On or before January 1, 1931, the said Hospital agrees to raise in additional endowment the sum of _____ dollars so that on the said date the total income-producing endowment of the said Hospital shall amount to the sum of _____ dollars and be in a form satisfactory to the University.

D. In consideration of the advantages to the said Hospital of a closer physical association with a general hospital of high grade established for the purposes of teaching and research in the various branches of Medicine and Surgery, and of intimate association with a University with its various Departments established for teaching and research in various branches of knowledge; some of these advantages being; (a) increased facility of access to the clinical, pathological and x-ray laboratories of the University Hospitals; (b) the continued presence of experts in various medical sciences and sciences contributory to medicine; (c) the continued presence of experts in the clinical branches of Medicine, Surgery, Orthopedics, Pediatrics, etc.; all of the above contributing to make the care of patients and the promotion of research and teaching in the field of Obstetrics more effective, now, therefore, the Hospital further covenants and agrees that:

1. On or before January 1, 1936 it will undertake to procure the sum of _____ dollars for new buildings to be erected on the land belonging to the University of Chicago and adjoining the Medical School and Hospital of the University of Chicago, located generally north of 59th Street and west of Ellis Avenue, Chicago; the said new buildings shall be conveyed to and become the property of the University of Chicago, the University agreeing to lease such buildings for the sum of one dollar per annum to the said Hospital for a term of ninety-nine years from January 1, 1941. The said Board of Directors to transfer the work of the Chicago Lying-in Hospital to said buildings and to discontinue the work of said Hospital at its present location subject to the terms of a new agreement to be entered into between the said Hospital and the said University. The said lease and new agreement herein referred to in this paragraph will provide among other things that the Board of Directors of the said Hospital will be responsible for the operation and management of the said institution and that the University shall appoint the Staff of the said Hospital from the members of its Department of Obstetrics and shall also appoint the medical superintendent of said Hospital, and the University is to continue to have the same rights and responsibilities respecting professional services, teaching, and research as hereinbefore set forth.

E. It is understood and agreed that the Chicago Lying-in Hospital shall continue its independent corporate existence during the term of this agreement and shall have full control of its endowment and finances and generally manage its business through its own Board of Directors but such management to be subject to the terms and conditions of this agreement.

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1. On or before January 1, 1936 it will undertake to procure the sum of _____ dollars for new buildings to be erected on the land belonging to the University of Chicago and adjoining the Medical School and Hospital of the University of Chicago, located generally north of 53rd Street and west of Ellis Avenue, Chicago; the said new buildings shall be conveyed to and become the property of the University of Chicago, the University agreeing to lease such buildings for the sum of one dollar per annum to the said Hospital for a term of ninety-nine years from January 1, 1931. The said Board of Directors to transfer the work of the Chicago Lying-in Hospital to said buildings and to discontinue the work of said Hospital at its present location subject to the terms of a new agreement to be entered into between the said Hospital and the said University. The said lease and new agreement herein referred to in this paragraph will provide among other things that the Board of Directors of the said Hospital will be responsible for the operation and management of the said institution and that the University shall appoint the staff of the said Hospital from the members of its Department of Obstetrics and shall also appoint the medical superintendent of said Hospital, and the University is to continue to have the same rights and responsibilities respecting professional services, teaching, and research as heretofore set forth.

2. It is understood and agreed that the Chicago Lying-in Hospital shall continue its independent corporate existence during the term of this agreement and shall have full control of its endowment and finances and generally manage its business through its own Board of Directors but such management to be subject to the terms and conditions of this agreement.

F. No condition of this agreement shall be so construed as to require the Chicago Lying-in Hospital to do any act in violation of its charter or endowment obligations. If, in the practical conduct of the affairs of the Hospital under the foregoing agreement, there should develop any difficulties in that regard all reasonable efforts will be made to amend its charter, if required, to fully carry out the intent of the agreement.

IN WITNESS WHEREOF the parties hereto have caused these presents to be signed in duplicate by their respective officers thereunto duly authorized and their corporate seals, duly attested, to be duly affixed, the day and year first above written.

THE UNIVERSITY OF CHICAGO

By _____
President of its Board
of Trustees

ATTEST:

Secretary

THE CHICAGO LYING-IN HOSPITAL

By _____

ATTEST:

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By _____
President of its Board
of Trustees

ATTEST:

Secretary

THE CHICAGO LYING-IN HOSPITAL

By _____

ATTEST:

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July 3, 1924.

My dear Dr. Lewis:

I am enclosing a copy of a proposed definition of the status and responsibilities of the members of the faculty of the Graduate School of Medical Science which we have in mind to adopt as the basis of the organization of the school and of the contract with the eastern boards.

I hope this revised statement will be entirely acceptable to you. It embodies, as I understand, to a considerable extent at least, the ideas which you have had in mind.

If this statement is acceptable to you I should be very glad if upon the basis of it the University could now secure a definite and substantial amount of your time and attention. We are now in the very process of determining the principles on which the Medical School is to be conducted, and embodying these principles in brick and stone in the hospital and laboratory buildings. I should extremely dislike to have it prove to be the case that when this building was finished it failed to embody the ideas which you regard as important for the development of the Department of Surgery. Yet this will almost certainly be the result if we do not have your thought and attention at this present stage of affairs.

July 8, 1924.

My dear Dr. Lewis:

I am enclosing a copy of a proposed definition of the status and responsibilities of the members of the Faculty of the Graduate School of Medical Science which we have in mind to adopt as the basis of the organization of the school and of the contract with the eastern boards. I hope this revised statement will be entirely

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2.

Recognizing that the University can hardly ask for such a measure of attention as I have suggested from one so actively engaged in practice as yourself as a pure gratuity, I have been trying to think of a proposal which would be fair to you and yet secure for us what we so much need.

My previous attempts in this direction having been unsuccessful I am writing to you now to ask if you will not prepare and present a proposition covering the period between the present time and the completion of the hospital building under which the University shall secure what it imperatively needs from you and you will be able to carry on what you regard as imperative to yourself. I am expecting to be absent from the University, and perhaps from the country, from about July 20 to the middle of September. The Committee on Instruction and Equipment will meet next Tuesday, and the Board on the following Thursday. I very much desire to have this matter settled before I leave, in order that the University may have the benefit of your services during my absence. May I not have a proposition which I can lay before the Committee on Tuesday?

Very truly yours,

Dr. Dean Lewis
952 North Michigan Avenue
Chicago, Illinois

Delivered by messenger July 3, 1924

Recognizing that the University can hardly ask for such a measure of attention as I have suggested from one so actively engaged in practice as yourself as a pure gratuity, I have been trying to think of a proposal which would be fair to you and yet secure for us what we so much need. My previous attempts in this direction having been unsuccessful I am writing to you now to ask if you will not prepare and present a proposition covering the period between the present time and the completion of the hospital building under which the University shall secure what it imperatively needs from you and you will be able to carry on what you regard as imperative to yourself. I am expecting to be absent from the University, and perhaps from the country, from about July 20 to the middle of September. The Committee on Instruction and Equipment will meet next Tuesday, and the Board on the following Thursday. I very much desire to have this matter settled before I leave, in order that the University may have the benefit of your services during my absence. May I not have a proposition which I can lay before the Committee

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Dr. Dean Lewis
922 North Michigan Avenue
Chicago, Illinois

SUGGESTED POLICY FOR THE UNIVERSITY
OF CHICAGO
WITH RESPECT TO THE CLINICAL DEPARTMENTS FUNCTIONING IN
THE GRADUATE SCHOOL OF MEDICINE OF THE OGDEN GRADUATE
SCHOOL OF SCIENCE.

The University will proceed with the organization of the Departments of Medicine and Surgery under the following plan:

Each Department will have at least one professor and a graded staff with full academic rank and titles. These members of the Departments concerned will receive appropriate salaries from the University. They will be free to render any service required by humanity or Science, but will receive no pecuniary benefit from the practice of their profession. Fees charged by the University for professional services rendered by them to private patients, whether within or without the University Hospitals, will be used by the University for the purposes of medical education and research. Chairmen of each Department shall be selected from this group.

The University may also appoint individuals to the Departments named on a part time basis, with or without salary, with rank and titles of Clinical Professor, Associate Clinical Professor, etc. They may continue to engage in the private practice of their professions outside of the University Hospitals, but in the case of professional services rendered to patients in the University Hospitals the University will fix and collect the fees, if any, and any income derived from such fees will accrue to the University and will be used by the University for the purposes of medical education and research.

The University will proceed with the organization of additional clinical departments functioning in the Graduate School of Medicine of the Ogden Graduate School of Science only when it is prepared to organize them on the above basis.

While it is understood that the Hospitals and Clinics of the University are to be established primarily for purposes of medical education and research these Hospitals and Clinics, and members of their staffs will render such services to the community as is compatible with the primary purpose as stated. It shall be the responsibility of the chairman of each Department to determine the amount and character of such service which may be rendered by the members of his Department and by the Clinics under his control.

SUGGESTED POLICY FOR THE UNIVERSITY
OF CHICAGO
WITH RESPECT TO THE CLINICAL DEPARTMENTS FUNCTIONING IN
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I am enclosing a copy of a proposed definition of the status and responsibilities of the members of the faculty of the Graduate School of Medical Science which we have in mind to adopt as the basis of the organization of the school and of the contract with the eastern boards.

I hope this revised statement will be entirely acceptable to you. It embodies, as I understand, to a considerable extent at least, the ideas which you have had in mind.

If this statement is acceptable to you I should be very glad if upon the basis of it the University could now secure a definite and substantial amount of your time and attention. We are now in the very process of determining the principles on which the Medical School is to be conducted, and embodying these principles in brick and stone in the hospital and laboratory buildings. I should extremely dislike to have it prove to be the case that when this building was finished it failed to embody the ideas which you regard as important for the development of the Department of Surgery. Yet this will almost certainly be the result if we do not have your thought and attention at this present stage of affairs.

July 8, 1924.

My dear Dr. Lewis:

I am enclosing a copy of a proposed definition of the status and responsibilities of the members of the faculty of the Graduate School of Medical Science which we have in mind to adopt as the basis of the organization of the school and of the contrast with the eastern boards.

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2.

Recognizing that the University can hardly ask for such a measure of attention as I have suggested from one so actively engaged in practice as yourself as a pure gratuity, I have been trying to think of a proposal which would be fair to you and yet secure for us what we so much need.

My previous attempts in this direction having been unsuccessful I am writing to you now to ask if you will not prepare and present a proposition covering the period between the present time and the completion of the hospital building under which the University shall secure what it imperatively needs from you and you will be able to carry on what you regard as imperative to yourself. I am expecting to be absent from the University, and perhaps from the country, from about July 20 to the middle of September. The Committee on Instruction and Equipment will meet next Tuesday, and the Board on the following Thursday. I very much desire to have this matter settled before I leave, in order that the University may have the benefit of your services during my absence. May I not have a proposition which I can lay before the Committee on Tuesday?

Very truly yours,

Dr. Dean Lewis
952 North Michigan Avenue
Chicago, Illinois

Burton

Delivered by messenger July 3, 1924

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Wm. H. Jones

Dr. Dean Lewis
952 North Michigan Avenue
Chicago, Illinois

James Ogden

SUGGESTED POLICY FOR THE UNIVERSITY
OF CHICAGO
WITH RESPECT TO THE CLINICAL DEPARTMENTS FUNCTIONING IN
THE GRADUATE SCHOOL OF MEDICINE OF THE OGDEN GRADUATE
SCHOOL OF SCIENCE.

The University will proceed with the organization of the Departments of Medicine and Surgery under the following plan:

Each Department will have at least one professor and a graded staff with full academic rank and titles. These members of the Departments concerned will receive appropriate salaries from the University. They will be free to render any service required by humanity or Science, but will receive no pecuniary benefit from the practice of their profession. Fees charged by the University for professional services rendered by them to private patients, whether within or without the University Hospitals, will be used by the University for the purposes of medical education and research. Chairmen of each Department shall be selected from this group.

The University may also appoint individuals to the Departments named on a part time basis, with or without salary, with rank and titles of Clinical Professor, Associate Clinical Professor, etc. They may continue to engage in the private practice of their professions outside of the University Hospitals, but in the case of professional services rendered to patients in the University Hospitals the University will fix and collect the fees, if any, and any income derived from such fees will accrue to the University and will be used by the University for the purposes of medical education and research.

The University will proceed with the organization of additional clinical departments functioning in the Graduate School of Medicine of the Ogden Graduate School of Science only when it is prepared to organize them on the above basis.

While it is understood that the Hospitals and Clinics of the University are to be established primarily for purposes of medical education and research these Hospitals and Clinics, and members of their staffs will render such services to the community as is compatible with the primary purpose as stated. It shall be the responsibility of the chairman of each Department to determine the amount and character of such service which may be rendered by the members of his Department and by the Clinics under his control.

SUGGESTED POLICY FOR THE UNIVERSITY
OF CHICAGO
WITH RESPECT TO THE CLINICAL DEPARTMENTS FUNCTIONING IN
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James Warren

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DR. DEAN LEWIS
952 NORTH MICHIGAN AVENUE
CHICAGO

HOURS 1 TO 3 P.M.
TELEPHONE SUPERIOR 7184

July 5, 1924

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

My dear President Burton:

I wish to acknowledge the receipt of your communication of July 3rd. I would be willing to devote to the plans the time which seems necessary without pay. As there are no hospital facilities at the University and probably will not be for at least one and a half years, I could not do anything which would curtail my surgical activities. Such action would be fatal to me surgically and interfere with the organization of the surgical department.

En 5a

52

THE UNIVERSITY OF CHICAGO
1100 SOUTH EAST ASIAN
BUILDING
CHICAGO, ILLINOIS

CHICAGO, ILLINOIS
JULY 1, 1954

JULY 1, 1954

Mr. Ernest S. Burton
University of Chicago, Illinois

My dear President Burton:

I wish to acknowledge the receipt of your communication of July 1st. I would be willing to devote to the cause the time which seems necessary without pay. As there are no hospital facilities at the University and probably will not be for at least one and a half years, I could not do anything which would curtail my surgical activities. Such action would be fatal to me surgically and interfere with the organization of the surgical

Department.

DR. DEAN LEWIS
952 NORTH MICHIGAN AVENUE
CHICAGO

HOURS 1 TO 3 P.M.
TELEPHONE SUPERIOR 7184

I have discussed with Dr. McLean the proposed policy and there are two things which I think demand consideration, the use of part time men and how funds derived from professional fees are to be used.

The use of part time men introduces a factor which I believe will be hard to control. If they are used, the medical and surgical departments will not be organized on a basis similar to that of other academic departments.

When I accepted the professorship of surgery ~~five~~^{three} years ago, the understanding was that all departments were to be put upon full time, with the exception of the specialties and that those practicing the specialties were to be put upon this basis as soon as funds were available.

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952 NORTH MICHIGAN AVENUE
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HOURS 1 TO 3 P.M.
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The second matter seems to be specifically stated in the copy of the policy. During discussions it has been intimated at times that professional fees might be used to defray hospital expenses. I believe that these should be used for education and investigation only.

Under the circumstances I think it best that you present to the Trustees at their next meeting my resignation as Professor of Surgery in the University of Chicago.

Very sincerely yours.
Dean Lewis.

DR. DEAN LEWIS
205 NORTH MICHIGAN AVENUE
CHICAGO

WILSON, ILL.
JAN. 10, 1911

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Surgery in the University of Chicago.

Very respectfully,
Dean Lewis.

M3a

July 7, 1924

My dear Dr. Seem:

The President is so much away from his office and from the city during these days that he has asked me to acknowledge your note of June 30th and to say to you that what you have written gives him very great satisfaction. I am sure that this will not occasion you any surprise.

Very truly yours,

Secretary to the President.

Dr. Ralph B. Seem
The University of Chicago

NB/R

Ms. A

July 7, 1934

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The University of Chicago

MB/R

July 11, 1924

Copy

My dear Dr. Lewis:

I have your letter of July 5. I had hoped to arrange, if possible, to meet you personally before this to discuss some of the questions raised in it, but I have been confined to my house with a cold. I am quite unwilling to accept your letter as a finality without assuring myself by a personal conference with you that you are not acting, in part at least, under a misapprehension. In the meantime may I review the situation as it appears to me?

I assume from your letter that your decision is based on a feeling that there is a difference of opinion between you and the University as to the best policy to be pursued with respect to the conditions of appointment of members of the faculty of the clinical departments of the new Medical School. In this connection may I call your attention to the following facts?

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2. The study of such a document was begun with the expectation of having the University define its own policy with respect to the matter therein contained with the hope and expectation that the General Education Board would consent to amend its contract with the University on the basis of such a declaration of policy by the University.

3. The document as it now stands merely reserves the right to the University to appoint part-time men at its own discretion. Looking to the long future it seems undesirable to the University to have its hands too firmly tied, and the General Education Board itself suggested that the contract be modified in this respect. Having in mind that none can foresee precisely what policy experience may recommend as the best in the years to come, the University naturally favors an agreement which leaves it some measure of liberty of action. It does not necessarily follow that the University would exercise all the liberty which the contract makes possible.

4. Even if such a statement as this were to be adopted by the Trustees and incorporated in a new agreement with the General Education Board, you may rest assured that the University would not proceed to exercise its liberty with respect to the appointment of part-time men as long as there remained serious disagreement among its own faculty as to the wisdom of such a course, without prolonged and serious consideration of the matter in all its aspects, and taking into account the weight of opinion in the Medical Faculty itself.

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6. The final determination of the University's policy as between the employment of an exclusively fulltime staff or a staff made up primarily of full-time men and secondarily of part-time men, ought, it would seem to me, to be based upon experience, and presumably in part on our experience at the University rather than wholly on the rather indecisive experience which has up to this time been had at other universities. The intent of this proposal which we are considering is to make such experience and the application of it to our problem possible. We shall almost certainly begin upon a fulltime plan and modify it, if at all, in the light of experience. The primary concern of the University is to put the Departments of Medicine and Surgery on a University basis.

7. This would be accomplished by the proposal which would allow the possibility of the appointment of part-time men, without making it obligatory. It corresponds precisely to the practice in other parts of the University, and only defines that practice a little more accurately than has been thought necessary in other divisions of the University. In other words, in various parts of the University, men have been and are now employed on part-time, being paid accordingly by the University, and being at liberty to use the remainder of their time as they choose. There are at present at least three such Professors in Arts, Literature and Science, one or more in the Law School, and an appointment on this basis is at the moment under consideration in the School of Education. There have been other such cases in previous years. There being in these schools no hospital in which men might practice and collect fees, there has been no occasion for the stipulation that such fees would belong to the University, but the principle and practice of the part-time professor is well established in the University.

I appreciate the generosity of your suggestion that you would give such time as it necessary to the hospital plans without compensation, but I do not feel that you ought to be expected to do this. While waiting for an opportunity to see you, which I hope may come within a few days, may I ask if you will yourself consider making two suggestions? First, bearing in mind the above defined purpose for which the proposed statement of policy is intended, will you yourself submit a revision of the statement which would be acceptable to you? And second, will you submit such a proposal for the period from the present time until the completion of the Hospital Building and the beginning of the work in it as will enable the University, without injustice to you, and with full compensation for your valuable time and service, to secure the help that we need?

I am aware that my second request repeats one which I made in a former letter but I am hoping that if you can clear up the first point you will be willing now to reconsider the second.

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Dr. Dean DeWitt Lewis,
Chicago, Illinois.

B. Wilson

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Chicago, Illinois.

Answer

Approved in advance
by Drs. Post and McLean.

En 5a

July 11, 1924

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Dr. Dean DeWitt Lewis
952 North Michigan Avenue
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EDE:HP

July 11, 1934

page 2.

Dr. Lewis

parts of the University, men have been and are now employed on part-time, being paid accordingly by the University, and being at liberty to use the remainder of their time as they choose. There are at present at least three such Professors in Arts, Literature and Science, one or more in the Law School, and an appointment on this basis is at the moment under consideration in the School of Education. There have been other such cases in previous years. There being in these schools no hospital in which men might practice and collect fees, there has been no occasion for the stipulation that such fees would belong to the University, but the principle and practice of the part-time professor is well established in the University.

I appreciate the generosity of your suggestion that you would give such time as is necessary to the hospital plans without compensation, but I do not feel that you ought to be expected to do this. While waiting for an opportunity to see you, which I hope may come within a few days, may I ask if you will yourself consider making two suggestions? First, bearing in mind the above defined purpose for which the proposed statement of policy is intended, will you yourself submit a revision of the statement which would be acceptable to you? And second, will you submit such a proposal for the period from the present time until the completion of the Hospital building and the beginning of work in it as will enable the University, without injustice to you, and with full compensation for your valuable time and service, to secure the help that we need?

I am aware that my second request repeats one which I made in a former letter, but I am hoping that if you can clear up the first point you will be willing now to reconsider the second.

Very sincerely yours,

Dr. Dean Dewitt Lewis
922 North Michigan Avenue
Chicago, Illinois

EDB:HP

En 5a

952 North Michigan Avenue

July 15, 1924.

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

My dear President Burton:

I wish to acknowledge the receipt of your communication of July 11th. I am very sorry to hear that you have been ill and hope that you are better.

If the contract is to be amended, I believe one of the two following policies should be adopted. The first has already been considered.

(1) If the full time policy is adopted, I believe that the entire staff should be placed upon this basis. This organization has not yet been tried. In the universities where the so-called full time has been attempted the head of the departments, assistants and residents have been placed upon this basis, while an intermediate group of part time men are employed. This organization corresponds to that outlined in the policy which you first presented to me.

If the entire staff is placed upon full time a large budget will be required. This policy I believe tends to isolate the hospital from the community and may interfere to some extent with the development and placing of younger men.

(2) This policy would provide for a limited number of beds for the senior members of the staff. The physicians and surgeons could collect fees from the patients. The amount of work done is automatically limited by the number of beds placed at their disposal. The number could be changed from time to time as occasion or necessity demands. These men do no work outside of the hospital. If thought best they could see cases in consultation, but the surgeon would do no operative work in other institutions. The private patients can be used to advantage for teaching purposes.

The men in this system are as much upon full time as those in the first. Full time depends much after all upon the character of the man rather than upon restrictions placed upon him.

If either policy is adopted 75 free beds should be set aside in each clinic and the Chief of Clinic and physicians in the Out-Patient Department should be able to send those patients desired to these beds without inquiring into their financial condition. The desirability of the case for teaching or investigation should be the sole criterion for admission.

952 North Michigan Avenue

July 15, 1934.

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

My dear President Burton:

I wish to acknowledge the receipt of your communication of July fifth. I am very sorry to hear that you have been ill and hope that you are better.

If the contract is to be amended, I believe one of the two following policies should be adopted. The first has already been considered.

(1) If the full time policy is adopted, I believe that the entire staff should be placed upon this basis. This organization has not yet been tried. In the universities where the so-called full time has been attempted the head of the department, assistants and residents have been placed upon this basis, while an intermediate group of part time men are employed. This organization corresponds to that outlined in the policy which you first presented to me.

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(2) This policy would provide for a limited number of beds for the senior members of the staff. The physicians and surgeons could collect fees from the patients. The amount of work done is automatically limited by the number of beds placed at their disposal. The number could be changed from time to time as occasion or necessity demands. These men do no work outside of the hospital. If thought best they could see cases in consultation, but the surgeon would do no operative work in other institutions. The private patients can be used to advantage for teaching purposes.

The men in this system are as much upon full time as those in the first. Full time depends much after all upon the character of the man rather than upon restrictions placed upon him.

If either policy is adopted 75 free beds should be set aside in each clinic and the Chief of Clinic and physicians in the Out-Patient Department should be able to send those patients desired to these beds without incurring into their financial condition. The desirability of the case for teaching or investigation should be the sole criterion for admission.

2.

The employment of part time men introduces difficulties of administration. Such men must of necessity do their teaching in one institution and their private practice in another. Such a division of labor leads to dispersion of effort and inability to concentrate upon teaching or investigation.

In your letter of July 3rd you state that the University will require a definite and substantial part of my time and attention. I have given considerable thought in an attempt to determine what arrangement might be made. As I have previously stated, there are no hospital facilities at the University.

Surgery is peculiar in that a certain amount of technical skill is required. This is obtained by daily operating. Many of the cases are emergencies and demand prompt response. I could not do anything that would curtail my surgical activity as this would be fatal to me surgically and interfere with the organization of a surgical department.

I may be entirely wrong about this, but such is my feeling. I hope that you will not interpret the above statements as indicating any lack of cooperation. I am merely looking forward to the development of surgery here, and as previously stated would regard any curtailment of my surgical activity as fatal to me professionally.

Very sincerely yours,

Dean Lewis.

The employment of part time men introduces difficulties of administration. Such men must of necessity do their teaching in one institution and their private practice in another. Such a division of labor leads to dispersion of effort and inability to concentrate upon teaching or investigation.

In your letter of July 27th you state that the University will require a definite and substantial part of my time and attention. I have given considerable thought in an attempt to determine what arrangement might be made. As I have previously stated, there are no hospital facilities at the University.

Surgery is peculiar in that a certain amount of technical skill is required. This is obtained by daily operating. Many of the cases are emergencies and demand prompt response. I could not do anything that would curtail my surgical activity as this would be fatal to the surgically and interested with the organization of a surgical department.

I may be entirely wrong about this, but such is my feeling. I hope that you will not interpret the above statements as indicating any lack of cooperation. I am merely looking forward to the development of surgery here, and as previously stated would regard any curtailment of my surgical activity as fatal to me professionally.

Very sincerely yours,

Tom Lewis

The University of Chicago

Department of Medicine

July 16, 1924

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

Dear President Burton:

Mr. Butler has spoken to me about a matter which appears to have given some concern with regard to the revision of the By-Laws and Statutes of the University. From Mr. Butler I gather that you felt that the Graduate School of Medicine of the Ogden Graduate School of Science is not specifically provided for under the revised By-Laws and Statutes.

Article V, section 3 C, which appears on page 33 of the July edition of the By-Laws and Statutes, provides in detail for the Faculty of the Graduate School of Medicine as a part of the Ogden Graduate School of Science but having a separate existence. //

In the original draft of the proposed revision which is attached the Graduate School of Medicine of the Ogden Graduate School of Science appeared in the title of Article V. This was deleted at the meeting of the Senate as unnecessary since the Graduate School of Medicine was entirely incorporated in the Ogden Graduate School of Science.

There is, however, an omission in the revision of the statutes which does not affect the matter in question but which should be reinstated. In the edition of the By-Laws and Statutes of March, 1924, at the top of page 31, section 3 B should appear in the revised statutes on page 33, section 3 D.

Sincerely yours,

Frederick C. McLean

FCMcL/NG

The University of Chicago

Department of Medicine

July 18, 1934

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

Dear President Burton:

Mr. Butler has spoken to me about a matter which appears to have given some concern with regard to the revision of the By-Laws and Statutes of the University. From Mr. Butler I gather that you felt that the Graduate School of Medicine of the Ogden Graduate School of Science is not specifically provided for under the revised By-Laws and Statutes.

Article V, section 5 G, which appears on page 55 of the July edition of the By-Laws and Statutes, provided in the title for the Faculty of the Graduate School of Medicine as a part of the Ogden Graduate School of Science but having a separate existence.

In the original draft of the proposed revision which I attached the Graduate School of Medicine of the Ogden Graduate School of Science appeared in the title of Article V. This was deleted at the meeting of the Senate as unnecessary since the Graduate School of Medicine was entirely incorporated in the Ogden Graduate School of Science.

There is, however, an omission in the revision of the statutes which does not affect the matter in question but which should be reinserted. In the edition of the By-Laws and Statutes of March, 1934, at the top of page 51, section 5 H should appear in the revised statutes on page 55, section 5 H.

Sincerely yours,

Forrest C. Johnson

FCM:ND

4-7-24 M2

PROPOSED REVISION ON THE STATUTES OF THE UNIVERSITY

(Based on Edition of March, 1924)

Page 23

1. The University includes four Divisions: the Schools and Colleges; the University Extension; the University Libraries, Laboratories, Clinics, Museums and Hospitals; the University Press.
2. a) The Divinity School, the Graduate School of Arts and Literature, the Ogden Graduate School of Science, the Graduate Schools of Medicine, including the Graduate School of Medicine of the Ogden Graduate School of Science, Rush Medical College and the Rush Post-Graduate School of Medicine, the School of Education, the Law School, the School of Commerce and Administration, the Graduate School of Social Service Administration.
4. The University Libraries, Laboratories, Clinics, Museums, and Hospitals include the General Library and all departmental libraries, the Laboratories and Clinics of the University, the General Museum and all special museums, and the University Hospitals.

Page 24

6. (New) The University Hospitals include the Albert Merritt Billings Memorial Hospital, and the Epstein Dispensary.

Page 25

10. (Old 9) Deans.--The Dean of Faculties co-operates with the President in matters pertaining to the educational administration of the University. The Graduate School of Arts and Literature, the Ogden Graduate School of Science, the Colleges of Arts, Literature and Science, the Divinity School, the Law School, the School of Education, the School of Commerce and Administration, the University College, Rush Medical College, and the Rush Post-Graduate School of Medicine, have each at least one Dean. There is also a Dean of Women, and there is in the Ogden Graduate School of Science a Dean of Medical Students. Each Dean supervises in general the administration in his school or college, under the direction of the President, meeting personally the students and advising with them as to their courses of study.
11. (Old 10) Directors.--The University Libraries, the Laboratories, the Museums, the School of Education, the Observatory, the Department of Physical Culture and Athletics, and the administration of the University Hospitals are each under the general charge of a Director.
12. (old 11) The Members of the University Faculties are classified as follows: the Professor, the Associate Professor, the Assistant Professor, the Instructor, the Associate, the Assistant, and the Fellow. In the Schools of Medicine there are, in addition to the above, the Clinical Professor, the Associate Clinical Professor, the Assistant Clinical Professor, the Clinical Instructor, the Clinical Associate, and the Clinical Assistant. The tenure of office of assistant professor is four years; of instructors, three years; of associates, two years; of assistants and

REPORT ON THE STATE OF THE UNIVERSITY

(Based on reports of the various departments)

Page 31

The University has continued to develop its various departments, and the following are the results of the work done during the year.

1. The University has continued to develop its various departments, and the following are the results of the work done during the year.

2. The University has continued to develop its various departments, and the following are the results of the work done during the year.

Page 32

3. The University has continued to develop its various departments, and the following are the results of the work done during the year.

Page 33

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5. The University has continued to develop its various departments, and the following are the results of the work done during the year.

6. The University has continued to develop its various departments, and the following are the results of the work done during the year.

fellows, one year; of clinical professors and of associate clinical professors, three years, of assistant clinical professor and of clinical instructors, two years; and of clinical associates and clinical assistants, one year. Any of the above may, at the discretion of the University, be appointed for a shorter period than above stated. At the end of the term of appointment the connection with the University of the clinical professor, associate clinical professor, assistant professor, assistant clinical professor, instructor, clinical instructor, associate, clinical associate, assistant, clinical assistant, or fellow ceases unless he be reappointed. All officers of instruction and government are subject to removal for inadequate performance of duty or for misconduct.

Page 26

ARTICLE I

THE UNIVERSITY RULING BODIES

The University Ruling Bodies shall consist of:

The University Senate
 The General Administrative Board
 The Faculty of the Graduate School of Arts and Literature
 The Faculty of the Ogden Graduate School of Science
 The Faculty of the Divinity School
 The Faculty of the Law School
 The Faculty of the School of Commerce and Administration
 The Faculty of the Graduate School of Social Service Administration
The Faculty of the Graduate School of Medicine of the Ogden Graduate School of Science
The Faculty of Rush Medical College
The Faculty of the Rush Post-Graduate School of Medicine
 The Faculty of the Colleges of Arts, Literature, and Science
 The Faculty of the College of Education
 The University Boards
 The University Commissions

ARTICLE III

Page 28

THE UNIVERSITY SENATE

Section 1, Constitution. - The Senate shall consist of

- a) The President
- b) The Dean of Faculties
- c) All Professors of full rank in the University
- d) Clinical Professors serving as Chairmen of departments

Page 29

ARTICLE IV

Section 1. b) The Dean of the Colleges of Arts, Literature, and Science, the Deans of all Schools and Colleges whose Faculties are constituted by this statute, the Dean of Medical Students, the Director of University Extension, the Dean of Women, the University Examiner, the Director of the University Hospitals, and the Secretary to the President.

Page 30

ARTICLE V

The Faculties of the Graduate School of Arts and Literature, of the Ogden Graduate School of Science, and of the Graduate School of Medicine of the Ogden Graduate School of Science.

Section 1. c) The Dean of the Graduate School of Arts and Literature, the Dean of the Ogden Graduate School of Science, the Dean of Medical Students, the Dean of Women, and the Examiners of Colleges.

Section 2. Jurisdiction and powers.--The Graduate Faculties shall have control of the work in the Graduate Schools and of recommending candidates for the degrees of A.M., S.M., M.D., and Ph. D., with the jurisdiction and powers defined in Art. II, secs. 2 and 3. Unless special meetings are separately called, the Graduate Faculties meet and act together as a single body.

Section 3. The Separate Graduate Faculties.--

a) The President, the Dean of Faculties, the Dean of the Graduate School of Arts and Literature, and members of the Graduate Faculties constituted as in sec. 1, above, substantially half of whose work is in the Graduate School of Arts and Literature, shall be members of the Faculty of that School.

b) The President, the Dean of Faculties, the Dean of the Ogden Graduate School of Science, the Dean of Medical Students, and members of the Graduate Faculties substantially half of whose work is in the Ogden Graduate School of Science, shall be members of the Faculty of that School.

c) The President, the Dean of Faculties, the Dean of the Ogden Graduate School of Science, the Dean of Medical Students, the Director of University Hospitals, and members of the Faculty of the Ogden Graduate School of Science substantially half of whose work is in the Ogden Graduate School of Medicine, shall be members of the Faculty of the Graduate School of Medicine. The President may appoint a Vice-Chairman of this body.

ARTICLE VI (New)

Page 31

The Faculty of Rush Medical College
The Faculty of the Rush Post-Graduate School of Medicine

Part I The Faculty of Rush Medical College

Section 1. Constitution: The Faculty shall consist of

- a) The President of the University
- b) The Dean of Faculties
- c) The Dean of the College
- d) The Chairmen of Departments in the College
- e) Officers of instruction in the college as defined under Art. II, sec. 1, a

The Faculty of the Graduate School of Arts and Sciences, of the Open College, and the Faculty of the Graduate School of Education, shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

Section 1. The Board of the Graduate School of Arts and Sciences, and the Board of the Graduate School of Education, shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

Section 2. The Graduate Faculty shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

Section 3. The Graduate Faculty shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

a) The President, the Board of Trustees, the Board of the Graduate School of Arts and Sciences, and members of the Graduate Faculty shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

b) The President, the Board of Trustees, the Board of the Graduate School of Arts and Sciences, and members of the Graduate Faculty shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

c) The President, the Board of Trustees, the Board of the Graduate School of Arts and Sciences, and members of the Graduate Faculty shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

The Faculty of the Graduate School of Arts and Sciences, of the Open College, and the Faculty of the Graduate School of Education, shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

Section 1. The Faculty of the Graduate School of Arts and Sciences, of the Open College, and the Faculty of the Graduate School of Education, shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

a) The President, the Board of Trustees, the Board of the Graduate School of Arts and Sciences, and members of the Graduate Faculty shall have control of the work in the Graduate School and of recommending candidates for the degrees of A.B., S.B., S.M., and Ph.D., with the exception of those degrees which are conferred by the Graduate Faculty in the Graduate School of Education.

the
Section 2. Jurisdiction and Powers.--The Faculty shall have control of work in Rush Medical College and of recommending its students to Graduate Faculties for admission to candidacy for the Master's degree, and the degrees of Doctor of Medicine and Philosophy, and for those degrees, with the jurisdiction and powers defined in Art. II, secs. 2 and 3.

Part II The Faculty of the Rush Post-Graduate School of Medicine.

7
1
Section 1. Constitution: The Faculty shall consist of
a) The President of the University
b) The Dean of Faculties
c) The Dean of the School
d) The Chairmen of Departments in the School
e) Those members of the Faculty of Rush Medical College, substantially half of whose work for the current year is in the Rush Post-Graduate School for Medicine. *of*

Section 2. Jurisdiction and Powers.--The Faculty shall have control of the work in the Rush Post-Graduate School of Medicine, and of recommending its students to the Graduate Faculties for admission to candidacy for the Master's degree and Doctor's (Ph.D.) degree, and for those degrees, with the jurisdiction and powers defined in Art. II, secs. 2 and 3.

Part III Joint Meetings

The President of the University may, at his discretion, call joint meetings of two or more of the following faculties: the Faculty of the Graduate School of Medicine of the Ogden Graduate School of Science; the Faculty of Rush Medical College; the Faculty of the Rush Post-Graduate School of Medicine. These Faculties in Joint Meeting may make recommendations to any other body but their actions shall not be considered as effective until approved by the Faculties concerned acting separately.

ARTICLE XIII (Old XII)
THE UNIVERSITY BOARDS

Section 1. List of Boards.--To advise as to the work connected with the publications of the University Press, and to direct and control student organizations, publications, and exhibitions, the admission of students, the work of the Department of Physical Culture and Athletics, the management of libraries, laboratories, and museums, and hospitals, religious activities, student employment, and the recommendation of teachers, and to advise as to medical affairs involving two or more Faculties or affiliated institutions, there shall be the following University Boards:

The Board of University Publications
The Board of Student Organizations, Publications and Exhibitions
The Board of Admissions
The Board of Physical Culture and Athletics
The Board of Libraries
The Board of Museums

The Board of Laboratories
The Board of Hospitals
The Board of Christian Union
The Board of Student Employment
The Board of Recommendations
The Board of Medical Affairs

Page 36

- Amended*
- J) (New) The Dean of the Ogden Graduate School of Science, the Dean of Medical Students, the Director of Hospitals, the Dean of the Graduate School of Social Service Administration are ex-officio members of the Board of Hospitals.
- k) (New) The Board of Medical Affairs shall include, besides the ex-officio administrative officers and the eight members appointed by the Board of Trustees, the Dean of the Ogden Graduate School of Science, the Dean of Medical Students, the Dean of Rush Medical College, the Dean of the Rush Post-Graduate School of Medicine, the Director of University Hospitals, the Director of the Otho S. A. Sprague Memorial Institute, the Director of the McCormick Memorial Institute, and one representative to be nominated to the President by the professional staffs of each of the following institutions; the Presbyterian Hospital, the Children's Memorial Hospital, the Central Free Dispensary, the Home for Destitute Crippled Children, and the Country Home for Convalescent Children.

Page 37

ARTICLE XIV (Old XIII)

THE UNIVERSITY COMMISSIONS

Section 1. The University Commissions shall include commissions for the following departments or groups of the University

- a) The Law School
 - b) The Graduate School of Medicine of the Ogden Graduate School of Science
 - c) Rush Medical College and the Rush Post-Graduate School of Medicine
-

Page 39 add NOTE

NOTE.--On the Commission for Rush Medical College and the Rush Post-Graduate School of Medicine, two alumni of Rush Medical College shall be elected by the Rush Medical College Alumni Association and two shall be appointed by the President of the Board of Trustees upon recommendation of the President of the University.

Page 52

24. Degrees.--The Degrees of Bachelor of Arts, Bachelor of Philosophy, Bachelor of Science, Bachelor of Arts in Education, Bachelor of Philosophy in Education, Bachelor of Science in Education, Master of Science, Master of Arts in Social Service Administration, Doctor of Philosophy, Bachelor of Theology, Bachelor of Divinity, Bachelor of Law, Doctor of Music, Doctor of Medicine, and Doctor of Law (J.D.) are conferred upon the recommendation of the several Faculties.

- The Board of Laboratories
- The Board of Hospitals
- The Board of Charities and Social Work
- The Board of Technical Education
- The Board of Communications
- The Board of Medical Affairs

Page 14

- 1) That the Board of the State University System of Kansas, the Board of Health, and the Board of Hospitals, the Board of Charities and Social Work, the Board of Technical Education, the Board of Communications, and the Board of Medical Affairs shall be organized as follows:
- 2) That the Board of Medical Affairs shall include members from the following departments: the Board of Hospitals, the Board of Charities and Social Work, the Board of Technical Education, the Board of Communications, and the Board of Medical Affairs.

Page 15

ARTICLE XIV (1911)

THE UNIVERSITY COMMISSION

Section 1. The University Commission shall include members from the following departments or groups of the University:

- a) The Law School
- b) The Graduate School of Arts and Sciences
- c) The School of Medicine
- d) The School of Dentistry
- e) The School of Pharmacy
- f) The School of Nursing

Page 16 and 17

NOTE: The Commission for the State University System of Kansas shall be organized as follows: The Board of Hospitals, the Board of Charities and Social Work, the Board of Technical Education, the Board of Communications, and the Board of Medical Affairs.

Page 18

24. Section 1. The Board of Hospitals of the State University System of Kansas shall include members from the following departments or groups of the University: the Board of Hospitals, the Board of Charities and Social Work, the Board of Technical Education, the Board of Communications, and the Board of Medical Affairs.

July 19, 1924

My dear Dr. Lewis:

I am writing this letter to express my pleasure in the outcome of our conversation of yesterday, and to record my understanding of the agreements reached between us.

1. I understand that you assent to a revision of the contract between the University of Chicago and the General Education Board along the lines and for the reasons set forth in my letter to you of July 11. To save reference to your files I enclose a copy of the statement of policy referred to in paragraph '1' of this letter.

2. I understand that you are in favor of attempting to organize the Clinical Departments of the Medical School on a complete full time basis, in the sense that all members of the department will be of the class indicated in paragraph '1' of the "Statement of Suggested Policy", this plan to be modified by the addition of part time appointments as contemplated in paragraph '2' of the memorandum only in case experience shows that it is necessary or desirable to do so.

3. I understand that you feel that it may be desirable at a later date, and in the light of experience, to suggest further changes in the contract with the General Education Board permitting the University to use its discretion in allowing the senior members of the staff to receive fees from private patients for services rendered to them within the Hospital or in consultation. I believe that you understand that no alteration in policy with respect to this point is possible without further alteration of the contract between the University of Chicago and the General Education Board.

4. I understand that in view of the above you are prepared to proceed under your appointment as Professor of Surgery, to take over your duties when the University is prepared to provide you with the clinical facilities on completion of the Albert Merritt Billings Hospital.

5. I understand that in order to facilitate the planning of the Hospital, the organization of the Department of Surgery, and the equipment of the Surgical Clinic, you will recommend for appointment at an early date a member of the Department of Surgery who will be responsible to you for seeing that the work above referred to proceeds in accordance with your wishes.

I should be very glad to have your confirmation of the understandings referred to above, and your assurance that the method of procedure indicated is satisfactory to you.

July 12, 1934

My dear Dr. Lewis:

I am writing this letter to express my pleasure in the outcome of our conversation of yesterday, and to record my understanding of the agreements reached between us.

1. I understand that you assent to a revision of the contract between the University of Chicago and the General Education Board along the lines and for the reasons set forth in my letter to you of July 11. To save reference to your files I enclose a copy of the statement of policy referred to in paragraph '1' of this letter.

2. I understand that you are in favor of attempting to organize the Clinical Departments of the Medical School on a complete full time basis, in the sense that all members of the department will be of the class indicated in paragraph '1' of the statement of suggested policy, this plan to be modified by the addition of part time appointments as contemplated in paragraph '2' of the memorandum only in case experience shows that it is necessary or desirable to do so.

3. I understand that you feel that it may be desirable at a later date, and in the light of experience, to suggest further changes in the contract with the General Education Board permitting the University to use its discretion in allowing the senior members of the staff to receive fees from private patients for services rendered to them within the Hospital or in consultation. I believe that you understand that no alteration in policy with respect to this point is possible without further alteration of the contract between the University of Chicago and the General Education Board.

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I should be very glad to have your confirmation of the understandings referred to above, and your assurance that the method of procedure indicated is satisfactory to you.

2.

Upon receipt of this I will at my earliest opportunity lay the matter before the Board of Trustees for their consideration. With their approval I understand that our way would be entirely clear. Should the Board raise any question about the plan, I should, of course, bring the matter to your attention again.

Hoping for an early and affirmative reply to this letter and a speedy and happy conclusion of the whole matter, I am

Sincerely yours,

Dr. Dean D. Lewis
952 North Michigan Avenue
Chicago, Illinois

Ernest D. Burton

EDB:HP

Copies for:
Dr. McLean
Mr. Swift
Dr. Post

Upon receipt of this I will at my earliest opportunity lay the matter before the Board of Trustees for their consideration. With their approval I understand that our way would be entirely clear. Should the Board raise any question about the plan, I should, of course, bring the matter to your attention again.

Hoping for an early and affirmative reply to this letter and a speedy and happy conclusion of the whole matter, I am

Sincerely yours,

Conrad B. Butler

Dr. Dean D. Lewis
922 North Michigan Avenue
Chicago, Illinois

EDB:HP

Copies for:
Dr. McLean
Mr. Swift
Dr. Post

Copy to Dr. McLean

July 22, 1924

Medical
Sub
F4a

My dear Mr. Plimpton:

When Dr. F. C. McLean was called to the University it was understood that until the new buildings were ready and regular instruction in the Graduate School of Medicine was to begin, his time would be occupied in part in planning the buildings and organizing the school and in part in study here or elsewhere, and that the latter would be counted as residence, if it was in excess of the normal vacation period within the time named. The basis of this understanding was that whatever period Dr. McLean spent elsewhere would be in medical research and study of medical education, both of which would be of direct service to the University of the type for which he was invited to come to the University.

I think, therefore, it should be understood that ~~any~~^{no} period of absence from the University on the part of Dr. McLean for the purposes above indicated should be accounted as excess vacation within the period that is to elapse before the regular instruction in the medical school begins.

On the other hand, should the necessities of the situation here demand his presence at the University for more than three quarters a year, such extra presence here should entitle him to vacation credit or extra cash payment. In the latter case, I presume it would be both for his interest and the University's to have it counted as extra vacation.

Very truly yours,

Mr. N. C. Plimpton
The University of Chicago

EDB:HP

Copy to Dr. McLean

July 23, 1924

My dear Mr. Phipps:

When Dr. F. C. McLean was called to the University it was understood that until the new buildings were ready and regular instruction in the Graduate School of Medicine was to begin, his time would be occupied in part in planning the buildings and organizing the school and in part in study here or elsewhere, and that the latter would be counted as residence, if it was in excess of the normal vacation period within the time named. The basis of this understanding was that whatever period Dr. McLean spent elsewhere would be in medical research and study of medical education, both of which would be of direct service to the University of the type for which he was invited to come to the University.

I think, therefore, it should be understood that any period of absence from the University on the part of Dr. McLean for the purposes above indicated should be accounted as excess vacation within the period that is to elapse before the regular instruction in the medical school begins.

On the other hand, should the necessities of the situation here demand his presence at the University for more than three quarters a year, such extra presence here should entitle him to vacation credit or extra cash payment. In the latter case, I presume it would be both for his interest and the University's to have it counted as extra vacation.

Very truly yours,

Mr. N. C. Phipps
The University of Chicago

EDB:HP

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

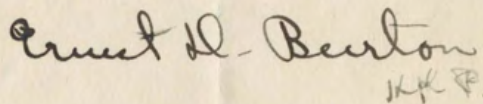
July 24, 1924

My dear Mr. Tufts:

Dr. Lewis is not quite ready to answer my letter of July 19 to him. When the reply comes in, please acknowledge its receipt, have a copy sent to me in Europe, and confer with Dr. Post and Dr. McLean. I imagine that the discussion will have to wait till I return.

Meantime he has consented to have the University appoint a man to represent him in the matter of building plans. Dr. Post and Dr. McLean will nominate a man to you and you will please carry his name to the Board.

Very truly yours


H. E. B.

Mr. J. H. Tufts
The University of Chicago

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

July 24, 1934

My dear Mr. Tolson:

Mr. Lewis is not quite ready to answer my letter of July 19 to him. When the reply comes in, please acknowledge its receipt, have a copy sent to me in Europe, and confer with Dr. Ford and Dr. Kohnen. I imagine that the discussion will have to wait till I return.

Excuse me for not commenting on your letter of July 19. I am so busy that I cannot find time to do so. I am sure you will find it very interesting.

Sincerely,

Very truly yours,

Wm. L. Dyer

Mr. J. M. Tolson
The University of Chicago

9

The University of Chicago

Department of Pathology

August 9, 1924.

Dean James H. Tufts,
The University of Chicago.

My dear Dean Tufts:

During the Spring, President Burton formed a committee on Nurses Education, asking me to serve as Chairman. This committee met to discuss various possible solutions of this problem and decided that it would not be possible to make any recommendations until we had figures to guide us as to the relative cost of the different programs, and Doctor Seem was appointed a committee of one to secure this information. He has been able to secure figures on the cost of employing graduate nurses to do the work without maintaining the training school, and also on the cost of the ordinary type of hospital training school, at least as far as these can be shown by the experience of other hospitals. However, the sort of organization that we are planning here is somewhat unique, and the question of the cost of maintaining a University School for Nursing in connection with the University Hospital cannot be reached from any experience now available in other institutions. He believes that the only way we can secure the necessary information would be to employ a nurse with administrative experience in allied lines, who should go over our hospital plans and determine just what nursing help will be needed, and how a University training school for nurses should be organized to accomplish the program that we have in mind. He believes that this could be done in about a month by an experienced person and recommends that a suitable person be employed for this purpose. As some of the members of the committee on Education of Nurses are not in residence, it has seemed best to take the matter up with you directly in order that, if possible, we may have the necessary facts to present to the committee at the beginning of the Autumn Quarter.

Yours very truly,

H. G. Liden Wheeler

The University of Chicago

Department of Pathology

August 9, 1934.

Dear James H. Tuttle,
The University of Chicago.

My dear Dean Tuttle:

During the Spring President Burton formed a committee on Nurses Education, asking me to serve as Chairman. This committee met to discuss various possible solutions of this problem and decided that it would not be possible to make any recommendations until we had figures to guide us as to the relative cost of the different programs, and Doctor Beem was appointed a committee of one to secure this information. He has been able to secure figures on the cost of employing graduate nurses to do the work without maintaining the training school, and also on the cost of the ordinary type of hospital training school, at least as far as these can be shown by the experience of other hospitals. However, the sort of organization that we are planning here is somewhat unique, and the question of the cost of maintaining a University School for Nursing in connection with the University Hospital cannot be reached from any experience now available in other institutions. He believes that the only way we can secure the necessary information would be to employ a nurse with administrative experience in allied lines, who should go over our hospital plans and determine just what nursing help will be needed, and how a University training school for nurses should be organized to accomplish the program that we have in mind. He believes that this could be done in about a month by an experienced person and recommends that a suitable person be employed for this purpose. As some of the members of the committee on Education of Nurses are not in residence, it has seemed best to take the matter up with you directly in order that, if possible, we may have the necessary facts to present to the committee at the beginning of the Autumn Quarter.

Yours very truly,

H. J. Beem

9

The University of Chicago

Department of Pathology

August 9, 1924.

Dean James H. Tufts,
The University of Chicago.

My dear Dean Tufts:

Since writing you today relative to the needs for investigation of necessary expenditures for nursing education, I have had a conference with Doctor McLean. He considers this a vitally necessary thing. A thorough study of our program should be made in order to determine how many nurses will be needed, how they should be educated, occupied and housed, and such a survey is the only way in which we can secure the necessary information. He believes that we should request the Committee on Appropriations to authorize the expenditure of \$1000, from the general medical funds for this purpose. Presumably the work can be done for less than this, but we should have enough to be sure that the project can be covered adequately. As stated in my letter, Doctor Seem was made a sub-committee of one of the Committee on Education of Nurses, to secure these data, and it is his recommendation that expert advice be secured to draw up a provisional budget. As the matter meets with the approval of Doctor McLean and myself, and as a large portion of the original committee are out of town, it does not seem to me necessary to attempt to call a meeting of the full committee. I would therefore recommend that the Committee on Expenditures make this appropriation of \$1000 to be placed at the disposal of Doctor Seem for the carrying out of the necessary investigation to determine costs of nursing education in connection with the new medical school and hospital.

Yours very truly,

H. Gideon Wells

OK
H. W. Leary

The University of Chicago
Department of Pathology

August 9, 1924.

Dean James H. Tuttle,
The University of Chicago.

My dear Dean Tuttle:

Since writing you today relative to the needs for investigation of necessary expenditures for nursing education, I have had a conference with Doctor McLean. He considers this a vitally necessary thing. A thorough study of our program should be made in order to determine how many nurses will be needed, how they should be educated, occupied and housed, and such a survey is the only way in which we can secure the necessary information. He believes that we should request the Committee on Appropriations to authorize the expenditure of \$1000, from the general medical funds for this purpose. Presumably the work can be done for less than this, but we should have enough to be sure that the project can be covered adequately. As stated in my letter, Doctor Seem was made a sub-committee of one of the Committee on Education of Nurses, to secure these data, and it is his recommendation that expert advice be secured to draw up a provisional budget. As the matter meets with the approval of Doctor McLean, and myself, and as a large portion of the original committee are out of town, it does not seem to me necessary to attempt to call a meeting of the full committee. I would therefore recommend that the Committee on Expenditures make this appropriation of \$1000 to be placed at the disposal of Doctor Seem for the carrying out of the necessary investigation to determine costs of nursing education in connection with the new medical school and hospital.

Yours very truly,

H. J. Allen

W. W. Seem

The University of Chicago

Department of Medicine

August 11, 1924

Mr. James Hayden Tufts
The University of Chicago
Chicago, Illinois

Dear Mr. Tufts:

Dr. Wells and Dr. Seem have consulted me about a proposed expenditure for the services of a nurse in obtaining information necessary for determining the policy of the University with respect to nursing service in the new hospital and with respect to nursing education.

I am convinced that this expenditure, which I believe will not be over a thousand dollars, is necessary and very important. Since it refers directly to the question of nursing service in the hospital it would seem proper to me to have the expenditure charged to the income from the Medical School Fund.

Sincerely yours,

Franklin C. McLean
per N.G.

FCMcL/NG

The University of Chicago

Department of Medicine

August 11, 1934

Mr. James Hayden Tuttle
The University of Chicago
Chicago, Illinois

Dear Mr. Tuttle:

Dr. Kellie and Dr. Seem have consulted me about a proposed expenditure for the services of a nurse in obtaining information necessary for determining the policy of the University with respect to nursing service in the new hospital and with respect to nursing education.

I am convinced that this expenditure, which I believe will not be over a thousand dollars, is necessary and very important. Since it refers directly to the question of nursing service in the hospital it would seem proper to me to have the expenditure charged to the income from the Medical School Fund.

Sincerely yours,

Frederick C. Woodworth
Aug 11 8

FCM:JG

The University of Chicago

Office of the Vice-President and Business Manager

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

August Eleventh
11 9 2 4

Medical

Mr. James H. Tufts
President's Office

My dear Mr. Tufts:

In order to consult some authorities on nursing education for the purpose of securing information for the Committee on Nursing and to determine questions concerning certain details and equipment in the development of the plans for the hospital, it is desirable that I have the opportunity at this time to visit places mentioned below and possibly to include other cities should it develop that would be desirable.

I should like to go to Rochester, Minnesota, Cleveland, Ohio, and Erie, Pennsylvania, and wish to ask for authorization to do so.

Very truly yours,

Ralph B. Seem

RBS:LC

Dr. Ralph B. Seem

The University of Chicago

Office of the Vice-President and Business Manager

Room 1000, 520 S. Clark St.
Telephone DEARBORN 2512

August Eleventh
1934

Mr. James H. Tutts
President's Office

My dear Mr. Tutts:

In order to compile some authorities on nursing education for the purpose of securing information for the Committee on Nursing and to determine questions concerning certain details and equipment in the development of the plans for the hospital, it is desirable that I have the opportunity at this time to visit places mentioned below and possibly to include other cities should it develop that would be desirable.

I should like to go to Rochester, Minnesota, Cleveland, Ohio, and Erie, Pennsylvania, and wish to ask for authorization to do so.

Very truly yours,

Ralph B. Seem

Dr. Ralph B. Seem

RBS:lc

8

The University of Chicago

Department of Medicine

August 12, 1924

Mr. James H. Tufts
University of Chicago
Chicago, Illinois

My dear Mr. Tufts:

In accordance with President Burton's letter to you under date of July 24, 1924, in which he stated that Dr. Post and I would nominate a man to represent Dr. Lewis in the matter of building plans, Dr. Post and I desire to recommend the appointment of Dr. D. B. Phemister as a temporary consultant on the building plans to represent Dr. Lewis, Professor of Surgery.

It has not yet been determined whether it will be necessary to provide an honorarium for Dr. Phemister. It will probably be necessary, however, to provide for some traveling expenses to enable him to carry out his work in connection with the plans.

We would recommend, therefore, that the expenditure of a sum not to exceed fifteen hundred dollars and to be charged to the income from the Medical School Fund be authorized to cover all expenses in connection with the proposed appointment.

Very truly yours,

Franklin C. McLean

FCMcL/NG

The University of Chicago

Department of Medicine

August 18, 1934

Mr. James E. Little
University of Chicago
Chicago, Illinois

My dear Mr. Little:

In accordance with President Burton's
letter to you under date of July 24, 1934, in
which he stated that Dr. Post and I would con-
sider a man to represent Dr. Little in the matter
of building plans, Dr. Post and I desire to recom-
mend the appointment of Dr. D. H. Phemister as a
temporary consultant on the building plans to rep-
resent Dr. Little, Professor of Surgery.

It has not yet been determined whether
it will be necessary to provide an honorarium for
Dr. Phemister. It will probably be necessary, how-
ever, to provide for some traveling expenses to en-
able him to carry out his work in connection with
the plans.

We would recommend, therefore, that the
expenditure of a sum not to exceed fifteen hundred
dollars and to be charged to the income from the
Medical School Fund be authorized to cover all ex-
penses in connection with the proposed appointment.

Very truly yours,

Franklin C. Johnson

FCM:W

Medical

The University of Chicago

The Medical Courses

OFFICE OF THE DEAN

August 16th, 1924.

President Ernest D. Burton,
Faculty Exchange.

Dear President Burton:

The Committee appointed by you to consider the question of fees which should be charged students in the Graduate Medical School of the Ogden Graduate School of Science, consisting of Vice-President Tufts, Dean Gale, and me, reports that in its opinion the fee should be increased from \$80.00 per quarter, as at present, to a sum approximately equal to that charged in the leading medical schools of the United States. This would be about \$100.00 per quarter - \$300.00 a year.

The Committee feels, however, that the right time to make this increase will be the first year when we offer students the greater facilities and advantages that our plan of development promises. We recommend therefore that no change be made at the present time.

Yours very truly,

B. C. Harvey

Secretary of the Committee.

BCHH:LB

cc- Dean Gale

cc- Vice-President Tufts ✓

Wm. H. C. C.

The University of Chicago

The Medical College

OFFICE OF THE DEAN

August 15th, 1904.

President Ernest B. Burton,
University Exchange.

Dear President Burton:

The Committee appointed by you to consider the
question of fees which should be charged students in
the Graduate Medical School of the University of Chicago
of Science, consisting of Vice-President Tufts, Dean
Gale, and me, reports that in its opinion the fee should
be increased from \$50.00 per quarter, as at present, to
\$100.00 per quarter, and that this change is in the
interest of the medical school of the United States. This would
be about \$100.00 per quarter - \$400.00 a year.

The Committee feels, however, that the right
time to make this increase will be the first year when
we offer students the greater facilities and advantages
that our plan of development provides. It is recommended
therefore that no change be made at the present time.

Yours very truly,

Wm. H. C. C.

Secretary of the Committee.

Wm. H. C. C.

cc - Dean Gale
cc - Vice-President Tufts

August 18, 1924

Dr. Franklin C. McLean,
Faculty Exchange.

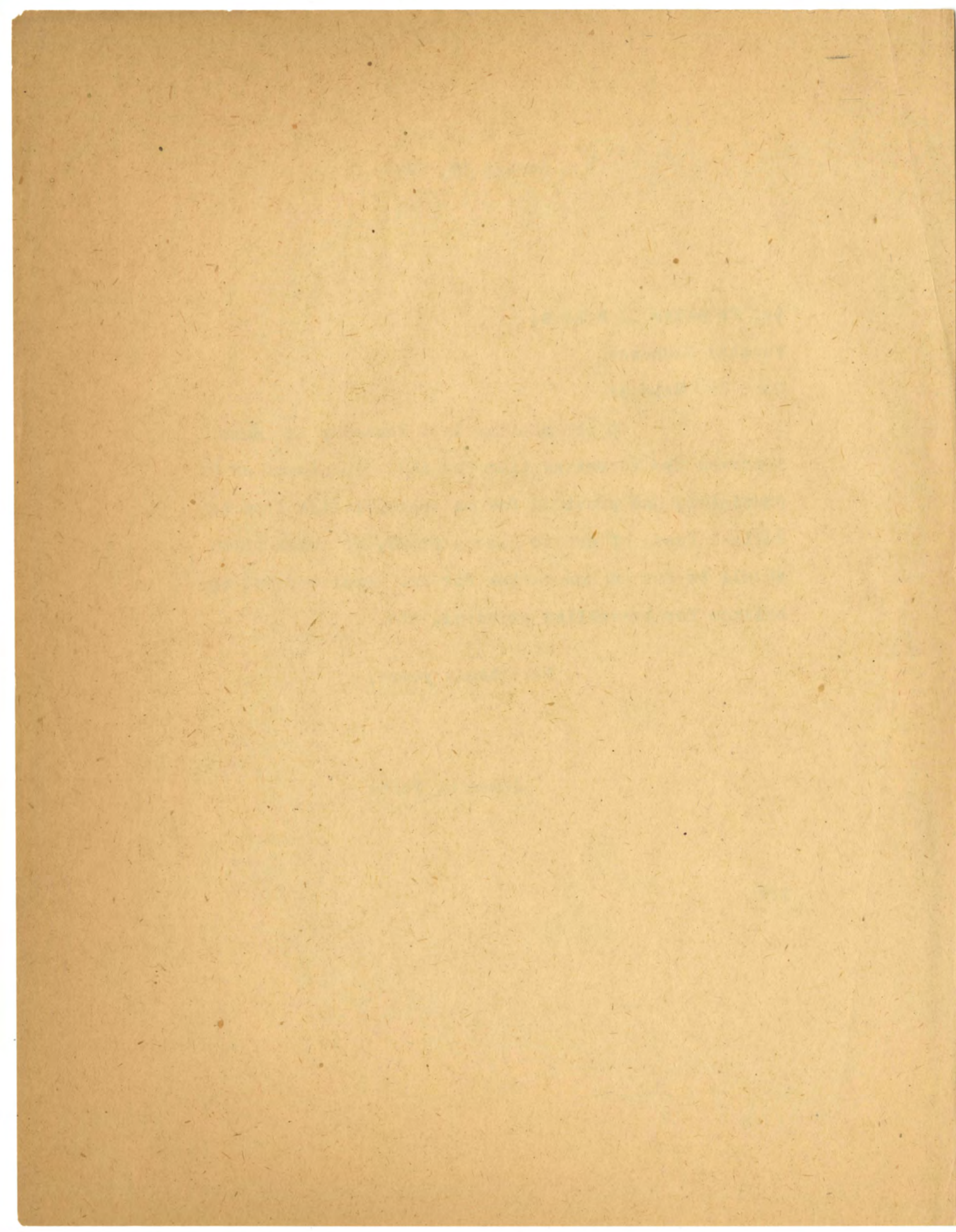
Dear Dr. McLean:

At its meeting last Thursday the Board approved the recommendation for the appointment of Dr. Phemister, and provided for an appropriation from the Medical funds of not to exceed \$1500, of which \$1000 should be for an honorarium for Dr. Phemister and the balance for travelling expenses, etc.

Very truly yours,

James H. Tufts

T:W



Fusta

DR. DEAN LEWIS
952 NORTH MICHIGAN AVENUE
CHICAGO

HOURS 1 TO 3 P.M.
TELEPHONE SUPERIOR 7184

August 20, 1924

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

My dear President Burton:

Having presented my resignation as Professor of Surgery in the University of Chicago, I do not feel justified in discussing policies or making suggestions concerning the plans or equipment of the Surgical unit.

I would be obliged if you would present to the Trustees at the earliest opportunity my resignation as Professor of Surgery.

Very sincerely yours,

Dean Lewis.

DR. DEAN LEWIS
322 NORTH MICHIGAN AVENUE
CHICAGO

RECEIVED
AUGUST 25, 1934

AUGUST 25, 1934

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

My dear President Burton:

Having presented my resignation as Professor of Surgery
in the University of Chicago, I do not feel justified in discussing
policy of making suggestions concerning all plans or equipment
of the surgical unit.

I would be obliged if you would present to the President as
the earliest opportunity my resignation as Professor of Surgery.

Very sincerely yours,

Dean Lewis

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

August 25, 1924

En 5a

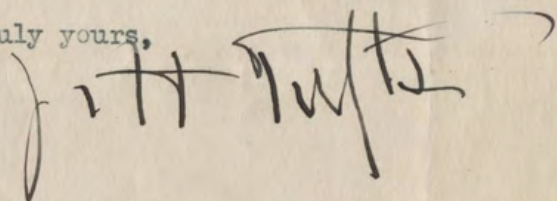
My dear President Burton:.

The enclosed letter from Dr. Dean Lewis was received in the office today, although it is as you see dated August 20. I have conferred with Mr. Harold Swift as to whether we should send you a cable and at his suggestion I am sending this letter believing that it will reach you before you sail.

I may add that Dr. McLean told me in confidence last week that he had been informed from what he considered a reliable source that Dr. Lewis considered his former letter as final.

I should be glad if you would advise me as to whether any action should be taken at the September meeting of the Board or whether the matter should await your return. If I do not hear from you I shall hold the resignation until you return.

Very truly yours,



JHT-A

President Ernest D. Burton,
c/o Swift and Company, Ltd.,
58 West Smithfield,
London, E. C. 1

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

August 22, 1924

My dear President Burton:

The enclosed letter from Dr. Dean Lewis was received in the office today, although it is as you see dated August 20. I have conferred with Mr. Harold Smith as to whether we should send you a cable and at his suggestion I am sending this letter believing that it will reach you before you sail.

I may add that Dr. Lewis told me in confidence last week that he had been informed that you were considering a resignation.

Since that Dr. Lewis considered his former letter as final.

I should be glad if you would advise me as to whether

any action should be taken at the September meeting of the Board

or whether the matter should await your return. If I do not

hear from you I shall hold the resignation until you return.

Very truly yours,

Handwritten signature: J. H. Burton

JHB-A

President Ernest B. Burton,
c/o Smith and Company,
22 West Madison,
London, W. C. 2

Dr. Dean Lewis
952 North Michigan Avenue
Chicago

August 20, 1924

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

My dear President Burton:

Having presented my resignation as Professor of Surgery in the University of Chicago, I do not feel justified in discussing policies or making suggestions concerning the plans or equipment of the Surgical Unit.

I would be obliged if you would present to the Trustees at the earliest opportunity my resignation as Professor of Surgery.

Very sincerely yours,

(Signed) Dean Lewis.

COPY

Mr. Dean Lewis
923 North Michigan Avenue
Chicago

August 30, 1934

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

My dear President Burton:

Having presented my resignation as Professor of Surgery in
the University of Chicago, I do not feel justified in
discussing policies or making suggestions concerning the
plans or equipment of the Surgical Unit.

I would be obliged if you would present to the Trustees as
the earliest opportunity my resignation as Professor of
Surgery.

Very sincerely yours,

(Signed) Dean Lewis.

2011

CLASS OF SERVICE	SYMBOL
TELEGRAM	
DAY LETTER	BLUE
NIGHT MESSAGE	NITE
NIGHT LETTER	N L

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
TELEGRAM	
DAY LETTER	BLUE
NIGHT MESSAGE	NITE
NIGHT LETTER	N L

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

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at Grand Central Terminal Main Concourse, N. Y., ALWAYS OPEN

1924 SEP 17 PM 4 23

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SF UNIONSTOCKYARDS ILL 17 115P

ERNEST D BURTON C690

COMMODORE HOTEL NEWYORK NY

AS MATTER INFORMATION TODAYS HERALD EXAMINER ANNOUNCES DOCTOR DEAN
LEWIS APPOINTMENT AS CHIEF SURGEON OF UNIVERSITY ILLINOIS MEDICAL
 SCHOOL SAYS FINAL ACTION WILL BE TAKEN BY ILLINOIS TRUSTEES AT MEETING
 NEXT WEEK NO STATEMENT REFERENCE LEWIS ACCEPTANCE NOR ANY REFERENCE TO
 UNIVERSITY CHICAGO STOP PRESUME ADVISABLE DO NOTHING ON MATTER
 UNTIL YOU RETURN CHICAGO AND GET FULL SITUATION FROM LEWIS

HAROLD H SWIFT

WESTERN UNION TELEGRAM

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Harold H. Swift
Union Stock Yards
Chicago

Ans'd maily

Fw 5-a

September 19, 1924.

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

Dear Mr. Burton:

The most urgent situation for your attention seems to me to be that in connection with Dr. Lewis. You doubtless had my day letter sent on Wednesday afternoon to the Commodore, reading as follows:

"As matter information today's Herald Examiner announces Doctor Dean Lewis' appointment as chief surgeon of University Illinois Medical School. Says final action will be taken by Illinois Trustees at meeting next week. No statement reference Lewis' acceptance nor any reference to University Chicago. Stop. Presume advisable do nothing on matter until you return Chicago and get full situation from Lewis."

attached hereto is newspaper article.

If Dr. Lewis accepts this appointment I understand it means that he takes up the work on part time basis, much the same as he has been doing at Rush; and that he will remove his private work from Presbyterian Hospital to St. Luke's.

The important matter as I see it is to establish whether Dr. Lewis has made the arrangement with P. and S. (Illinois), or whether this is an unwarranted publication. If no arrangement has been made I presume you will figure to go on in your negotiations where you left off before going abroad, and either come to agreement or to parting of the ways.

The situation seems to me tense and rather acute, so that I think there is considerable merit in your seeing Dr. Lewis quite soon.

P.S. Dr. Post has talked to a friend of Yours cordially, Dr. Lewis and believes that Dr. Lewis has accepted the appointment but that he is embarrassed at the publicity before he finally talked with you and before the Illinois Board has taken action. H.H.S.

Harold H. Swift,

Office of the President

Referred to

H. Jordan

1924

Please

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

13. Remarks.

Referred to

1924

Please

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



OFFICE OF THE SURGEON GENERAL

IN REPLYING
ADDRESS THE SURGEON GENERAL
U. S. PUBLIC HEALTH SERVICE

TREASURY DEPARTMENT

BUREAU OF
THE PUBLIC HEALTH SERVICE

WASHINGTON

September 22, 1924.

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

My dear Dr. Burton:

Following a recent meeting of the Advisory Committee on the Education of Sanitarians, I am writing to suggest three definite ways by which the universities of the country having "Class A" medical schools may meet the needs for supplemental academic training of persons now employed in public health work. These three measures are outlined in the attached memorandum.

The number needing training is large. Although several hundred persons have been in attendance upon four public health summer schools this year, inquiries received last winter indicate that a greater number wish to secure further academic training than appear to have been able to leave their work for so long a period as six to eight weeks for summer school work. They consist of health officers, nurses, statisticians, sanitary engineers, laboratory specialists, oral hygienists and other types of sanitarians now employed.

In our opinion, there are many persons employed by health agencies living within a comparatively short distance of the universities and medical schools of the country who would enter one or more public health courses during the regular session, if these universities or schools would definitely undertake to acquaint such persons with the opportunities for study which they offer. In one city alone, in which a university and medical school are located, there are several hundred employees of the city department of health. Publicity regarding existing courses alone would probably result in a considerable increase in enrollments.

Should you wish to distribute a communication regarding your facilities for academic training among the health officers and other sanitarians of your State or section of the country, we can probably be of assistance to you, if you wish, in obtaining mailing lists of sanitarians.

TREASURY DEPARTMENT

BUREAU OF

THE PUBLIC HEALTH SERVICE

WASHINGTON



OFFICE OF THE SURGEON GENERAL

IN REPLY TO
ADDRESS THE SURGEON GENERAL
AT PUBLIC HEALTH SERVICE

September 22, 1924.

Dr. Ernest Doherty Barton,
President,
University of Chicago,
Chicago, Illinois.

My dear Dr. Barton:

Following a recent meeting of the Advisory Committee on the
Education of Sanitarians, I am writing to suggest three definite ways
by which the universities of the country having "Class A" medical
schools may meet the needs for supplemental academic training of per-
sons now employed in public health work. These three measures are
outlined in the attached memorandum.

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hundred persons have been in attendance upon four public health summer
schools this year, inquiries received last winter indicate that a
greater number wish to secure further academic training than appear to
have been able to leave their work for so long a period as six to
eight weeks for summer school work. They consist of health officers,
nurses, statisticians, sanitary engineers, laboratory specialists,
oral hygienists and other types of sanitarians now employed.

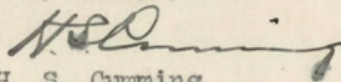
In my opinion, there are many persons employed by health
agencies living within a comparatively short distance of the universi-
ties and medical schools of the country who would enter one or more
public health courses during the summer session, if their universi-
ties or schools would definitely undertake to accept such persons
with the opportunities for study which they offer. In one city alone,
in which a university and medical school are located, there are sev-
eral hundred employees of the city department of health. Individually
regarding existing courses alone would probably result in a considerable
increase in enrollment.

Should you wish to distribute a communication regarding your
facilities for academic training among the health officers and other
sanitarians of your State or section of the country, we can probably be
of assistance to you, if you wish, in obtaining mailing lists of san-
itarians.

Dr. Ernest DeWitt Burton, #2

We would be very glad to learn whether it will be practicable for you to offer during the coming academic year or during the summer session of 1925 one or more of the three types of training suggested in the attached memorandum.

Very truly yours,

A handwritten signature in dark ink, appearing to read 'H. S. Cumming', with a stylized flourish at the end.

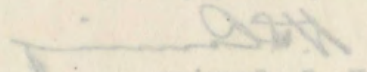
H. S. Cumming
Surgeon General.

Incl.
HHM:JFS

Dr. Ernest DeWitt Burton, Jr.

We would be very glad to learn whether it will be practicable for you to offer during the coming academic year or during the summer session of 1925 one or more of the three types of training suggested in the attached memorandum.

Very truly yours,


H. S. Gunning
Surgeon General.

Incl.
HEM:75

Proposed Measures
for the
Supplemental Academic Training of Sanitarians Now Employed

Issued by
The United States Public Health Service
Washington, D.C.

The problem of adequately trained personnel remains one of the most important problems in the field of public health. Thousands of persons have entered public health work directly from private medical practice, private nursing and other occupations allied to public health work without the advantages of special training. As a higher degree of personal efficiency becomes more and more necessary for effective public health work, health officers and other employees of health agencies are turning more and more to the universities for additional technical training. If practicable opportunities were available, probably a large proportion of the 20,000 or more persons in public health work would at once enroll for further training.

Three types of training for such persons are suggested:

I.

One or more intensive courses of study to which a student gives his full attention for a limited period, usually one month.

Courses of this type are now offered by the Harvard School of Public Health*. Persons employed in public health work may attend this School of Public Health for the month during which a particular course of study is offered and be absent from their positions for only that limited period of time. During the year 1924-25, for instance, a course in "Child Hygiene" occupies virtually the entire time of the student for the month

*On account of the limitations of space, only a few examples of this and other types of courses can here be given.

Proposed Measures
for the
Supplemental Academic Training of Sanitation Workers

Issued by
The United States Public Health Service
Washington, D.C.

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On account of the limitations of space, only a few examples of this and other types of courses can here be given.

of March; a course in "Mental Hygiene" the entire time for the month of February. A course in "Water and Sewage Analysis" is offered during February for five entire mornings each week; and similarly a course in "The Communicable Diseases" for five mornings a week for the month of April. This type of course is highly recommended by both health officers and educators on the Advisory Committee on the Education of Sanitarians of the United States Public Health Service.

II.

One or more courses of two or three hour periods given one or two days a week at a time of the day which will make possible the attendance of persons employed by health agencies.

At the George Washington University Medical School a lecture course in preventive medicine was offered last year Saturday evenings from 7.00 to 9.30, and on Thursday evenings from 7.00 to 10.00 a laboratory course in public health.

In the State of New York, medical colleges located at four geographical centers have conducted, at intervals since 1914, courses in public health for part time local health officers. These courses are given two days a week, at least five hours each day, and cover a minimum of eight weeks. A total of approximately 500 persons since 1914 have completed the work.

The Medical School of the University of Minnesota offered during the year 1923-24 two extension courses in public health. One was a course in "The Elements of Preventive Medicine". A second course dealt with "The Principles of Public Health Nursing".

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The Medical School of the University of Minnesota offered during the year 1923-24 two extension courses in public health. One was a course in "The Elements of Preventive Medicine". A second course dealt with "The Principles of Public Health Nursing".

In North Carolina, the Extension Division of the State University sends lecturers to the small cities and towns of the State for a series of twelve weekly talks and clinical demonstrations in preventive medicine and public health work. Of the 450 private practitioners in the territory covered, 198 enrolled during the year 1922-23 and there was an attendance through the year of 85 per cent.

Single public health courses may be offered with or without the assistance of the Extension Department of the University. In general, it is believed that extension courses are entered by students who have a somewhat less serious purpose than those who enter the regular university courses in which all students are expected to do a definite amount of work and take the examinations. If high standards are required, however, it makes little difference whether the course is offered by the extension department, by the medical school or by some other department of the university.

Distribution to employees of health agencies of a printed or mimeographed announcement of public health courses should result in a considerably larger number of enrollments.

III.

One or more public health courses offered during the summer session which may or may not be organized as a public health summer school.

These courses usually continue for six to eight weeks, and may or may not require the full-time attention of the student.

The Public Health Service in the future will not attempt to give publicity to the summer courses conducted by any particular university. It

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State public health courses may be offered with or without the assistance of the Extension Department of the University. In general, it is believed that extension courses are entered by students who have a somewhat less serious purpose than those who enter the regular university courses in which all students are expected to do a definite amount of work and take the examinations. If high standards are required, however, it makes little difference whether the course is offered by the extension department, by the medical school or by some other department of the university.

Instruction to employees of health agencies of a printed or mimeographed announcement of public health courses should result in a considerably larger number of enrollments. University of Tennessee, School of Hygiene and Public Health, Nashville, Tennessee, 1922-23.

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is possible that the Service will issue and distribute among sanitarians and physicians throughout the country a pamphlet on the importance of academic training in public health work. The Service will be glad to include the names of all universities wishing to offer public health courses during the summer of 1925 in any such publication which may be issued.

Note 1.

Following is a revised list of schools, departments and curricula of public health which offer graduate degrees:

Detroit College of Medicine and Surgery, Fifth Year Course in
Preventive Medicine and Public Health
Harvard University School of Public Health
Howard University School of Public Health and Hygiene
Johns Hopkins University School of Hygiene and Public Health
Massachusetts Institute of Technology, Department of Biology
and Public Health
New York University and Bellevue Hospital Medical College,
Public Health Courses
Ohio State University, Graduate School, Department of Public
Health
University of California, Graduate Division, Department of
Hygiene
University of Michigan, Department of Hygiene and Public
Health
University of Minnesota Medical School, Department of
Preventive Medicine and Public Health
University of Pennsylvania, School of Hygiene and Public
Health
Yale University, Graduate School, Department of General
Bacteriology and Public Health

The above schools, departments and curricula present a varying degree of autonomy. The organization of courses under the name of a "school of public health" does not necessarily add to the extent and usefulness of existing facilities. A university offering a large number of high grade courses in the field of public health, though they be unorganized as a school of public health, may contribute far more than a school of public

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New York University and Bellevue Hospital Medical College, Public Health Courses
Ohio State University, Graduate School, Department of Public Health
University of California, Graduate Division, Department of Hygiene
University of Michigan, Department of Hygiene and Public Health
University of Minnesota Medical School, Department of Preventive Medicine and Public Health
University of Pennsylvania, School of Hygiene and Public Health
Yale University, Graduate School, Department of General Bacteriology and Public Health

The above schools, departments and curricula present a varying degree of autonomy. The organization of courses under the name of a "school of public health" does not necessarily add to the extent and usefulness of existing facilities. A university offering a large number of high grade courses in the field of public health, though they be organized as a school of public health, may contribute far more than a school of public

health having an inadequate number of inferior courses.

There are several universities which might greatly increase their usefulness, without changing their form of organization, by publishing in a separate announcement a descriptive list of all courses offered in the field of public health and allied subjects, and by distributing this announcement extensively among the principal and minor employees of official and private health agencies, medical school students and other interested persons living in those sections of the country in which the various universities are located.

Note 2.

A public health correspondence course may be helpful to a limited number of conscientious persevering students.

Approximately six correspondence courses in public health are offered by the Home Study Department of the University of Chicago. Since 1899, 290 persons have registered for one or more of these courses, and 124 have finished them. The University of Missouri also offers one correspondence course, and since 1914, 157 persons have completed it. New York University offers a correspondence course which requires 300 hours of reading and, in addition, six days of residence work. The entire course may also be completed during a period of 25 days' residence. During recent years, a constantly decreasing number of persons have enrolled in these courses. Two correspondence courses for public health nurses are also offered by this University.

Under certain conditions the correspondence course may be profitable, and further information regarding such courses may be obtained from the United States Public Health Service upon request.

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Note 2.

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Harold H. Swift
Union Stock Yards
Chicago

Fw 5 a

September 25, 1924.

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

Dear Mr. Burton:

As a matter of tactics, I think it would be wise if you were to write Mr. Flexner and tell him of your interview with Dr. Lewis and the conclusion of it, thus pointing out that we are face to face with appointing another person, and saying that while you understand Dr. McLean has discussed the question with him and has received a favorable reaction from him toward Phemister, yet you are anxious, now that the situation actually confronts us, to have directly from him his point of view.

I have no doubt that the situation was just as Dr. McLean presents it to you, yet I think it is good policy for you to have some contact direct with Mr. Flexner on the matter. It may be only a gesture but to my mind a worth while one. I should not hesitate, along reasonable lines, to try to influence the reply. I think it is quite important that it cannot be said that we proceeded without his knowing it.

There seems to be a lull in the situation just now and perhaps no occasion for speed. On the other hand, our Board meeting does not come for two weeks and something might develop next week to make us think it wise to hurry up the matter. I suggest, therefore, if you agree, that you discuss the whole matter with Trevor and with him frame a letter to be sent Friday or Saturday.

Yours cordially,

Harold H. Swift

Copy of letter written to Mr. Flexner sent to Mr. Swift

Handwritten: 10/22/34
Chicago

September 22, 1934

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

Dear Mr. Burton:

As a matter of fact, I think it would be wise if
you were to write Mr. Fickner and tell him of your interview
with Dr. Lewis and the conclusion of it, thus pointing out that
we are in fact in a somewhat different position and asking
that while you understand Dr. Lewis has discussed the question
with him and has received a favorable reaction from his former
opponents, yet you are anxious, now that the situation actually
exists, to have directly from his point of view.

I have no doubt that the situation was just as Mr.
Kohlen suggests it to you, yet I think it is good policy for
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It may be only a gesture but to my mind a worth while one.
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the whole matter with Trevor and with him frame a letter to
be sent Friday or Saturday.

Yours cordially,

Handwritten signature: *Willis L. Latta*

Copy of letter written to Mr. Fickner sent to Mr. Latta

Medical

The University of Chicago

Department of Hygiene and Bacteriology

September 30th, 1924.

D. J. J. J.

Dr. Jordan would suggest the following type of answer: The University of Chicago is now contemplating a more advanced and extensive schedule of public health courses and as soon as arrangements are completed, full information will be sent.

The University of Chicago

Department of Hygiene and Bacteriology

September 30th, 1924.

Dr. Jordan would suggest the following type
of answer: The University of Chicago is now contemplating
a more advanced and extensive schedule of public health
courses and as soon as arrangements are completed, full
information will be sent.

File 5a

September 29, 1924

My dear Mr. Flexner:

I think you have been kept pretty thoroughly in touch with the situation as respects Dr. Lewis. Following up the information which you have gained from Dr. McLean I want now just to add that the incident is closed. Before I left for Europe he surprised me by following up the conversation which I thought was heading towards a satisfactory solution of the problem by a letter offering his resignation. I took the occasion of this letter to see him again and again came away with the impression that we were going to be able to adjust matters so that he would remain with us.

While I was in Europe he sent a letter to the office asking that his resignation be presented to the Board of Trustees at once. This was cabled to me and I requested that it be held until my return.

As soon as I returned I sought an interview with Dr. Lewis and made an appointment to meet him at luncheon last Monday. I again raised the question as to whether it was not possible to make some adjustment that would enable him to see his way to staying with us. He replied, however, and eventually in a way that seemed to me final, that in view of the uncertainty to as the outcome of the experiment which we were trying, he could not afford to take the risk to himself. I therefore finally

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assured him that I would present his resignation at the next meeting of the Board.

I have felt from the beginning that I ought not to leave unturned any stone that was reasonable to turn in order to arrive at a solution of the problem which would retain for us not only the services but the cordial cooperation of Dr. Lewis. The outcome, I think, shows that, whatever deeper reasons there may have been, he is unwilling to continue with the University during the period of experimentation and discovery of the best possible type of full-time service. In other words he is not willing to go on with any uncertainty as to what the future development will be or under any arrangement other than the one which he himself preferred. For such a situation there could scarcely be any other outcome than that which has finally developed.

Personally I very much regret Dr. Lewis' going and think that his leaving us will perhaps injure us to some extent in the eyes of his friends in Chicago, but on the whole I think the situation is pretty well understood among the medical profession, and in any case there was no other outcome consistent with an educational policy on the part of the University.

We are now conferring on the matter of his successor. There has been, as you probably know, considerable talk about Dr. Phemister and some informal conversation with him. If fur-

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ther conversation seems to make it clear that Dr. Phemister should be officially approached the matter will be brought to the attention of the Committee of the Board of Trustees on the Medical School.

Meanwhile I am informed by Dr. McLean and others that Dr. Phemister is rendering admirable services in the development of the plans for the Hospital and associated buildings.

With sincere appreciation of your interest in all of our work, I am

Yours sincerely,

EDE:NG

Mr. Abraham Flexner
General Education Board
61 Broadway
New York, New York

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EDB:NG

Mr. Abraham Flexner
General Education Board
81 Broadway
New York, New York

The University of Chicago

Fusa

Date October 1, 1924

To the President:

The following recommendation for { promotion
appointment to the position of } made by Committee on
Professor
Assistant Professor
Instructor
Associate

Organization is submitted for presentation to the Board of Trustees.
through Dr. McLean

School The Graduate Medical School Department of Surgery

The { promotion
appointment } of Dallas B. Phemister to the position of

Professor of Surgery is recommended, at a salary of

 dollars (\$) beginning

 for a period of one year

Mr. Phemister has the following academic record:

A.B. (or B.S. or Ph.B.) (college) B.S. U. of C.; (year) 1917

Ph.D. or other higher degree (institution) M.D. Rush Medical College; (year) 1904

Previous experience in teaching: Rush Medical College since 1906

Publications: See page attached.

Qualities as investigator: Excellent

Qualities as a teacher: Excellent

Qualities as an administrator: Excellent

Personality: Excellent

Recommendation considered by Deans: Gak

Provision for salary (budget p. and item):

J. H. Tuttle
Dean of Faculties

Publications since 1920:

The Recognition of Dead Bone Based on Pathological and X-Ray Studies, Annals of Surgery, Oct. 1920; Studies in Reduction of Bone Density, American Journal Roentgenology, July 1921; Operation for Epiphysitis of the Head of the Femur (Perthes' Disease), Archives of Surgery, March 1921; The Effect of Phosphorus in Rickets, Journal American Medical Association, March 26, 1921; The Nature of Cranial Hyperostosis Overlying Endothelioma of the Meninges, Archives of Surgery, March, 1923; Cysts of the External Semilunar Cartilage of the Knee, Journal American Medical Association, March 3, 1923; Ossification in Kidney Stones Attached to the Renal Pelvis, Annals of Surgery, August, 1923; Hematogenous Staphylococcus Infections Secondary to Foci in the Skin, Journal American Medical Association, February 18, 1922; The causes of and changes in Osteocartilaginous Bodies Arising from the Articular Surface of the Knee Joint, Journal Bone and Joint Surgery, April 1924.

Publications since 1920:

1924.
 Surface of the Knee Joint, Journal Bone and Joint Surgery, April
 changes in Osteoarthritic Bodies Arising from the Articular
 Medical Association, February 18, 1923; The cases of and
 Infections Secondary to Foci in the Skin, Journal American
 Annals of Surgery, August, 1923; Hematogenous Staphylococcus
 Ossification in Kidney Stones Attached to the Renal Pelvis,
 Journal American Medical Association, March 3, 1923;
 1923; Cysts of the External Semitarsal Cartilage of the Knee,
 Endothelioma of the Meninges, Archives of Surgery, March,
 March 28, 1921; The Nature of Cranial Hyperostosis Overlying
 Phosphorus in Rickets, Journal American Medical Association,
 Diseases), Archives of Surgery, March 1921; The Effect of
 Operation for Epiphyseitis of the Head of the Femur (Pertus,
 of Bone Density, American Journal Roentgenology, July 1921;
 Studies, Annals of Surgery, Oct. 1920; Studies in Reduction
 The Recognition of Dead Bone Based on Pathological and X-Ray

Copy 10/4/24

Fn 5a

October 4, 1924

My dear Dr. Phenister:

I should like to talk with you sometime early next week on a matter of interest to the University which I hope also will interest you. Could you take lunch with me at the University Club Monday at 12:30? If any other hour is more convenient I should be glad to accomodate myself to your convenience.

Will you please answer by telephone Monday morning?

Yours sincerely,

EDB:NG

Dr. D. B. Phenister
5702 Woodlawn Avenue
Chicago, Illinois

For 50

Copy to Mr. B. B. Pheasant

October 4, 1934

My dear Dr. Pheasant:

I should like to talk with you sometime early next week on a matter of interest to the University which I hope also will interest you. Could you take lunch with me at the University Club Wednesday at 12:30? If any other hour is more convenient I should be glad to accommodate myself to your convenience.

Will you please answer by telephone Monday morning?

Yours sincerely,

EDB:NG

Dr. B. B. Pheasant
5702 Woodlawn Avenue
Chicago, Illinois

DR. WILBER E. POST
1405 PEOPLES GAS BUILDING
CHICAGO

Fw 5a

Capps

October 6, 1924.

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

My dear President Burton:

Relative to Mr. Swift's letter regarding
Dr. Phemister, it is my opinion that it is not at all
necessary to go further into the question of the trouble
with the Chicago Medical Society. That affair has in no
way altered the opinion of the best in the profession in
this country regarding Dr. Phemister. Should you wish to
make further inquiry I would suggest that you ask Dr. Capps
to come for a conference, since he was one of the Trustees
of the Chicago Medical Society at the time the affair
occurred.

Yours sincerely,

Wilber E. Post

WEP:MM

File 25

DR. WILBER E. POST
1408 PEOPLES GAS BUILDING
CHICAGO

Handwritten signature

October 6, 1934.

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

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Relative to Mr. Swift's letter regarding

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of the Chicago Medical Society at the time the affair

occurred.

Yours sincerely,

Handwritten signature

WEP:MM

Copy to HHS

Fms 5a

October 10, 1924

My dear Dr. Phemister:

On account of the death of Mr. Hutchison the Board of Trustees of the University did not meet yesterday. This gives us a little more time for consideration of the matter which I laid before you the other day, and I am wondering whether it would be possible for you to reply to me early in the week.

I do not wish to press you unduly but for reasons indicated to you I should be glad to go forward with this matter.

Yours sincerely,

EDB:NG

Dr. Dallas B. Phemister
122 South Michigan Avenue
Chicago, Illinois

7m 20

[Handwritten signature]

October 10, 1924

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On account of the death of Mr. Hutchinson the Board of Trustees of the University did not meet yesterday. This gives us a little more time for consideration of the matter which I laid before you the other day, and I am wondering whether it would be possible for you to reply to me early in the week.

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EDB:NG

Dr. Dallas B. Pfenister
122 South Michigan Avenue
Chicago, Illinois



TELEGRAPHIC ADDRESS
RIZCARLTON

Fr 5a

Ritz-Carlton Hotel

ATLANTIC CITY
NEW JERSEY

October 2, 1924

Dear Doctor Burton:

It is very kind in you to write me as fully as you do regarding your surgical situation, though you must not feel that we are in any wise entitled to be consulted on these intimate matters. However, I confess I am flattered to be taken into your confidence. I think you have handled the situation with the utmost consideration. I do not believe that there is any reason why you should regret the outcome. Needless to say, I follow every step you make with the keenest interest.

With all good wishes,

Sincerely yours,

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Abraham Thorne

AF:ESB

Writ-Carlton Hotel

ATLANTIC CITY
NEW JERSEY

October 2, 1924



TELEGRAPHIC ADDRESS
WILSON, ILLINOIS

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I follow every step you make with the keenest interest.

With all good wishes,

Sincerely yours,

President Ernest B. Burton

University of Chicago

Chicago, Illinois

WFB:MSB

Fr 5a

The University of Chicago

Department of Medicine

copy to H.S.

October 11, 1924

President Ernest De Witt Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

Pursuant to your request, I have had a talk with Dr. Phemister with reference to his acceptance of an appointment as Professor of Surgery.

I find as I had expected that Dr. Phemister is exceedingly anxious to accept the appointment, and to cast his lot with the University. There are, however, certain difficulties in the way of his committing himself at the present time to matters of policy which will become effective in not less than two years. These difficulties are mainly with respect to the adjustments which he finds it necessary to make before he can assume his full duties at the University.

I feel that insistence on the part of the University as to settling at the present time the conditions of his appointment might easily make it impossible for Dr. Phemister to accept. On the other hand, Dr. Phemister assures me that he is ready to accept appointment at the present time, with the conditions for the next two years stated, in the hope and in the belief that the matters which are troubling him at present will be capable of a satisfactory solution before the time comes for him to assume his full duties at the University. In such a case, Dr. Phemister would immediately set about to prepare himself for his future duties, to proceed with the plans and organization for his Department, and to make every effort to arrive at a satisfactory solution of his difficulties. He would plan to go abroad about the first of the year, so that he may return in time to carry out the necessary preliminary work.

I would suggest, therefore, that Dr. Phemister be appointed as Professor of Surgery in the University of Chicago for a period of two years, to take effect at once, at a salary of \$5,000 per annum, with the understanding that he is to devote at least one half of his time during this period to the interests of the University, and that study abroad will be construed as satisfying this condition. In view of the circumstances, however, I feel that no special arrangements as to salary should be made during the time that he is abroad. It should further be understood that Dr. Phemister is at liberty to withdraw at the end of the two year period or at any time before that, if it appears that a satisfactory arrangement cannot be made for the future.

I feel sure that an appointment made under the above named conditions would be satisfactory to Dr. Phemister, and that he would proceed at once to undertake the duties and responsibilities involved in his appointment.

Sincerely yours,

Franklin C. McLean

The University of Chicago

Department of Medicine

October 11, 1934

President Emeritus Dr. West Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

In answer to your request, I have had a talk with Dr. Phemister with reference to his acceptance of an appointment as Professor of Surgery.

I find as I had expected that Dr. Phemister is exceedingly anxious to accept the appointment, and to start his job with the University. There are, however, certain difficulties in the way of his accepting himself at the present time to matters of policy which will become effective in not less than two years. These difficulties are mainly with respect to the adjustments which he finds it necessary to make before he can assume his full duties at the University.

I feel that insistence on the part of the University as to settling at the present time the conditions of his appointment might easily make it impossible for Dr. Phemister to accept. On the other hand, Dr. Phemister assumes that he is ready to accept appointment at the present time, with the conditions for the next two years stated, in the hope and in the belief that the matters which are troubling him at present will be capable of a satisfactory solution before the time comes for him to assume his full duties at the University. In such a case, Dr. Phemister would immediately set about to prepare himself for his future duties, to proceed with the plans and organization for his Department, and to make every effort to arrive at a satisfactory solution of his difficulties. We would then go forward about the first of the year, so that he may return in time to carry out the necessary preliminary work.

I would suggest, therefore, that Dr. Phemister be appointed as Professor of Surgery in the University of Chicago for a period of two years, to take effect at once, at a salary of \$5,000 per annum, with the understanding that he is to devote at least one half of his time during this period to the interests of the University, and that every effort will be continued as satisfying this condition. In view of the circumstances, however, I feel that no special arrangements as to salary should be made during the time that he is absent. It should further be understood that Dr. Phemister is at liberty to withdraw at the end of the two year period at any time before that, if it appears that a satisfactory arrangement cannot be made for his future.

I feel sure that an appointment made under the above named conditions would be satisfactory to Dr. Phemister, and that he would proceed at once to undertake the duties and responsibilities involved in the appointment.

Sincerely yours,

Frederick C. Williams

FORM 100

COPY.

The University of Chicago.
Chicago, Illinois.
Office of the President.

File 5a

October 17, 1924.

My dear Dr. Phemister :

At the meeting of the Board of Trustees of the University of Chicago yesterday I presented the resignation of Dr. Lewis which was accepted, and despite the fact that you indicated to me on Wednesday that your mind was not fully made up I ventured to recommend that you be appointed Professor of Surgery. The vote of the Board of Trustees was unanimous and hearty in approval of this recommendation. As you may care to see the precise action taken I transmit it herewith.

I earnestly hope that you will be willing to cast in your lot with us upon this basis. It is distinctly understood that you will be at liberty without any obligation of honor to terminate your relationship with the University within two years or before if it is clear to you that the plans of the University are such that you could not work under them. But, of course, we have no other thought or desire than that you shall remain with us throughout your working life.

Vours sincerely,

(signed) Ernest D. Burton.

EDB:NG

Dr. Dallas B. Phemister
122 South Michigan Avenue
Chicago, Illinois

7u5a

[Handwritten signature]

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

October 20, 1924.

President Ernest DeWitt Burton,
University of Chicago,
Chicago, Ill.

Dear President Burton:

I will accept the chair of Surgery in the University of Chicago on the following terms:

1. I shall receive a salary of \$10,000 yearly, devoting all of my time to the University Hospital and Medical School.
2. Eighty to eighty-five per cent of the beds allotted to Surgery shall be for public cases and fifteen to twenty per cent of the beds for private cases. The private cases would include General Surgery and the surgical specialties, Eye, Ear, Nose and Throat and Genito-Urinary. The beds for private patients shall be distributed among the higher ranking members of the staff and in such numbers that no one would devote any considerable amount of time to private patients.
3. The professional services shall be rendered to the patients on the Surgical Service according to the economic system that now quite generally governs the practice of medicine, namely:
 - (a) The public cases shall not be charged for professional services.
 - (b) The private patients may be charged a fee for professional services by the surgeons taking care of them. There would be "professional courtesy" cases, as doctors, nurses, etc., in this group, who would be cared for free.
4. I shall be allowed about nine months for study in Europe before taking up the post. The rest of my time between now and then I would spend at my present post, except as the University would call on me for part time services in connection with the development of the new institution. While abroad I would expect to draw full pay.

With this policy for the Department I could obtain and hold a better surgical staff than would be the case were the private patients excluded. It should keep the staff and the University out of any controversy with the medical profession of Illinois on the questions of contract practice and institutional practice of medicine.

Very sincerely yours,

DBP/FC

D. B. Phemister

O. B. WHELMISTER, M.D.
122 SOUTH MICHIGAN AVENUE
CHICAGO, ILL.

October 20, 1934.

President Emeritus, University of Chicago,
Chicago, Ill.

Dear President Emeritus:

I am most grateful for the chair of Surgery in the University of Chicago on the following terms:

1. I shall receive a salary of \$12,500 yearly, payable in 12 equal payments to the University Hospital and Medical School.
2. Twenty to twenty-five per cent of the beds allotted to surgery shall be for public cases and fifteen to twenty per cent of the beds for private cases. The private cases would include General Surgery and the Surgical Association, Etc., Etc. The 1934 for private patients shall be distributed among the higher ranking members of the staff and in such manner that no one would receive any considerable

3. The professional services shall be rendered to the patients on the Surgical Service according to the economic system that now exists generally governing the practice of medicine, namely:

(a) The public cases shall not be charged for professional services.

(b) The private patients may be charged a fee for professional services by the surgeon taking care of them. There would be "professional courtesy" cases, as doctors, nurses, etc., in this group, who would be cared for free.

4. I shall be allowed about nine months for study in Europe before taking up the post. The balance of my time between now and then I would spend at my present post, except as the University would call on me for part time services in connection with the development of the new institution. I would expect to be successful.

5. This policy for the University I could obtain and hold a better surgical staff than would be the case were the private patients excluded. It would keep the staff and the University out of any controversy with the Medical profession of Illinois on the question of a general practice and hospital.

Very sincerely yours,

O. B. WHELMISTER

cc/10

CLASS OF SERVICE DESIRED

Telegram

Day Letter

Night Message

Night Letter

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION



TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Form 1207A

Receiver's No.

Check

Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

To

Dr. Ernest D. Burton

Chicago, Ill. Oct. 24 1924

Street and No. (or Telephone Number)

Place

I believe Phenister will telegraph you to-day withdrawing his letter which he recognizes as ill advised he will discuss your letter with you on your return. I am still very hopeful of the outcome.
Franklin C. McLean

SENDER'S ADDRESS FOR ANSWER

SENDER'S TELEPHONE NUMBER

ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it repeated, that is, telegraphed back to the originating office for comparison. For one-half the unrepeated message rate is charged in addition. Unless otherwise indicated on its face, this is an unrepeated message and paid for as such, in consideration whereof it is agreed between the sender of the message and this company as follows:

1. The company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the unrepeated-message rate beyond the sum of five hundred dollars; nor for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the repeated-message rate beyond the sum of five thousand dollars, *unless specially valued*; nor in any case for delays arising from unavoidable interruption in the working of its lines; nor for errors in cipher or obscure messages.

2. In any event the company shall not be liable for damages for mistakes or delays in the transmission or delivery, or for the non-delivery, of any message, whether caused by the negligence of its servants or otherwise, beyond the sum of five thousand dollars, at which amount each message is deemed to be valued, unless a greater value is stated in writing by the sender thereof at the time the message is tendered for transmission, and unless the repeated-message rate is paid or agreed to be paid, and an additional charge equal to one-tenth of one per cent of the amount by which such valuation shall exceed five thousand dollars.

3. The company is hereby made the agent of the sender, without liability, to forward this message over the lines of any other company when necessary to reach its destination.

4. Messages will be delivered free within one-half mile of the company's office in towns of 5,000 population or less, and within one mile of such office in other cities or towns. Beyond these limits the company does not undertake to make delivery, but will, without liability, at the sender's request, as his agent and at his expense, endeavor to contract for him for such delivery at a reasonable price.

5. No responsibility attaches to this company concerning messages until the same are accepted at one of its transmitting offices; and if a message is sent to such office by one of the company's messengers, he acts for that purpose as the agent of the sender.

6. The company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the company for transmission.

7. It is agreed that in any action by the company to recover the tolls for any message or messages the prompt and correct transmission and delivery thereof shall be presumed, subject to rebuttal by competent evidence.

8. Special terms governing the transmission of messages under the classes of messages enumerated below shall apply to messages in each of such respective classes in addition to all the foregoing terms.

9. No employee of the company is authorized to vary the foregoing.

THE WESTERN UNION TELEGRAPH COMPANY

INCORPORATED

NEWCOMB CARLTON, PRESIDENT

CLASSES OF SERVICE

TELEGRAMS

A full-rate expedited service.

NIGHT MESSAGES

Accepted up to 2:00 A.M. at reduced rates to be sent during the night and delivered not earlier than the morning of the ensuing business day.

Night Messages may at the option of the Telegraph Company be mailed at destination to the addressees, and the Company shall be deemed to have discharged its obligation in such cases with respect to delivery by mailing such Night Messages at destination, postage prepaid.

DAY LETTERS

A deferred day service at rates lower than the standard telegram rates as follows: One and one-half times the standard Night Letter rate for the transmission of 50 words or less and one-fifth of the initial rates for each additional 10 words or less.

SPECIAL TERMS APPLYING TO DAY LETTERS:

In further consideration of the reduced rate for this special Day Letter service, the following special terms in addition to those enumerated above are hereby agreed to:

A. Day Letters may be forwarded by the Telegraph Company as a deferred service and the transmission and delivery of such Day Letters is, in all respects, subordinate to the priority of transmission and delivery of regular telegrams.

B. Day Letters shall be written in plain English. Code language is not permissible.

C. This Day Letter is received subject to the express understand-

ing and agreement that the Company does not undertake that a Day Letter shall be delivered on the day of its date absolutely, and at all events; but that the Company's obligation in this respect is subject to the condition that there shall remain sufficient time for the transmission and delivery of such Day Letter on the day of its date during regular office hours, subject to the priority of the transmission of regular telegrams under the conditions named above.

No employee of the Company is authorized to vary the foregoing.

NIGHT LETTERS

Accepted up to 2:00 A.M. for delivery on the morning of the ensuing business day, at rates still lower than standard night message rates, as follows: The standard telegram rate for 10 words shall be charged for the transmission of 50 words or less, and one-fifth of such standard telegram rate for 10 words shall be charged for each additional 10 words or less.

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CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

To *M. Ernest S. Burton*

Chicago, Ill *Oct. 24*
1924

Street and No. (or Telephone Number)

Place

I received your letter yesterday after giving you mine Tuesday in view of the action that has been taken of which I was unaware. I would like to withdraw my letter and discuss matter with you on your return.

S. B. Phenix

SENDER'S ADDRESS FOR ANSWER

SENDER'S TELEPHONE NUMBER

ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

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3. The company is hereby made the agent of the sender, without liability, to forward this message over the lines of any other company when necessary to reach its destination.

4. Messages will be delivered free within one-half mile of the company's office in towns of 5,000 population or less, and within one mile of such office in other cities or towns. Beyond these limits the company does not undertake to make delivery, but will, without liability, at the sender's request, as his agent and at his expense, endeavor to contract for him for such delivery at a reasonable price.

5. No responsibility attaches to this company concerning messages until the same are accepted at one of its transmitting offices; and if a message is sent to such office by one of the company's messengers, he acts for that purpose as the agent of the sender.

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INCORPORATED

NEWCOMB CARLTON, PRESIDENT

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ing and agreement that the Company does not undertake that a Day Letter shall be delivered on the day of its date absolutely, and at all events; but that the Company's obligation in this respect is subject to the condition that there shall remain sufficient time for the transmission and delivery of such Day Letter on the day of its date during regular office hours, subject to the priority of the transmission of regular telegrams under the conditions named above.

No employee of the Company is authorized to vary the foregoing.

NIGHT LETTERS

Accepted up to 2:00 A.M. for delivery on the morning of the ensuing business day, at rates still lower than standard night message rates, as follows: The standard telegram rate for 10 words shall be charged for the transmission of 50 words or less, and one-fifth of such standard telegram rate for 10 words shall be charged for each additional 10 words or less.

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No employee of the Company is authorized to vary the foregoing.

The University of Chicago

The Board of Trustees

File 5a

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

October 27, 1924.

File

President E. D. Burton,

Faculty Exchange.

Dear President Burton:

In accordance with your instructions I have not notified Dr. Phemister of his appointment and have notified the Auditor's Department that his appointment is not yet complete, and that, therefore, no check is to be sent to him for his October salary. If this is a misinterpretation of your instructions, I should be glad to know it.

Yours very truly,

J. S. Dickerson
Secretary.

copy to H. S.

The University of Chicago

The Board of Trustees

October 27, 1924

OFFICE OF THE SECRETARY
1200 SOUTH EAST
CHICAGO, ILL.

Handwritten initials

President E. B. Burton,

Faculty Exchange.

Dear President Burton:

In accordance with your

instructions I have not notified Mr. Wentworth

of his appointment and have notified Mr.

Wentworth's Department that his appointment is

not yet complete, and that, therefore, no check

is to be sent to him for his October salary. If

this is a misinterpretation of your instructions,

I should be glad to know it.

Yours very truly,

Handwritten signature
Secretary

Handwritten signature

Fusa

copy to [unclear]

October 31, 1924

My dear Dr. Phemister:

I received your telegram in New York and hoped to see you immediately upon my return to Chicago. I understand, however, that you are to be out of the city until Monday and I am writing this letter to ask if I may meet you for further discussion of the matter dealt with in our letters on Monday at 12:30 at the University Club? I have an appointment at one o'clock for luncheon but half an hour will probably give us sufficient time.

Yours sincerely,

Dr. Dallas B. Phemister
122 South Michigan Avenue
Chicago, Illinois

EDB:NG

File 2a

24/10/42

October 31, 1934

My dear Dr. Phemister:

I received your telegram in New York and hoped to see you immediately upon my return to Chicago. I understand, however, that you are to be out of the city until Monday and I am writing this letter to ask if I may meet you for further discussion of the matter dealt with in our letters on Monday at 12:30 at the University Club? I have an appointment at one o'clock for luncheon but half an hour will probably give us sufficient time.

Yours sincerely,

Dr. Dallas B. Phemister
122 South Michigan Avenue
Chicago, Illinois

EDB:NG

*Nov
Bd*

The University of Chicago

M 6 f

Department of Medicine

12 East 86th Street,
New York City,
Nov. 8, 1924

Dear President Burton:

We have just succeeded in getting located very comfortably at the above address. Hereafter that will be our best address for mail or telegrams. The telephone number is Butterfield 4000

I have sent a note to Dr. DeLee, and am sending a copy to my secretary with instructions to make a copy for you. I hope that there may be some progress in that direction.

Some time ago I suggested to Mrs. Fairbank that the Chicago Lying-In Hospital unite with the University in inviting Mr. Abraham Flexner, and Dr. J. Whitridge Williams, Professor of Obstetrics at Johns Hopkins, to come out to Chicago to look over the situation and to make recommendations to both parties as to the type of union between the two institutions which would best serve their common aim. Mrs. Fairbank was to present the matter to her board, and was to have their invitations sent in my care. It was my intention to ask the Trustees of the University to add their invitations, and to send them both at the same time.

I now find that the invitations from the Lying-In Hospital were sent direct to both of the above gentlemen, and they have, of course, no invitations from the University.

*Compare letter
for Pres
sign*

The University of Chicago

Department of Medicine

12 East 86th Street,
New York City,
Nov. 8, 1934

Dear President Burton:

We have just succeeded in getting located very comfortably at the above address. Hereafter that will be our best address for mail or telephone. The telephone number is BAtterfield 4000.

I have sent a note to Dr. Dale, and am sending a copy to my secretary with instructions to make a copy for you. I hope that there may be some progress in that direction.

Some time ago I suggested to Mrs. Fairbank that the Chicago Lying-In Hospital write with the University in inviting Mr. Abraham Flexner, and Dr. J. Whitridge Williams, Professor of Obstetrics at Johns Hopkins, to come out to Chicago to look over the situation and to make recommendations to both parties as to the type of union between the two institutions which would best serve their common aim. Mrs. Fairbank was to present the matter to her board, and was to have their invitation sent in my care. It was my intention to ask the Trustees of the University to add their invitations, and to send them both at the same time.

I now find that the invitations from the Lying-In Hospital were sent direct to both of the above gentlemen, and they have, of course, no invitations from the University.

The University of Chicago

Department of Medicine

I should like to recommend that authority be given to extend such invitations to Mr. Flexner and to Dr. Williams. I feel that there are two advantages to be gained, first, that we shall have expert advice as to what will be needed to make a University Clinic in Obstetrics in the Lying-In Hospital, and second, that if a statement is made, with authority, as to what is needed, there is less likelihood of an extended period of bargaining in attempting to reach an agreement.

If such authority is granted, I would suggest that the letters be written from your office, but that they be sent to me for forwarding.

My wife sends her best regards to you and Mrs. Burton. We are both very much pleased tonight over the outcome of the Illinois game.

Sincerely yours,

Franklin C. Lane

The University of Chicago

Department of Medicine

M 6 f

November 8, 1924

COPY

Dr. Joseph B. De Lee
Chicago Lying-In Hospital
Chicago, Illinois

My dear Dr. De Lee:

Just before leaving Chicago I learned that the Chicago Memorial Hospital Trustees are in the market for a site for the erection of a hospital for their purposes on the South Side.

It has occurred to me as a possibility, which I pass on to you for what it is worth, that it might be possible to sell them the present property of the Chicago Lying-In Hospital, and to rebuild that Hospital on the Campus of the University. If such a step is ever to be taken there would be many advantages in taking it now, before embarking on any additional building program on the present site.

I am sorry not to be able to discuss this matter with you at the present time, but it will be some weeks before I am again in Chicago. In the meantime, if the idea appeals to you, you will no doubt have opportunity to talk it over with Dr. Seem.

With best regards, I am

Sincerely yours,

FCMcL/RB

Franklin C. McLean

The University of Chicago

Department of Medicine

November 8, 1924

CO-1

Dr. Joseph B. De Lee

Chicago Lying-In Hospital

Chicago, Illinois

My dear Dr. De Lee:

Just before leaving Chicago I learned that the Chicago Memorial Hospital Trustees are in the market for a site for the erection of a hospital for their purposes on the South Side.

It had occurred to me as a possibility which I pass on to you for what it is worth, that it might be feasible to sell them the present property of the Chicago Lying-In Hospital, and to rebuild that hospital on the same site. I am sure that many advantages step is sure to be taken there will be many advantages in taking it now, before entering on any additional building program on the present site.

I am sorry not to be able to discuss this matter with you at the present time, but it will be such a waste before I am again in Chicago. In the meantime, if the idea appeals to you, you will no doubt have opportunity to talk it over with Dr. De Lee.

With best regards, I am

Sincerely yours,

Franklin A. Johnson

PCB:VRS

Same letter sent to Dr. J. Whitridge Williams, Johns Hopkins University, Baltimore, Maryland.

M 67

November 14, 1924.

My dear Mr. Flexner:

I am informed by Dr. McLean that the Chicago Lying-In Hospital has invited you and Dr. Williams to come to Chicago to look over the situation and to advise them what type of union with the University would best serve their interests. May I concur in this invitation, and on behalf of the University express the hope that you and Dr. Williams will see fit to come here in the near future.

Very truly yours,

Mr. Abraham Flexner,
61 Broadway,
New York, N.Y.

EDB:S

November 14, 1934.

My dear Mr. Flexner:

I am informed by Dr. Kolson that the
Chicago Typing-In Hospital has invited you and Dr.
Williams to come to Chicago to look over the situa-
tion and to advise them what type of union with the
University would best serve their interests. May I
concur in this invitation, and on behalf of the
University express the hope that you and Dr. Williams
will see fit to come here in the near future.
Very truly yours,

Mr. Abraham Flexner,
61 Broadway,
New York, N.Y.

MB:3

The University of Chicago

The Medical Courses

OFFICE OF THE DEAN

December 3rd, 1924.

Dean J. H. Tufts,
Office of the President,
Faculty Exchange.

Dear Mr. Tufts:

I inclose herewith copy of a report of the committees on organization made by Mr. McLean.

There will soon come up matters requiring consideration by the Committee on Admissions, Committee on Promotions and Committee on Scholarships.

Under the action of the new medical faculty authorizing the old committees to act until replaced, these matters could be referred to the old committees. I believe, however, that under the new conditions the newer committees might handle them better. I should be glad to have your advice as to whether to refer these matters to the old committees or the new ones, and if they should be referred to the new committees what further steps are necessary to give authority to the new ones.

Yours very truly,

B. C. H. Harvey
B. C. H. Harvey,
Dean of Medical Students.

BCHH:LB

The University of Chicago

The Medical Center

December 3rd, 1934.

Dean J. H. Tuttle,
Office of the President,
Faculty Exchange.

Dear Mr. Tuttle:

I enclose herewith copy of a report of the committee
on organization made by Dr. Nathan.

There will soon come up matters requiring consideration
by the Committee on Admissions, Committee on Promotions and
Committee on Scholarships.

Under the action of the new medical faculty authorizing
the old committees to act until replaced, these matters could
be referred to the old committees. I believe, however, that
under the new conditions the newer committees might handle them
better. I should be glad to have your advice as to whether
to refer these matters to the old committees or the new ones,
and if they should be referred to the new committees what
further steps are necessary to give authority to the new ones.

Yours very truly,

E. C. Harvey

E. C. Harvey,
Dean of Medical Students.

BOHR:13

December 4, 1926

Dean B. C. H. Harvey,
Faculty Exchange

Dear Dean Harvey:

The President approves the appointment of the committees as recommended by the Committee on Organization. He did not have time yesterday to attend to the personnel of the new Committee on Organization and Development. I will bring it to his attention for later action. Meanwhile, the other committees may be regarded as authorized. I am asking the Recorder to notify them of appointment.

Sincerely yours,

JHT:H

James H. Tufts

1890

1890

1890

The following is a list of the names of the persons who have been admitted to the membership of the Association since the last meeting. The names are given in alphabetical order.

1890

1890

1890

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

Jan 5a

*Copies sent to
H. H. 8.
7. a.
Dr. Post
Dr. McLean*

December 8, 1924.

President Ernest DeWitt Burton,
University of Chicago,
Chicago, Ill.

Dear President Burton:

I have delayed my reply to your offer of the temporary appointment of Professor of Surgery at the University of Chicago in order to consider the matter fully. In my opinion the permanent head should be appointed soon, because there is much to be done before the Hospital is completed, if the Medical School is then to be put into operation with dispatch. A staff should be assembled, and some of its members should be prepared during the next two or three years for the posts they are to occupy. Laboratories have been planned for the Surgical Department which should be manned only by men especially prepared for both laboratory and clinical work. A curriculum should be outlined and, according to my notions, a start should be made on the collection of laboratory materials for use in certain courses, as, for instance, those dealing with surgical pathology. A clinical library should be collected, and many other matters will be coming up that require attention. I do not believe that it would be to the best interests of either the University or myself for me to attempt the work involved unless I am to continue as professor when the Hospital is completed. I do not want to get into the work and subsequently find that I will have to back out of it. Consequently I would prefer to remain in the position which I now occupy, unless the University

December 8, 1924.

President Ernest David Burton,
University of Chicago,
Chicago, Ill.

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the temporary appointment of Professor of Surgery at the University

of Chicago in order to consider the matter fully. In my

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there is much to be done before the Hospital is completed, if

the Medical School is then to be put into operation with dis-

patch. A staff should be assembled, and some of its members

should be prepared during the next two or three years for the

posts they are to occupy. Laboratories have been planned for

the Surgical Department which should be manned only by men

especially prepared for both laboratory and clinical work.

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for use in certain courses, as, for instance, those dealing with

surgical pathology. A clinical library should be collected, and

any other matters will be coming up that require attention.

I do not believe that it would be to the best interests of either

the University or myself for me to attempt the work involved

unless I am to continue as professor when the Hospital is com-

pleted. I do not want to get into the work and subsequently find

that I will have to back out of it. Consequently I would prefer

to remain in the position which I now occupy, unless the University

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

-2-

sees its way clear to adopt the policies for the Surgical Department which you will find in the accompanying letter. I could not well assemble a staff, outlining to its members the nature of the work and their duties and salaries, unless I were to be the chairman of the department. In case you deem it advisable to drop negotiations with me concerning the professorship, but would care to call on me for assistance until you have found someone for the position, I will be glad to serve as freely as my time will allow. I am enclosing an outline of a staff that would be required to run the department when it is well under way and also a rough estimate of the expense of operating the laboratories of the Surgical Department.

I have tried to give you in the accompanying letter my views as to a policy that would yield the best results in your endeavor to build up a Hospital and Medical School in which the highest types of medical service, of teaching and of clinical investigation may be realized.

I believe that on this basis a more capable, contented and productive surgical staff could be maintained than were the private patients excluded. Also, if the University is to attach importance to service to patients in the Hospital as well as to research and teaching, it would be wise to allow some of it to be rendered to other than charity cases.

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

-3-

Curing one capable patient may mean more to the world than curing a hundred of the average charity type. It would also gain the interest and support of influential people, and that would eventually mean much to the Hospital.

I have given the matter of the care of private patients when the Hospital collects the fees much consideration and have investigated it to some extent in four institutions where it is in force with part of the staff. I believe that it is wrong in principle and that its effect has been either to reduce the private patients to an almost negligible number, because of the disinterestedness of the staff in them and the dissatisfaction of patients with the arrangement, or, in the exceptional instances where patients have been cared for in considerable numbers by the attending man, it has made him unhappy. Therefore I have come to the definite conclusion that I cannot work on this basis.

If this plan is not acceptable and the University should want to consider the establishment of a clinic in which no fees are charged to patients for professional services, I will be glad to discuss the matter with you, to see if an arrangement can be arrived at that would be satisfactory. Many of the points with reference to policy that I have outlined would of course be subject to modification, and I would be glad to discuss them with you at any time.

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

-4-

I want to assure you of my profound appreciation of the honor shown me by the University authorities in offering me the position. If I cast my lot with you, I will do all in my power to make the department a success.

Very sincerely yours,

D. B. Phemister.

W. B. CHESTER, D.D.
123 SOUTH MICHIGAN AVENUE
CHICAGO

-4-

I want to assure you of my profound appreciation
of the honor shown me by the University authorities in offering
me the position. If I cast my lot with you, I will do all in my
power to make the department a success.

Very sincerely yours,

A. B. Chester

*Copy sent to
H. H. 8.
7. a.
Post.
Dr. McLean*

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

December 8, 1924.

Jan 5a

President Ernest DeWitt Burton,
University of Chicago,
Chicago, Ill.

Dear President Burton:

I will accept the Chair of Surgery in the
University of Chicago on the following terms:-

I shall receive a salary of \$7,000 yearly,
devoting all of my time to the University Hospital and Medical
School. I understand that that is about what other heads of
departments receive, and I would agree to devote myself to my
task as fully as the average head of a department. This would
mean, in the nature of the work, at least six to seven hours a
day spent in the Hospital for on an average ten to ten and one-
half months of the year, as the service to patients has to be
continuous, unless the Hospital is run in an extremely expensive
way. At my present post I spend more time than that, and I see
no reason why I ~~would~~ do differently at the University. The
clinical department of the Medical School cannot be run in the
same way as other departments of the University, because the
service to patients must be continuous throughout the year, and
this comprises at least one-half of the work which the staff
would perform. There is no possibility of a lay-off of the
whole staff on Saturdays and Sundays and during the Christmas,

Dr. Ernest Dewitt Burton
President, University of Chicago
Chicago, Ill.

December 8, 1924.

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University of Chicago,
Chicago, Ill.

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I shall receive a salary of \$7,000 yearly,
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day spent in the Hospital, or on an average ten to ten and one-
half months of the year, as the service to patients has to be
continuous, unless the Hospital is run in an extremely expensive
way. At my present post I spend more time than that, and I see
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this compels at least one-half of the work which the staff
would perform. There is no possibility of a lay-off of the
whole staff on Saturdays and Sundays and during the Christmas

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

-2-

Spring and September vacations. Their work must go on, so that "whole time" for them almost means "whole time", whereas it may not for the other departments. In other words, the department has to be run along somewhat the same lines as any other business that is rendering service to the community, because that function, which is absolutely essential and prerequisite, is fully as large and as time and energy consuming as is its educational function.

There shall be two types of men on the staff, those spending full time at the Hospital and those spending part time at the Hospital.

Eighty to eighty-five per cent of the surgical beds shall be for public cases and fifteen to twenty per cent for private cases. There shall be private cases in General Surgery and the surgical specialties, Eye, Ear, Nose and Throat and Genito-Urinary. The professional services shall be rendered to the patients on the Surgical Service according to the economic system that now quite generally governs the practice of medicine, namely: The public cases shall not be charged for professional services. The private cases may be charged fees for professional services by the surgeons taking care of them. There would be professional courtesy cases, as doctors, nurses, etc. in this group, who would be cared for free.

Spring and September vacations. Their work must go on, so that "whole time" for them almost means "whole time", whereas it may not for the other departments. In other words, the department has to be run along somewhat the same lines as any other business, that is rendering service to the community, because that function which is absolutely essential and indispensable, is really a large and as time and energy consuming as is its educational function.

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D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

-3-

The privilege of caring for private patients shall be limited to the three or four highest ranking members of the staff in General Surgery and to the heads of the surgical specialties. The beds would be so distributed that no one would devote any considerable amount of time to private patients. An average of not more than five beds would be allowed to any one man, including myself. The younger men on the full time staff during their period of development would not be allowed to have private patients and would be paid salaries sufficiently large to enable the department to hold enough of them to do the work required of this group. The full time men allowed to care for private patients would receive the same salaries as men of the same rank in other departments. Salaries for part time men would have to be fixed specially in each case.

I do not believe that on this basis the staff would be exploiting the University, nor would the University be exploiting the staff, as could become the case were private patients admitted and the Hospital to collect the fees from them for professional services.

Very sincerely yours,

D. B. Pheemister.

D. B. CHEMIST, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

-2-

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I do not believe that on this basis the staff would be exploiting the University, nor would the University be exploiting the staff, as could become the case were private patients admitted and the Hospital to collect the fees from them for professional services.

Very sincerely yours,

D. B. Chemist

DBP:PC

Organization of Surgical Staff on basis that 15 to 20 per cent of the Hospital beds be for private patients whom the staff may charge for professional services:-

Professor of Surgery and Chief of Surgical Service (Head of Division of Surgical Pathology and Bacteriology.)	Salary \$7,000
Associate Professor of Surgery (Head of Division of Physiology and Biochemistry.)	5,000
Associate Professor of Surgery (Head of Division of Surgical Anatomy and Operative Surgery.)	5,000
3 Assistant Professors of Surgery, full time at \$5,000	15,000
3 Instructors in Surgery, full time at \$3,000	9,000
2 Out-patient Assistants in Surgery, half time at \$1,000	2,000
Clinical Professor of Ophthalmology, half time	2,000
3 Clinical Instructors in Ophthalmology, half time at \$1,200	3,600
Clinical Professor in Otolaryngology, half time	2,000
3 Clinical Instructors in Otolaryngology, half time at \$1,200	3,600
✓ Clinical Professor of Genito-Urinary Surgery, half time	2,000
3 Clinical Instructors in Genito-Urinary Surgery, half time at \$1,200	3,600
4 Instructors in Surgery, living in Hospital (1 Resident Surgeon, 3 Assistant Resident Surgeons)	4,800
Clinical Chemist	3,000
Bacteriologist	3,000
Technicians (Division of Physiology, 1)	1,800
(Anatomy and Operative Surgery, 2)	3,500
(Pathology, 2)	3,500
(Bacteriology, 1)	1,800

An additional sum of \$20,000 would be required for operating expenses.

81,200

Organization of Surgical Staff on basis that 15 to 20 per cent of the Hospital beds be for private patients whom the staff may charge for professional services:-

Salary	Professor of Surgery and Chief of Surgical Service (Head of Division of Surgical Pathology and Bacteriology.)	\$7,000
	Associate Professor of Surgery (Head of Division of Physiology and Biochemistry.)	5,000
	Associate Professor of Surgery (Head of Division of Surgical Anatomy and Operative Surgery.)	5,000
	3 Assistant Professors of Surgery, full time	15,000
	3 Instructors in Surgery, full time at \$3,000	9,000
	2 Out-patient Assistants in Surgery, half time	2,000
	Clinical Professor of Ophthalmology, half time	2,000
	3 Clinical Instructors in Ophthalmology, half time	3,600
	Clinical Professor in Otolaryngology, half time	2,000
	3 Clinical Instructors in Otolaryngology, half time	3,600
	Clinical Professor of Genito-Urinary Surgery, half time	2,000
	3 Clinical Instructors in Genito-Urinary Surgery, half time at \$1,200	3,600
	4 Instructors in Surgery, living in Hospital (1 Resident Surgeon, 3 Assistant Resident Surgeons)	4,800
	Clinical Chemist	3,000
	Bacteriologist	3,000
	Technicians (Division of Physiology, 1) (Anatomy and Operative Surgery, 2) (Pathology, 2) (Bacteriology, 1)	1,800 3,500 3,500 1,800

An additional sum of \$20,000 would be required for operating

expenses.

copy #448

D. B. PHEMISTER, M. D.
122 SOUTH MICHIGAN AVENUE
CHICAGO

See 50

December 8, 1924.

President Ernest DeWitt Burton,
University of Chicago,
Chicago, Ill.

Dear President Burton:

I have reviewed the letters relative to the Wieboldt Foundation, copies of which you had made for me, and have discussed with Dr. Shambaugh the possible uses to which such a fund could be put. As you may know, he is a member of a committee of the American Otological Society which has recently perfected tentative arrangements with the Carnegie Foundation for the administration of a fund in which it is planned that the University of Chicago shall figure largely. If the Wieboldt and the Carnegie grants are obtained, it would be desirable to correlate the work done in connection with them as much as possible. For this reason I believe that it would be well to consult with Dr. Shambaugh in connection with both matters, and if I could be of any assistance, will you kindly call on me?

Very sincerely yours,

DBP/FC

D. B. Phemister

U. S. BUREAU OF MINES
122 NORTH MICHIGAN AVENUE
CHICAGO

December 8, 1934

President Ernest Bechtel Burton,
University of Chicago,
Chicago, Ill.
Dear President Burton:

I have reviewed the letter relative to
the Bechtel Foundation, copies of which you had made for me,
and have discussed with Dr. Sherrington the possible ways in which
such a fund could be put. As you may know, he is a member of
a committee of the American Geological Society which has recently
perfected tentative arrangements with the Carnegie Foundation
for the administration of a fund in which it is planned that

the University of Chicago shall share equally with the Bechtel

and the Carnegie funds are obtained, it would be desirable to
correlate the work done in connection with them as much as pos-
sible. For this reason I believe that it would be well to con-
sult with Dr. Sherrington in connection with both matters, and if
I could be of any assistance, will you kindly call on me?

Very sincerely yours,

U. S. B. Miner

EEB/BC

December 15, 1924.

See 5a

My dear Dr. McLean:

The enclosed letters from Dr. Phemister will show that the clouds do not roll away quite as fast as the negro melody might suggest. I have not yet had opportunity to discuss the matter with the Medical Committee here, but I think it may be necessary to accept your generous suggestion when you left that you would return to Chicago for consultation if necessary.

Please await, however, further word from me before actually starting on your way. I do not wish to interrupt your studies if it is possible to do the business by correspondence.

Very truly yours,

Dr. Franklin C. McLean,

EDB:CB

Copy to Mc

December 15, 1934.

My dear Dr. McLean:

The enclosed letters from Dr. Rhemister will show that the clouds do not roll away quite as fast as the negro melody might suggest. I have not yet had opportunity to discuss the matter with the Medical Committee here, but I think it may be necessary to accept your generous suggestion when you left that you would return to Chicago for consultation if necessary.

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Very truly yours,

Dr. Franklin C. McLean.

EDB:CB

Copy to HHS

See 5a

December 15, 1924.

My dear Dr. Phemister:

I beg to acknowledge the receipt of yours of December 8th with its enclosure containing a statement of the conditions on which you would be willing to accept the Chair of Surgery in the University of Chicago.

I am sure you will appreciate that the issues involved are somewhat far reaching and that I shall have to ask for a little time in which to confer with other representatives of the University respecting the whole matter.

I need not assure you that it is my earnest desire that we can work out a plan by which it will be possible for you to join the staff of the University Medical School.

I shall communicate with you again as soon as possible.

May I acknowledge also your further letter of December 8th respecting the situation in Otolaryngology? I have had a conversation with Dr. Shambaugh about the matter and am to have a further conference with him.

Sincerely yours,

Dr. D. B. Phemister,
122 S. Michigan Ave.,
Chicago, Ill.

EDB:CB

December 15, 1924.

My dear Dr. Rhemister:

I beg to acknowledge the receipt of yours of December 8th with its enclosure containing a statement of the conditions on which you would be willing to accept the Chair of Surgery in the University of Chicago. I am sure you will appreciate that the issues involved are somewhat far reaching and that I shall have to ask for a little time in which to confer with other representatives of the University respecting the whole matter.

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Sincerely yours,

Dr. D. B. Rhemister,
122 S. Michigan Ave.,
Chicago, Ill.

RBR:CB

1
copy to [unclear]

The University of Chicago

Department of Medicine

Dec. 18, 1924

Jan 5a

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

Dear President Burton:

Your letter regarding Dr. Phemister, and the enclosed copy of his letter reached me today.

It seems to me that it would be wise to make it clear to Dr. Phemister that further progress cannot be made in the direction he suggests. He leaves the way open, however, to make the proposal you suggest, that is, that the policy be not to collect any fees from patients for professional services. That is the policy in effect at the Rockefeller Institute. I believe it would be well to see what can be done along that line.

You will be interested to know that I had a brief conversation with Mr. Gates last week, and that he said with much force that "they would be behind us to the limit", or words to that effect. He showed much interest in our project and very much enthusiasm.

As to my coming to Chicago, I shall be glad to come at any time you want me. For several reasons it seems as though it might be wise for me to come between Christmas and New Year's Day. Will you let me know whether you are to be available, say on the 29th, 30th, and 31st, and whether you feel that there is anything to be gained, from your point of view, if I come at that time?

With best regards, and looking forward to seeing you, I am,

Sincerely yours,

Frederic C. Lee

The University of Chicago

Department of Medicine

Dec. 18, 1934

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

Dear President Burton:

Your letter regarding Dr. Thomsen,
and the enclosed copy of his letter reached me
today.

It seems to me that it would be wise
to make it clear to Dr. Thomsen that further
progress cannot be made in the direction he
suggests. He leaves the way open, however, to
make the proposal you suggest, that is, that
the policy be not to collect any fees from
patients for professional services. That is the
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Year's Day. Will you let me know whether you
are so available, say on the 29th, 30th, and
31st, and whether you feel that there is anything
to be gained from your point of view, if I
come at that time?

With best regards, and looking forward
to seeing you, I am,

Sincerely yours,

Frederick W. Loomis

The University of Chicago

Office of the Vice-President and Business Manager

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

December Twentieth

1 9 2 4

President Burton
The University of Chicago

Dear Dr. Burton:

I should like authorization to proceed with the development of the plans for a Nurses' Home so that we might begin this work about the middle of January, when we expect to be ready to ask for bids on the hospital building.

In considering this question, the proposed site for the Nurses' Home should be determined.

Whether or not the University decides to enter the field of nurse education, we will need to have a home to house the nursing staff for the hospital and there is not a very great difference in the number of nursing personnel required in residence with or without a school.

The plans for the building will be determined somewhat however by the fact whether we have a school or not, and it is desirable that the policy of the University with regard to nurse education might also be determined at an early date.

Sincerely yours,

Ralph B. Senn

RBS/GEB

The University of Chicago

Office of the Vice-President and Business Manager

Room 1205, 500 E. Clark St.
Telephone: DEARBORN 4512

December Twenty-four
1929

President Burton
The University of Chicago

Dear Mr. Burton:

I should like authorization to proceed with the development of the plans for a nurses' home so that we might begin this work about the middle of January, when we expect to be ready to ask for bids on the hospital building.

In considering this question, the proposed site for the Nurses' Home should be determined.

Whether or not the University decides to enter the field of nurse education, we will need to have a home to house the nursing staff for the hospital and there is not a very great difference in the number of nursing personnel required in each.

The plans for the building will be determined somewhat, however, by the fact whether we have a school or not, and it is desirable that the policy of the University with regard to nurse education should also be determined at an early date.

Sincerely yours,

Walter B. Jones

WBJ:ora

December 23, 1924.

In 5a

My dear Mr. Swift:

I am handing you herewith a copy of a letter from Franklin McLean. In view of the seriousness of the whole situation would it not be wise to call a meeting of the Medical Committee to discuss it and have that meeting also take up the matter referred to in Dr. Seem's letter.

Shall we send for Dr. McLean to attend the meeting?

In this connection it is to be noted that Dr. Seem says that the plans of the Medical Buildings will be in final shape to go to the contractors January 5th. This is perhaps an additional reason for bringing Dr. McLean on.

If the meeting of the Medical Committee were called we might also consider the financial situation in respect to the Rawson Building, and what kind of a proposal we should be putting up to Dr. Bridge.

For me, December 31st would be a possible date.

Very truly yours,

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

EDB:CB

December 23, 1934.

My dear Mr. Swift:

I am handing you herewith a copy of a letter from Franklin McLean. In view of the seriousness of the whole situation would it not be wise to call a meeting of the Medical Committee to discuss it and have that meeting also take up the matter referred to in Dr. Seem's letter.

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If the meeting of the Medical Committee were called we might also consider the financial situation in respect to the Rawson Building, and what kind of a proposal we should be putting up to Dr. Bridge.

For me, December 21st would be a possible date.

Very truly yours,

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

BDB:CB

Dec. 30

The President recommended that the Committee on Buildings and Grounds be authorized to select a site for a Nurses' Home, and that authority be given to Dr. Ralph B. Seem to prepare preliminary plans for a Nurses' Home.

Dec. 30

The President recommended that the Committee on Buildings
and Grounds be authorized to select a site for a Nurses' Home, and
that authority be given to Dr. Ralph B. Seem to prepare preliminary
plans for a Nurses' Home.

Office of the President

Referred to _____

1924

Please

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

Ples. use —
that Dr. Seunbe authorized

HC

attach letter

Referred to _____

1924 _____

Please

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3. Answer and return with carbon of reply for our files.
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8. Initial and return (sent for information only).
9. Accept _____ Decline _____
10. Send to _____ with _____ covering letter.
11. File under _____
12. Make _____ copies. _____
13. Remarks.

1st Dr. Secunde authority
 See also _____

H

Return

The University of Chicago

Department of Medicine

December 30, 1924

President Ernest DeWitt Burton
University of Chicago
Chicago, Illinois

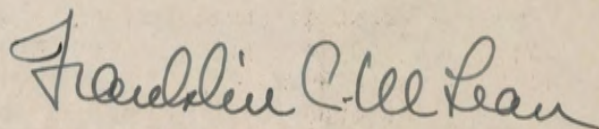
Dear President Burton:

With reference to the attached letter from Dr. Seem, I think it is very important that authorization should be given at this time for the preparation of preliminary plans for a nurses' home.

Although the plans can not be fully developed until a decision is reached as to the matter of nursing education, it would be of great assistance to Dr. Seem and the architects if the site for the nurses' home could be chosen at once, and if they could begin on the plans without delay.

I recommend therefore, that authorization be given for selection of a site for the nurses' home and for the preparation of preliminary plans.

Very truly yours,



Franklin C. McLean

FCMcL/RB

The University of Chicago

Department of Medicine

December 30, 1934

President Ernest Beaman
University of Chicago
Chicago, Illinois

Dear President Beaman:

I am referring to the attached letter from Dr. Beaman. I think it is very important that authorization should be given at this time for the preparation of preliminary plans for a nurses' home.

Although the plans have not been fully developed until a decision is reached as to the matter of nursing education, it would be of great advantage to Dr. Beaman and the architects if the site for the nurses' home could be chosen at once, and if they could begin on the plans without delay.

I recommend, therefore, that authorization be given for selection of a site for the nurses' home and for the preparation of preliminary plans.

Very truly yours,

Franklin D. Beaman

Franklin D. Beaman

FCM:VBR

Summer - 1924

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

JH Presidents
JL M2

The Medical Program

In 1916 the University adopted a definite plan for the development of medical instruction. This plan included the following features:

1. The establishment in the quadrangles on the Midway of a medical school to train candidates toward receiving the degree of Doctor of Medicine. This school was intended as a graduate school in the sense that the degree of Bachelor of Arts or of Science was to be a condition precedent to entrance. There is to be a four years' course in Medicine with a hospital for teaching and research on the Midway and a Faculty which will devote entire time to the school. It was intended that this school should be comparable to the most advanced in the United States. It is not intended to provide for a large number of students- approximately 350 it is thought will be adequate. In other words it is the opinion of the Board of Trustees that the function of the University is to train a limited number of selected students in the best possible way for entering the profession.

2. ~~It is planned to~~ ^{the} establish ^{ment} in connection with Rush Medical College and the Presbyterian Hospital ^{of} a graduate medical school for practitioners, that is for those who have already received the degree of Doctor of Medicine. Such a school will provide for the training of specialists and for giving the most advanced knowledge of medical practice to those who have already been in practice.

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In 1916 the University adopted a definite plan for the development of medical instruction. This plan included the following features:

1. The establishment in the foreground on the Midway

of a medical school to train candidates toward receiving the degree

of Doctor of Medicine. This school was intended as a permanent

school in the sense that the degree of Bachelor of Arts or of

Science was to be a condition precedent to entrance. There is to

be a four years' course in Medicine with a hospital for teaching

and research on the Midway and a faculty which will devote entire

time to the school. It was intended that this school should be

comparable to the most advanced in the United States. It is not

intended to provide for a large number of students - approximately

250 it is thought will be adequate. In other words it is the

opinion of the Board of Trustees that the function of the University

is to train a limited number of selected students in the best

possible way for entering the profession.

2. It is intended to establish in connection with the

Medical College and the Presbyterian Hospital a research medical

school for post-graduate work, that is for those who have already received

the degree of Doctor of Medicine and a school will provide for

the training of specialists and for giving the most advanced courses

of medical instruction to those who have already been in practice.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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3. Provision will be made as far as possible for research by contractual arrangement with the John McCormick Institute for Infectious Diseases and with the Otho S. A. Sprague Memorial Institute.

The scope of the medical policy of the University, therefore, is planned to cover the training of candidates for the degree of Doctor of Medicine, the advanced training of those who have received such a degree, and provision for research into the causes of and remedies for disease.

It was found that besides the funds already provided for medical work in the University within the quadrangles, there was needed for building and equipment on the Midway and in connection with Rush Medical College, \$5,500,000 of new funds. Toward this fund the General Education Board and the Rockefeller Foundation each contributed \$1,000,000 and in the six months from the autumn of 1916 to the spring of 1917 the entire fund was contributed with nearly \$200,000 in addition. The hospital to be erected on the Midway, *at a cost of one million dollars.* was provided by the Billings family and is to be known as the Albert Merritt Billings Hospital. Laboratories for Pathology and Bacteriology will form an essential part of the hospital. The dispensary is provided by the munificence of Mr. Max Epstein of Chicago.

The United States had begun war with Germany just

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The University of Chicago

CHICAGO, ILLINOIS

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as the campaign for the fund was closing and of course during the war and up to the present time building conditions have made it impossible to proceed. Until the Billings Hospital and the Dispensary are completed the school cannot be organized. The architects plans have been finished and are approved, however, and as soon as building conditions become normal this great advance in the University resources will take place.

Building Program

The war has delayed several buildings for which the University has plans and for which funds have been provided on a pre-war basis. Of course under present conditions these funds are inadequate but as soon as business conditions approach more nearly a normal state the work will be undertaken.

1. Immediately north of Haskell Oriental Museum is to be erected a building for the Theology work of the University. This building is provided by a gift of \$300,000. The donor, whose name has not been made public, has intended it for use by the University Divinity School and by Divinity Schools which may be affiliated with the University. The plans have been completed and are regarded as eminently satisfactory.

2. In connection with the Theology Building a gift of \$50,000 by Mrs. Joseph Bond was made in order to erect a small chapel. This

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2. In connection with the Theology Building a gift of \$20,000 by Mrs. Joseph Horn was made in order to erect a small chapel. This

The University of Chicago

CHICAGO, ILLINOIS

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building is to be erected immediately west of the east and west line between Haskell and the Theology Building and will be connected with the latter by a cloister. Plans for the Bond Memorial Chapel are completed and ~~in form~~ it will be a gem in architecture. It will complete the north side of the quadrangle which has Haskell on the East, the Divinity residence halls on the West and the Classics Building on the South.

3. An important building in which the University is greatly interested is the new one for the Quadrangle Club, to be erected on the southeast corner of 57th Street and University Avenue. The University has purchased from the Quadrangle Club its present building site and has contributed toward the new building \$150,000. The Quadrangle Club has raised \$50,000 in addition and when the building can be erected for approximately \$200,000 work can be begun. Plans have been completed to provide a very commodious and dignified clubhouse which will be a great improvement on the present building.

4. Reference was made in discussing the medical program to the hospital on the Midway provided by the Billings family. The gift for the hospital was one million dollars and for the Max Epstein Dispensary \$100,000. Plans have been completed and it is believed this will provide one of the most complete hospitals with ~~the~~ laboratories in connection with it, in the country. The building

Building is to be erected immediately west of the east and west line between Haskell and the Theology Building and will be connected with the latter by a colonnade. Plans for the Bond Memorial Chapel are completed and approved. It will be a box in stone. It will be on the north side of the quadrangle which has Haskell on the east and the Divinity residence halls on the west and the Old Chapel Building on the south.

3. An important building in which the University is greatly interested is the new one for the Quadrangle Club, to be erected on the southeast corner of 57th Street and University Avenue. The University has purchased from the Quadrangle Club its present building site and has contributed toward the new building \$150,000. The Quadrangle Club has raised \$80,000 in addition and when the building can be erected for approximately \$200,000 work can be begun. Plans have been completed to provide a very commodious and dignified clubhouse which will be a great improvement on the present building. 4. Reference was made in discussing the medical program to the hospital on the campus provided by the Billings family. The gift for the hospital was one million dollars and for the new hospital approximately \$100,000. Plans have been completed and it is believed this will provide one of the most complete hospitals in the country. The building laboratories in connection with it, in the country.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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will be an impressive addition to the ^{group.} ~~collection~~ on the Midway.

5. In the final gift of the founder in 1910 it was stipulated that the sum of \$1,500,000 should be used for the erection of a University Chapel. This fund is available and the plans are practically completed, though they have not yet been adopted. The plan provides for a Gothic building which will seat about 2,000. It is to be erected on the land east of the President's house, fronting the Midway but about 120 feet back from the street-line and nearer Woodlawn Avenue than University Avenue. The present plan includes a tower over the crossing that is to be 231 feet high. It will be the dominating feature of the quadrangles. The chapel will be one of the most impressive buildings of its kind.

will be an impressive addition to the collection on the highway.

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COPY.

1/9/25.

Recd 1924

See 5a

Not presented

The University of Chicago.
Chicago, Illinois
Office of the President

With the concurrence of the Committee on Instruction and Equipment the President of the University recommends that Dr. Dallas B. Phemister be appointed Professor of Surgery in the Graduate School of Medical Science at a Salary of \$5,000 a year, with the understanding that this appointment will date from October 1, 1924, that till the opening of the Albert Merritt Billings Hospital Dr. Phemister will give at least one-half of his time to the service of the University -- and that under such half service he may go abroad for study of medicine and Medical Schools for such periods as the President approves.

It is expected that on the opening of the Hospital Dr. Phemister will enter on full service at a salary of \$10,000 in accordance with the suggestion made to him by the President. Dr. Phemister, however, prefers that the matter should not now be definitely settled, but that he be free to make his final decision in view of developments within the next two years.

1/9/25
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The President reported that Dr. Dallas B. Phemister has accepted an appointment as Professor of Surgery at a salary of \$10,000. a year, such an appointment to date from January 1, 1925, with the understanding that he may for the present continue his ~~connection~~ his connection with Rush Medical College and his private medical practice, receiving during such time as this arrangement continues in force \$5000. a year; that he ~~wishes~~ at such time as agreed upon between himself and the President of the University, give up his present connection and practice and go abroad to prepare himself more fully for his duties in the University Medical School, such change to be accounted as the beginning of full service at full salary, and that after his return from Europe and entrance upon full duties at the University in the Billings Hospital, and during the period in which the necessities of the Hospital and the state of the development of the Staff make it expedient for him to continue in residence four quarters a year, he will render such service and receive additional salary according to the regular rule for the fourth quarter service.

Attention is called to the fact that this acceptance is in substantial accord with the vote of the Board of Trustees of October 16, 1924, but that the element of tentativeness is eliminated and Dr. Phemister definitely accepts the position as Professor of Surgery without limit of time; also it is clearly understood that Dr. Phemister accepts the position on the full-time plan, and after his entrance upon full duties at the University will be free to render such service outside the Hospital as the interest of humanity and medical science demand, but will receive no fees for his practice in the Hospital or outside.

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The President further reports that Dr. McLean and Dr. Phemister unite in the recommendation approved by the members of the Committee on Medical Schools, that in the initial stage of the full-time experiment, presumably for two years, no fees be charged for professional services rendered patients in the Billings Hospital; and he recommended that the Board approve this recommendation.

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