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J. B. POUND, PRESIDENT.
CHARLES T. ALEXANDER, SECRETARY & GENERAL MANAGER.
MARSHALL E. ALEXANDER, ASSISTANT MANAGER.

HOTEL PATTEN



EUROPEAN PLAN

CHATTANOOGA HOTEL COMPANY

PROPRIETORS

CABLE ADDRESS "HOTEL PATTEN"

CHATTANOOGA, TENN. *March 28 1911*

President H. P. Judson,

University of Chicago.

My Dear President Judson:

I trust the enclosed statement may be of some service. I should be glad to make it more elaborate if desired. It should have been pointed out in the statement that in the case of the University Hospitals it is not essential that all the hospitals be built at the same time because each hospital is a unit by itself in which research and graduate teaching can be conducted independently of the other units. I did not work out the departmental scheme fully for Rush as that would mean the arbitrary selection of one of many possibilities — I simply indicate the line along which real advance is possible in my opinion. I apologize for the typewriter. I shall return to Chicago next week.

Yours Very Truly, L. Hektoen

HOTEL PATTER

EUROPEAN PLAN

CHATTANOOGA HOTEL COMPANY

CABLE ADDRESS: HOTEL PATTER

CHATTANOOGA, TENN. 3800-3810



[Faint, mirrored text from the reverse side of the page, appearing as bleed-through. The text is largely illegible due to its orientation and fading.]

THE MEDICAL SCHOOL
of the
THE UNIVERSITY OF CHICAGO.

THE NEED.

There is now one doctor for every 568 persons in the United States--a number far in excess of the actual needs. In Germany the medical profession is held to be so over-crowded that students are advised against going into medicine, but the ratio of doctors to population is only about one-third (1:1900) as great as ours. There is therefore no call for increase in output of physicians. Enough schools of high grade exist in the United States now to meet the needs of the country. About us are strong and growing State Universities with Medical Schools either fairly well developed or projected. The close relationship of the practical side of medicine to the state naturally leads the state university to assume the education of physicians--the general trend in that direction is clearly evident at this time. While there is no necessity for increasing the facilities for Ordinary medical study there is great need for the establishment of a medical school for the primary purpose of advancing medicine and the constituent sciences by investigation and teaching.

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this time. While there is no necessity for increasing the facilities

for ordinary medical study there is great need for the establishment of

a medical school for the primary purpose of advancing medicine and the

constituent sciences by investigation and teaching.

ITS FUNCTIONS.

The functions of the University Medical School may be stated broadly as follows: (1) Investigation; (2) Training of investigation and future leaders; (3) Treatment of patients; (4) Instruction of students; (5) Practical courses of high grade for practitioners of medicine.

ITS CONSTITUENT DEPARTMENTS.

The University Medical School would be constituted^t_^ by the medical departments already organized in the University, first bringing them to full efficiency, and then such new departments of clinical medicine as are required. These departments should be organized on the same basis as the other scientific departments of the University, their members to possess the same grade of qualifications for investigation and teaching and, speaking generally, the same willingness to give their time and energies to their work as University appointees^t_^ in other fields of science.

THE DEGREE IN MEDICINE.

The degree of Doctor of Medicine should be given for work of graduate character with substantially the same requirements as those for Ph. D.

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The degree of Doctor of Medicine should be given for work of graduate character with substantially the same requirements as those for Ph. D.

ILLUSTRATION OF A CLINICAL DEPARTMENT.

The Department of Clinical Medicine may be used for this purpose. The number of undergraduate students is assumed to ^{to} not exceed 50 in each year or class. Organization, -Professor, Associate Professor, ^{Fellows,} Assistant Professor, 2 Instructors, and special workers and assistants in dispensary; internes.

1. Professor, ~~as physician~~ in-chief of the hospital; he supervises all the work of the department; makes the rounds in the wards and dispensary; holds a general clinic three or more times a week; directs and participates in research. He may be allowed a reasonable number of hours per week for private consultations and a small number of private cases in the hospital. The place of consultation may be limited to the hospital. He may not leave the city without special permission. The President should have the right to interpret broadly regulations limiting private work, especially in case of unusual ability and gifts.

2. Associate Professor. - Is resident physician in hospital; has full charge of one ward with its internes and students; supervises administration of research laboratory; gives general clinic in alternation with professor; gives course in laboratory diagnosis; research,

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2. Associate Professor. - Is resident physician

in hospital; has full charge of one ward with the internes and students;

supervises administration of research laboratory; gives general clinic

in alternation with professor; gives course in laboratory diagnosis; research.

3. Assistant Professor. - Is resident physician to hospital; has full charge of one ward; supervises dispensary work; gives course in physical diagnosis; research.

Is resident physician in hospital,
4. Instructor. - In charge of one ward; assists in course in laboratory diagnosis; supervises administration of clinical laboratory; research.

Resident physician
5. Instructor. - [^]In charge of one ward; assists in dispensary work and in course in physical diagnosis; research.

Essentially the same scheme would apply to the other clinical departments. Of course different arrangements can be made as to private practice by the professors and the number of members in the different departments would be subject to considerable variation.

3. Assistant Professor. - Is resident physician to hospital; has full charge of one ward; supervises dispensary work; gives course in physical diagnosis; research.
4. Instructor. - In charge of one ward; assists in course in laboratory diagnosis; supervises administration of clinical laboratory; research.
5. Instructor. - In charge of one ward; assists in dispensary work and in course in physical diagnosis; research.
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TENTATIVE ESTIMATE (MINIMUM) OF SALARIES OF REGULAR MEMBERS OF CLINICAL DEPARTMENTS.

Rank	MED.	SURG.	OBST.	GYN.	CHILDR.	EYE	EAR AND THROAT	SKIN	MENTAL AND NERVES
Professor	5000.	5000.	5000.	5000.	5000.	5000.	5000.	5000.	5000.
Assoc. "	3000.	3000.	2500.	2500.	2500.	2500.	2500.	2500.	2500.
Ass't "	2000.	2800.			2800.				
Instructor	1500.	1500.	1500.	1500.	1500.	1500.	1500.		1500.
Instructor	1200.	1200.	1200.	1200.	1200.			1200.	1200.
Fellow	600.	600.	600.	600.	600.	600.	600.	600.	600.
Fellow	800.	800.			800.				
Technician	800.	800.	600.	600.	800.	600.	600.	600.	600.
	14900.	15700.	11400.	10400.	15200.	10200.	10200.	9900.	11400.

Total Salaries 109,300

Annual budget
of clinical dep'ts
for supplies & exp. 10,000 - Grand Total 119,300

TENTATIVE ESTIMATE (MINIMUM) OF SALARIES OF REGULAR MEMBERS OF CLINICAL

DEPARTMENTS.

RANK	MRD.	SURG.	OBST.	GYN.	CHILDR.	EYE	EAR AND THROAT	SKIN AND NERVES	MENTAL
Professor	5000.	5000.	5000.	5000.	5000.	5000.	5000.	5000.	5000.
Assoc. "	3000.	3000.	2500.	2500.	2500.	2500.	2500.	2500.	2500.
Ass't "	2000.	2800.			2800.				
Inspector	1500.	1500.	1500.	1500.	1500.	1500.	1500.		1500.
Inspector	1200.	1200.	1200.	1200.	1200.			1200.	1200.
Fellow	800.	800.	800.	800.	800.	800.	800.	800.	800.
Fellow	800.	800.			800.				
Technician	800.	800.	800.	800.	800.	800.	800.	800.	800.
	14500.	12700.	11400.	10400.	12500.	10200.	10200.	9500.	11400.

Total salaries 104,300

General budget

of clinical staff

for supplies & exp. 10,000 - Grand Total 114,300

THE UNIVERSITY HOSPITALS.

<u>DEPARTMENT</u>	<u>NO. OF BEDS.</u>
Medicine	80
Surgery	80
Obstetrics	40
Gynecology	40
Pediatrics and Infect. Diseases	80
Eye	40
Ear and Throat	40
Skin	40
Mental and Nervous	<u>50</u>
TOTAL	490

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<u>DEPARTMENT</u>	<u>NO. OF BEDS.</u>
Medicine	80
Surgery	80
Gynaecology	40
Obstetrics	40
Pediatric and Infect. Diseases	80
Eye	40
Ear and Throat	40
Skin	40
Mental and Nervous	50
TOTAL	490

#8

The estimated cost of erection of this complete hospital complex, including dispensary building, nurses' home, and laboratories, exclusive of ground but including equipment, is \$2,500,000.

The yearly maintenance, estimated at \$2.00 per bed per day (very liberal) would be approximately, \$365,000.

Under proper management a considerable amount could be taken in from patients without interference with their use as teaching material.

Summary of Cost.

Initial Expense	—	\$2,500,000
Yearly maintenance of Hospitals	—	\$365,000
Yearly Budget (salaries, Suppl. Exp. for Clinical Depts)	—	\$119,300
		\$484,300

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Summary of Cost.

Initial expense	\$2,500,000
Yearly maintenance of Hospital	\$365,000
Yearly Budget (salaries, supply, etc. for Clinics & Dept.)	\$114,300
	<u>\$489,300</u>

SUGGESTIONS OF IMPROVEMENT AT RUSH MEDICAL COLLEGE.

In order to place the standard of work at Rush College at a uniformly high level and to introduce active and systematic research into all the departments at least three important changes must be made.

1. The erection of a large modern fire-proof structure on the North-east corner of Wood and Harrison Street to take the place of the old building. This building should contain offices, library, museum, clinical rooms and theatres, research laboratories and class rooms. In this building provision should be made for ^{or} laboratories for all clinical departments not now adequately provided for in the Senn Building. It would be of distinct advantage to all interests if the chemical and pathological ^{or} laboratories could be put in this building also. If that were done a centralized and economical administration could be established, and it is possible that the old ^{or} laboratory on the South side of Harrison Street might be abandoned. At the same time certain rearrangements in the Senn Building should be made in order to secure better facilities for the work of the dispensary.

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ments in the Senn Building should be made in order to secure better

facilities for the work of the dispensary.

It is not likely that an adequate building of this sort could be constructed for much less than \$220,000-- \$250,000.

2. All available space in the Presbyterian Hospital (^doldest and newest wings) should be utilized regularly for the treatment of free patients and clēnical instructions of students. In order to secure as many beds as possible separate rooms could be merged into wards. At least 250 beds are necessary in order to satisfy the demands to a fair degree. All the beds of this kind should be apportioned fairly among the different departments.

3. The free beds in the hospital, the dispensary service, and the ^{or} laboratories (research and routine) of each department should be placed in the full charge of one professor in each case, the staffs should be coordinated with nicety and definiteness of purpose, and such salaries provided as necessary to secure daily work from say 9 to 3 of every regular member in teaching and research. In addition there might be attached to the departments, if necessary or desirable, clēnical teachers in special fields who would not receive any salaries.

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4. As illustration is given a tentative annual budget that would do very well for medicine, surgery, diseases of children, and with restrictions to the other departments.

Salaries: Professor \$4,000.00 to \$5,000.00

Associate P. \$2,000.00 to \$3,000.00

Assistant P. \$1,000.00 to \$2,000.00

Instructor \$1,000.00

Two fellows \$1800.00

Technician \$800.00

Dispensary Physicians 6 @ \$300.00-- \$1800.00

Supplies & expense Total from \$12,400.00 to \$15,400.00

Supplies and expense: \$1590.00

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Instructor \$1,000.00

Two fellows \$1800.00

Technician \$800.00

Dispensary Physicians 6 @ \$300.00-- \$1800.00

Total from \$12,400.00 to \$15,400.00

Supplies and expense: \$1500.00

The University of Chicago

The Medical Courses

OFFICE OF THE DEAN

Chicago, Sept. 9, 1913.

My dear President Judson:-

I am enclosing a letter from Dr. Ingals concerning his resignation as a member of the active faculty. He sent Dr. Billings and myself such resignation and also a copy to the Board of Trustees some time ago.

Dr. Billings and I both feel very strongly that it is an unfortunate time to make any changes in the headships of any of the departments and I am very glad to know that Dr. Ingals is willing that his resignation should not be acted upon at the present time.

In this connection I should like to express the hope that when the clinical departments of Rush are reorganized by the University the arrangement of departmental committees, now in vogue at the University, will be adopted instead of the present appointed head. It is especially desirable that this should be done in the clinical departments as in no other way, I think, can the consolidation of the numerous specific departments into three great clinical groups be brought about. For several years we have realized that this concentration of the clinical work into three large departments Medicine, Surgery and Obstetrics, would be of great advantage. I wish we might have been the first medical school to put the plan into actual operation. We have already, however, been anticipated by the University of Minnesota.

The existing departments which would be abolished by this merger, Materia Medica, Laryngology, Otology, Ophthalmology and Der-

Rush *ack. ✓* M5

Chicago, Sept. 2, 1913.

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I am enclosing a letter from Dr. Ingalls concerning his resignation as a member of the active faculty. He sent Dr. Billings and myself each resignation and also a copy to the Board of Trustees some time ago.

Dr. Billings and I both feel very strongly that it is an unfortunate time to make any changes in the headship of any of the departments and I am very glad to know that Dr. Ingalls is willing that his resignation should not be acted upon at the present time.

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The University of Chicago

The Medical Courses

OFFICE OF THE DEAN

H.P.J. -2-

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I presume that the University will adopt with regard to these clinical departments the same policy which is now operative as the original appointive heads are removed by death or resignation and so this suggestion may be superfluous. I have so long been convinced, however, that the consolidation of the present clinical departments into three into three great groups would be of great advantage and so sure that the committee government is the essential step to this end that I want to place the matter before the Trustees in time.

Yours very truly,

J. M. Dodson
Dean.

H.P. 1. 1-2-

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Yours very truly,

Dean.

to Pres. Judson.



Amsterdam, 21 1913

John M. Dodson Dear
My Dear Doctor

Regarding my
resignation as head of
the department in Rush
York, Dr Billings &
President Judson may
do with it whatever you
think best for the
College.

It was sent to the
Secretary of the Board
of Trustees I think.
Yours sincerely
E. Fletcher Ingals.



New York 21 10 13

John W. Hobbs Esq
My dear Hobbs

Regarding my
contribution as head of
the department in Paris

Mr. de Belling &
President Johnson may

be with it whatever you
think best for the

College.

It was sent to the
Secretary of the Board

I think
yours very truly
J. W. Hobbs



COPY

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THE JOHNS HOPKINS UNIVERSITY
Baltimore - Maryland

October 21st, 1913

To the General Education Board
17 Battery Place
New York, N Y

As Chairman of the Administrative Committee of the Johns Hopkins University, I am authorized by the Trustees of the Johns Hopkins University and the Johns Hopkins Hospital to ask the aid of the General Education Board in the reorganization of clinical teaching in the Johns Hopkins Medical School on the following basis:

The Faculty of the Medical School are fully convinced of the wisdom and necessity of commanding the entire time and devotion of a staff of teachers in the main clinical branches, precisely as the school has since its beginning commanded the entire time and devotion of the teachers of the underlying sciences; we are persuaded that the time is ripe for the step in question and we are desirous of undertaking the innovation provided the necessary funds can be obtained.

At this moment the Johns Hopkins University and Hospital devote the following sums to teaching and research in the three clinical departments now in position to be placed on the full-time basis.

Medicine	\$21,480	
Surgery	14,025	
Pediatrics	<u>7,550</u>	\$43,055

MAR 12 1924

COPY

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Medicine	\$21,480
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Pediatrics	7,550
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In order to command the entire time of an adequate staff of teachers and to furnish them the necessary laboratory assistance, the several departments would require additional income as follows:

Medicine	\$24,070	
Surgery	25,040	
Pediatrics	<u>16,300</u>	\$65,410

An outlay of \$50,000 would be necessary for increased laboratory facilities and equipment. The estimates on which the foregoing figures are based are contained in the accompanying exhibit.

Should the General Education Board provide funds that will produce the income above mentioned, the three departments in question could and would be organized on the full-time basis; that is, the Professor and his staff on this basis consisting of Associate Professors, Associates, Assistants, etc., would hold their posts on the condition that while engaged in the service of the University and Hospital they accept no fees for professional services. They would be free to render any service required by humanity or science, but from it they would be expected to derive no pecuniary benefit. Fees charged by the Hospital for professional services to private patients, whether within or without the hospital, by members of the full-time staff, such as at present are paid directly to the physician, would be used to promote the objects for the attainment of which this request is made.

The changes here discussed can be introduced immediately into the department of pediatrics, because this department has been established recently; medicine and surgery can be reorganized by the beginning of the next academic year. Certain men now holding

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important posts but partly engaged in practice can be utilized to advantage in the service of the school, but from the start the public hospital service would be entirely in charge of men on the full-time basis. In the dispensary, in clinical teaching and in the teaching of special topics men engaged partly in practice can be advantageously used to some extent.

In conclusion I may say that this application reflects the deliberate conviction of the Medical Faculty that the progress of scientific medicine demands the conditions that we are seeking to provide. Should we receive the aid we request, the undertaking will be carried on with confidence and enthusiasm by those into whose hands it is committed.

Yours respectfully,

(Signed)

William H Welch,
Chairman of the
Administrative Committee.

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THE JOHNS HOPKINS UNIVERSITY
Baltimore - Maryland

October 23, 1913

Memoranda

Control of professional fees in the Johns Hopkins Hospital.

The Board of Trustees of the Hospital authorize the statement that they have under consideration a recommendation from the Medical Board of the Hospital that all bills for professional services rendered to private patients in the Hospital by members of the staff, who are not upon the full-time basis, will be rendered by the Hospital and will be subject to its supervision.

I have every confidence that action in line with this recommendation will be taken.

(Signed) William H Welch.

Statement by Mr B H Griswold, Jr., concerning the income from invested funds in Maryland.

State and City taxes upon all bonds and upon the stocks of corporations incorporated in other states are 63 cents per \$100 market value. A $4\frac{3}{4}$ per cent bond yields therefore 4.12 per cent.

While the Trustees of the University feel that they will be able at the present time to invest the funds entrusted to them to yield $4\frac{1}{2}$ per cent net, they also feel that consistent with the present conservative financial policy of the University, it would be wise to invest the funds on a $4\frac{1}{4}$ per cent basis free of all taxes.

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(Signed) - William H. Welch.

Statement by Mr. H. H. Griswold, Jr., concerning the income from
invested funds in Maryland.

State and City taxes upon all bonds and upon the stocks
of corporations incorporated in other states are 55 cents per \$100
market value. A 4 1/2 per cent bond yields therefore 4.12 per cent.
While the Trustees of the University feel that they will
be able at the present time to invest the funds entrusted to them
to yield 4 1/2 per cent net, they also feel that consistent with the
present conservative financial policy of the University, it would
be wise to invest the funds on a 4 1/2 per cent basis free of all
taxes.

The professor and those members of his staff who hold appointments on the full-time or university basis would, while engaged in the service of the university and hospital, accept no fees for professional services. They would be free of course to render any service required by humanity or science, but from it they would be expected to derive no pecuniary benefit. Fees charged for professional services to private patients, whether within or without the hospital, by members of the full-time staff, would be used to assist in maintaining the university organization.

In addition to the full-time or university staff above described, the several departments so organized would of course in their discretion make use of part-time assistants to render such service to students, patients, or in the conduct of research, as, in the judgment of those in authority, they are competent to render.

The professor and those members of his staff who hold appointments on the full-time or university basis would, while engaged in the service of the university and hospital, accept no fees for professional services. They would be free of course to render any service required by humanity or science, but from it they would be expected to derive no pecuniary benefit. Fees charged for professional services to private patients, whether within or without the hospital, by members of the full-time staff, would be used to assist in maintaining the university organization. In addition to the full-time or university staff above described, the several departments so organized would of course in their discretion make use of part-time assistants to render such service to students, patients, or in the conduct of research, as, in the judgment of those in authority, they are competent to render.

UNIVERSITY OF ILLINOIS
PRESIDENT'S OFFICE

Urbana-Champaign, Illinois
November 22, 1913

President Harry Pratt Judson
University of Chicago
Chicago

My dear President Judson:

You will remember that we had a conference some two years or more ago concerning the organization of medical education in the city of Chicago.

Since that time the Trustees of the University of Illinois, beginning with the present academic year, have assigned, under authority given them by the legislature of the state of Illinois, the sum of \$100,000 per annum for the support of the College of Medicine of the University of Illinois; in addition to the funds derived from tuition and other sources.

We are now reorganizing the laboratory years of the course, and I hope that by the end of this year our laboratory courses will be put upon a thoroughly substantial basis, and on a par with the best courses for similar purposes in the country.

We must, during the present year, undertake the reorganization of our clinical staff.

I may say that all work of our laboratory years is located primarily in the College building at the corner of West Harrison and Honore streets, Chicago.

You will remember that we discussed the possibility of securing some kind of reorganization of the clinical years in the various schools in Chicago. I have had

Medical Records
James

M2
256

Urbana-Champaign, Illinois
November 22, 1912

President Harry Pratt Johnson
University of Chicago
Chicago

My dear President Johnson:

You will remember
that we had a conference some two years
ago with the purpose of the organization of
medical education in the city of Chicago.

Since that time the Trustees of
the University of Illinois, beginning with
the present academic year, have assigned
under authority given them by the legisla-
ture of the state of Illinois, the sum of
\$100,000 per annum for the support of the
College of Medicine of the University of
Illinois; in addition to the funds derived
from tuition and other sources.

We are now reorganizing the labora-
tory parts of the course, and I hope that
by the end of this year our laboratory
course will be upon a thoroughly sci-
entific basis, and on a par with the best
courses for similar purposes in the country.

We want, during the present year,
to have the laboratory part of the course
staffed.

I am sure that all work of our
laboratory part is located primarily in
the College building at the corner of West
Harrison and Monroe streets, Chicago.

You will remember that we discussed
the possibility of securing some kind of re-
organization of the clinical years in the
various schools in Chicago. I have had

H.P.J.--2

some suggestions made to me in an informal way by men interested in the Northwestern University - though not in any sense authorized to speak for its trustees or the medical school of that institution - that a union might be brought about between the Northwestern University Medical School and the College of Medicine of the University of Illinois.

These have been rather vague suggestions and showing nothing more than an interest in better organization of medical education in Chicago.

✓ a
A man connected with your medical school, now I believe no longer connected with it however, came to me last summer and suggested that it was probable the University of Chicago would organize an entirely different kind of medical school from anything now in existence in Chicago, and that when that was done it would no longer have any use for Rush Medical College; and suggesting that in that case Rush might be consolidated with the University of Illinois Medical School.

✓ b
Since that time two or three suggestions have come to me from different quarters that it would be a good thing if Rush Medical College could be consolidated with the College of Medicine of the University of Illinois.

I have been asked to meet one or two gentlemen in conference on this subject.

I have no desire to discuss the subject except with your knowledge and approval.

2.2.1.1.1.1.1

some suggestions made to me in an informal way by men interested in the Northwestern University - though not in any sense authorized to speak for the trustees or the medical school of that institution - that a union might be brought about between the Northwestern University Medical School and the College of Medicine of the University of Illinois.

These have been rather vague suggestions and showing nothing more than an interest in better organization of medical education in Chicago.

I am connected with your medical school, now I believe no longer connected with it however, came to me last summer and suggested that it was probable the University of Chicago would organize an entirely different kind of medical school from anything now in existence in Chicago, and that when that was done it would no longer have any use for Rush Medical College; and suggesting that in that case Rush might be consolidated with the University of Illinois Medical School.

Since that time two or three suggestions have come to me from different quarters that it might be a good thing if Rush Medical College could be consolidated with the College of Medicine of the University of Illinois.

I have been asked to meet one or two gentlemen in conference on this subject.

I have no desire to discuss the subject except with your invitation and approval.

H.P.J.--3

If the University of Chicago is willing to dissolve its relation with Rush Medical College and Rush Medical College is willing to be consolidated with the College of Medicine of the University of Illinois, I should be willing to recommend to our Board of Trustees that negotiations looking toward such a consummation should be undertaken.

But we should certainly not want to undertake it or do anything in the premises without your consent.

If the University of Chicago is able to go ahead along the lines laid down by Johns Hopkins University, I believe it would be one of the greatest contributions to American education which could possibly be made.

I think, moreover, that a consolidation of Rush Medical College with the College of Medicine of the University of Illinois, and with a possible absorption of Northwestern University medical school would give us a second medical school of high rank in the city; and that these two schools, the one supplementing the work of the other would be able to make Chicago one of the great historic centers of medical education and research.

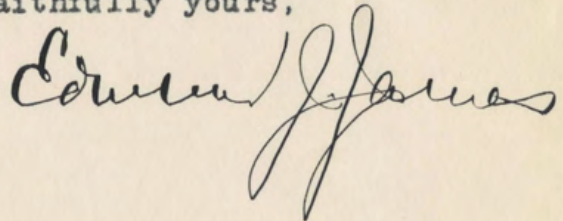
It is a consummation devoutly to be wished and if we can do anything to bring it about I should be only too glad.

I ought to say that whatever is done in this matter will have to be done quickly. The Trustees of the University of Illinois have now a free hand in the reorganization of the medical, *school* but they cannot keep it very long. Goethe says somewhere that

H.P.J.--4.

out of each successive free action a chain is forged which binds with ever increasing intensity our freedom of action; and we shall be compelled during the course of the next month or two to make such appointments in our clinical staff as would certainly interfere very seriously with the freedom which the Trustees now have.

Faithfully yours,

A handwritten signature in cursive script, appearing to read "Edwin James". The signature is written in dark ink and is positioned below the typed name "Edwin James".

1.1.1--1

out of each successive free action a chain is
formed which binds with ever increasing in-
tensity our freedom of action; and we shall
be compelled during the course of the next
month or two to make such appointments in
our clinical work as would certainly inter-
fere very seriously with the freedom which
the Trustees now have.

Yours faithfully,
C. J. G. G.

FRANK BILLINGS
PEOPLES GAS BUILDING
122 SOUTH MICHIGAN BOULEVARD
CHICAGO

Nov. 25, 1913.

President Harry Pratt Judson,
The University of Chicago,
Chicago, Ill.

My dear President Judson:

I have read with a great deal of interest the letter from
President James.

I have not the least idea who the prominent former member
of Rush College may be who has been in consultation with President James.

Nor do I know to whom he refers when he says he has had
two or three suggestions from different quarters that it would be a good thing
if Rush Medical College were consolidated with the College of Medicine of the
University of Illinois.

As I told you last week at our Faculty meeting, I knew
that President James would be anxious to take over Rush Medical College as the
clinical department of the State University and he has spoken to me once upon
that subject.

I told him at the time I could not talk to him about it. That
we were endeavoring to secure funds to endow clinical medicine at the University
and if that unfortunately should prove a failure the time might come when the
matter he mentioned could be considered by those governing the present affilia-
tion between the University of Chicago and Rush Medical College.

His letter shows that he is mighty anxious to secure a clinical
department in Chicago that will give his medical school standing and, of course,
the school has not that standing now.

THE UNIVERSITY OF CHICAGO
CHICAGO, ILL.
NOV. 25, 1913

President Harry Pratt Judson,

The University of Chicago,

Chicago, Ill.

My dear President Judson:

I have read with great interest the letter from

President Judson.

I have not the least doubt that the University of

Chicago may be who has been in communication with President Judson.

Now as I know as when he refers to the fact that

two or three suggestions from different quarters that it would be a good thing

if Rush Medical College were connected with the College of Medicine of the

University of Illinois.

As I told you last week at our faculty meeting, I knew

that President Judson would be anxious to take over Rush Medical College as the

clinical department of the State University and he has spoken to me many times

about this subject.

I told him at the time I could not take to him what he

was endeavoring to secure. I could not enter clinical medicine at the University

and I that unfortunately should prove a failure the time might come when the

matter be mentioned could be considered by those governing the present relation

between the University of Chicago and Rush Medical College.

His letter shows that he is quite anxious to secure a clinical

department in Chicago that will give his medical school standing and, of course,

the school has not that standing now.

#2. President Judson.

I have been unable yet to get the final interview with Mr. Armour
He was east during the latter part of last week and I hope possibly to get in
touch with him before next Sunday.

I will let you know the result as soon as I can.

Very sincerely yours,

Frank Billings

CAPITOL

W. President Johnson.

I have been unable yet to get the final interview with Mr. Arthur

to me next during the latter part of last week and I hope possibly to get in

touch with him before next Sunday.

I will let you know the result as soon as I can.

Very sincerely yours,

Franklin D. Roosevelt

CAUTION

UNIVERSITY OF ILLINOIS
PRESIDENT'S OFFICE

Urbana-Champaign, Illinois
December 1, 1913

Rush

President Harry Pratt Judson
University of Chicago
Chicago

My dear President Judson:

I am much obliged to you for your letter of November 28th concerning the movement to obtain funds for the establishment of clinical teaching on the right basis in the city of Chicago.

I was not aware that the University of Chicago had taken this matter up in earnest. If you have, of course it goes without the saying that it is going to be a success and I wish you the very greatest prosperity in it.

I should be greatly pleased if you and President Harris and myself could, in our day and generation, get the credit of organizing the medical education in the city of Chicago upon a basis which would challenge comparison with the best which the world has thus far achieved in the history of medicine.

I may say, of course, incidentally that you have some first rate men on your medical staff whom I should be glad to see on our staff; but I presume we should have no chance of getting any man whom you wish to hold. Perhaps you can spare some of them to help us out.

I wish to take this occasion to congratulate you and the University of Chicago upon what you have already achieved in the matter of medical education under the difficult conditions existing in this state. You have certainly brought together a fine staff of men, from which the rest of us engaged in the same business will undoubtedly have to draw some members if we can.

Faithfully yours,

Edmund J. Davis

Urbana-Champaign, Illinois
December 1, 1915

President Harry Pratt Judson
University of Chicago
Chicago

My dear President Judson:

I am much obliged to you for your letter of November 24th concerning the proposed visit to the University of Chicago in the spring of 1916. I am glad to hear that you are planning to visit the city of Chicago.

I was not aware that the University of Chicago had taken this matter up in earnest. If you have, of course, it goes without saying that it is going to be a success and I wish you the very greatest prosperity in it.

I should be greatly pleased if you and your family could visit the University of Chicago in the spring. The University of Chicago is a very large and important institution and it is a pleasure to have visitors from other universities. I am sure that you will find the University of Chicago very interesting and that you will have a very successful visit.

I am, of course, respectfully, Dear Mr. Judson, and I am sure that you will find the University of Chicago very interesting and that you will have a very successful visit. I am sure that you will find the University of Chicago very interesting and that you will have a very successful visit.

I wish to take this occasion to congratulate you and the University of Chicago upon what you have already achieved in the field of medical education. The University of Chicago is a very large and important institution and it is a pleasure to have visitors from other universities. I am sure that you will find the University of Chicago very interesting and that you will have a very successful visit.

Very truly yours,

Harris to Union

M2



NORTHWESTERN UNIVERSITY

JOHN HARRIS, PRESIDENT

29 January 1914

My dear President Judson:

I am sending this statement on the matter of the medical schools, as the result of our conversation at the Union League Club.

I was much impressed by the suggestion of Mr. Flexner, made at the time of his investigation, that certain of the medical schools in Chicago ought to agree upon a plan for consolidation or cooperation; but on consulting the Trustees I found they regarded it as impracticable.

I have known in a way of the plans under consideration by Rush and the University of Chicago, and it so happened that the rumor that these plans had fallen through reached me just when a committee of Northwestern Trustees were considering certain matters relating to our Medical School. It was suggested that it would be to the interest of medical education if Rush and the Northwestern School could be united, and the committee were of the opinion that our Trustees would approve a plan for a school holding to Chicago the present relation of Rush and to Northwestern University the present relation of the Northwestern School. The committee had no authority to take a vote, but their opinion would probably be accepted by the Trustees. It

NORTHWESTERN UNIVERSITY



22 January 1918

My dear President Johnson:

I am sending this statement to the members

of the medical school, as the result of our conversation at the

Union League Club.

I am sure impressed by the suggestion of Mr. Johnson, made at the

time of his investigation, that certain of the medical schools in

Chicago might be given a plan for consolidation or reorganization.

But on consulting the trustees I found they regarded it as impracticable.

Sincerely,

I have given in a copy of the plan which was presented by him

and the trustees of Chicago, and it is suggested that the year that

since plans had fallen through, we had then a committee of

Northwestern trustees were considering certain matters relating to

our medical school. It was suggested that it would be to the interest

and of medical education if both the Northwestern School could be

united, and the trustees were at the time that our trustees were

agreed a plan for a school which to Chicago the present relation

of both and to Northwestern University the present relation of the

Northwestern School. The committee had no authority to take a vote,

but their opinion would probably be accepted by the trustees. It

was suggested that I talk with you, making it clear that Northwestern would not take action without first obtaining the approval of the University of Chicago. It is difficult to make any detailed suggestions, but if it seems to you wise I will be glad to try what can be done toward working out a plan.

Yours very truly,

JM Means

To

Dr. Harry Pratt Judson, President

University of Chicago

was suggested that I talk with you regarding the situation.

Again not being certain whether this constituted the approval of the

University of Chicago. It is difficult to make any definite agree-

ments, but if it seems to you that I will be glad to try with you to

have some meeting and a plan.

Very truly,
Wm. D. Hays

Dr. Henry Pratt Johnson, President

University of Chicago

DR. ARTHUR DEAN BEVAN
PEOPLES GAS BLDG
MICHIGAN BLVD AND ADAMS ST
CHICAGO

January 19, 1914.

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

My dear President Judson:

I have been in Cincinnati at the opening of the new hospitals there which are to be the teaching ^{hospitals} departments of the medical department of the University of Cincinnati, or should have written you before about the contract between the college and the Presbyterian Hospital. This morning your secretary called up my office and reminded me of the fact that I had not sent you a statement as I had agreed to do.

You have a copy of the original agreement dated January 2, 1884, and in talking the matter over with Dr. Billings I understand that this has not been modified in any way and amounts practically to a permanent contract, although I have been told that such contracts were limited to 99 years in this state. There is only one additional fact in connection with the instrument and it has been ^{an} interpretation ^{as follows}:

After a man has been appointed to the staff of the hospital, if he retires from the faculty, by virtue of that fact he loses his hospital appointment, and this interpretation has been accepted by the board of managers of the hospital.

I was very much impressed by my trip to Cincinnati with the possibilities which they have there, and with the evident progress they are making toward putting their medical school on a thoroughly sound basis. We have here very much greater possibilities and have the men, and I believe that with a united and enthusiastic effort by the best men in the profession here we could develop a medical school second to none in the United States.

With best wishes, I am,

Very truly yours,

Arthur Dean Bevan

Dr. Arthur Dean Evans
Chicago, Ill.
Michigan Avenue
Chicago, Ill.

January 19, 1914.

President Harry Pratt Judson,
University of Chicago,
Chicago, Ill.

My dear President Judson:

I have been in Cincinnati at the opening of the new hospital there

which are to be the teaching departments of the medical department of the

University of Cincinnati, or should have written you before about the contract

between the college and the Presbyterian Hospital. This morning your secretary

called up my office and reminded me of the fact that I had not sent you a state-

ment as I had agreed to do.

You have a copy of the original agreement dated January 5, 1904, and

in talking the matter over with Dr. Ellinger I understood that this has not

been modified in any way and amounts practically to a permanent contract,

although I have been told that such contracts were limited to 99 years in this

state. There is only one additional fact in connection with the instrument

and it has been interpreted as follows:

After a man has been appointed to the staff of the hospital, if he

retires from the faculty, by virtue of that fact he loses his hospital appoint-

ment, and this interpretation has been accepted by the board of managers of the

hospital.

I was very much impressed by my trip to Cincinnati with the possibility

which they have there, and with the evident progress they are making towards

putting their medical school on a thoroughly sound basis. We have here very

much greater possibilities and have the men, and I believe that with a united

and enthusiastic effort by the best men in the profession here we could develop

a medical school second to none in the United States.

With best wishes, I am,

Very truly yours,

Arthur Dean Evans

M 5

University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The Pres. Chicago, February 5, 1914. of the Rush Medical College is Mr. John J. Glossner.

Very truly yours, E. J. James

My dear President James:-

Your favor of the 3d inst. is at hand. I will simply state the facts of the situation, and leave you to draw your own inferences. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain fund for endowment for the University is raised the College will become an integral part of the University. A considerable part of this fund has been secured, and it is confidently expected that the remainder will be secured at a rather early date within the current year. If notwithstanding this situation the Trustees of Rush Medical College should desire to make another arrangement it is my personal opinion that they discuss this matter with the Rush Medical College men.

Faithfully yours,

(Signed) Edmund J. James.

M

University of Chicago
February 5, 1914
President of the University of Chicago
Chicago, Illinois

My dear President James: I am
writing you in regard to the
University of Chicago. Your favor of the 24
inst. is at hand. I will simply state the facts
of the situation and leave you to draw your own
inferences. There is an agreement between the
Board of Trustees and the Board of Trustees of
Rush Medical College to the effect that as soon
as a certain fund for endowment for the University
is raised the College will become an integral part
of the University. A considerable part of this
fund has been secured, and it is confidently
expected that the remainder will be secured at a
rather early date within the current year. It is
notwithstanding this situation the Trustees of
Rush Medical College would desire to make another
arrangement to the personnel of the College and to
discuss this matter with the Rush Medical Col-

Very truly yours,
Edward J. James.

University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The President of the Board of Trustees of the Rush Medical College is Mr. John J. Glessner.

Very truly yours, S. 1914

President Harry Pratt Judson

H.P.J. University of Chicago
Dear Sir,
I am at Chicago. I simply state the facts.
My dear President Judson, you to draw your own inferences. There is an I have a request to meet with a number of men of Rush Medical College to discuss the possibility or desirability of consolidating Rush Medical College with the University of Illinois, to become an integral part of the Univ. do not wish to do anything in this matter without a full understanding with you. I wish to do nothing which would in any way embarrass the University of Chicago in the slightest degree. In situation the Trustees of Rush Medical are asking you therefore a confidential question - namely, would it be proper for me to discuss this matter with the Rush Medical College men?

Faithfully yours,

(Signed) Edmund J. James.

University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The President of the Board of Trustees of the Rush Medical College is Mr. John A. Glassner. Very truly yours,

My dear President Glassner:-
 R.P.J. - I am very glad to hear of the fact, as it should be, that the fact of the situation, and have you to give your own information. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain time has elapsed, the University will become an integral part of the University of the United States, and it is confidentially expected that the University will be secured at a President Edward J. James, University of Illinois, Urbana-Champaign, Illinois. It is not surprising that this situation the Trustees of Rush Medical College should desire to have another agreement to be my personal opinion that the discuss this matter with the Rush Medical College.

Sincerely yours,

Edward J. James

11- M5
COPY.

University of Illinois

President's Office, February 3, 1914

of the Rush Medical College Urbana-Champaign, Illinois

Very truly February 3, 1914

President Harry Pratt Judson

University of Chicago

last. is at hand Chicago

My dear President Judson: you to draw your own

inferences. There is an I have a request to

meet with a number of men of Rush Medical Col-

lege to discuss the possibility or desirabil-

ity of consolidating Rush Medical College with

the University of Illinois: become an integral part

of the Univ. I do not wish to do anything in this

matter without a full understanding with you.

and I wish to do nothing which would in any way

embarrass you or the University of Chicago in the

slightest degree. In situation the Trustees of

Rush Medical I am asking you therefore a confidential

question - namely, would it be proper for me to

discuss this matter with the Rush Medical Col-

lege men?

Faithfully yours,

(Signed) Edmund J. James.

University would express no difficulties.
course I have no right to express an authoritative
copy.
University of Illinois
President's Office
of the Rush Medical College, Chicago, Illinois
Very truly yours,
February 3, 1914

President Harry Pratt Judson
University of Chicago
Chicago
My dear President Judson:
I have a request to
meet with a number of men of Rush Medical Col-
lege to discuss the possibility of desirabil-
ity of consolidating Rush Medical College with
the University of Illinois.
I do not wish to do anything in this
matter without a full understanding with you.
And I wish to do nothing which would in any way
embarrass you or the University of Chicago in the
slightest degree.
I am asking you therefore a confidential
question - namely, would it be proper for me to
discuss this matter with the Rush Medical Col-
lege men?

Faithfully yours,
(Signed) Edmund J. James.

University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. *Rush* Chicago, February 5, 1914. The President of the Board of Trustees of the Rush Medical College is Mr. John J. Glassner.

Very truly yours,

My dear President James:-

H.F.J. - L. Your favor of the 3d inst. is at hand. I will simply state the facts of the situation, and leave you to draw your own inferences. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain fund for endowment for the University is raised the College will become an integral part of the University. A considerable part of this fund has been secured, and it is confidently expected that the remainder will be secured at a rather early date within the current year. If ~~University of Illinois~~ *Urbana-Champaign, Illinois.* notwithstanding this situation the Trustees of Rush Medical College should desire to make another arrangement it is my personal opinion that the

of course I have no right to express an authoritative
 opinion, however, without consulting the University
 Board. The President of the Board of Trustees
 of Rush Medical College is Mr. John A. Gleason.

Very truly yours,

My dear President James:-

Your favor of the 24
 inst. is at hand. I will simply state the facts
 of the situation, and leave you to draw your own
 inferences. There is an agreement between the
 Board of Trustees and the Board of Trustees of
 Rush Medical College to the effect that as soon
 as a certain fund for endowment for the University
 is raised the College will become an integral part
 of the University. A considerable part of this
 fund has been secured, and it is confidently
 expected that the remainder will be secured at a
 rather early date within the current year. It
 notwithstanding this situation the Trustees of
 Rush Medical College should desire to make another
 arrangement it is my personal opinion that the

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University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The President of the Board of Trustees of the Rush Medical College is Mr. John J. Glessener.

Very truly yours,

My dear President James:-

Your favor of the 24
H.P.J. - L.
inst. is at hand. I will simply state the facts of the situation, and leave you to draw your own inferences. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain fund for endowment for the University is raised the College will become an integral part of the University. A considerable part of this fund has been secured, and it is confidently expected that the remainder will be secured at a President Edmund J. James, University of Illinois, Urbana-Champaign, Illinois. If notwithstanding this situation the Trustees of Rush Medical College should desire to make another arrangement it is my personal opinion that the

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University would oppose no difficulties. Of course I have no right to express an authoritative opinion, however, without consulting the University Board. The President of the Board of Trustees of the Rush Medical College is Mr. John J. Gleasoner.

Very truly yours,

My dear President James:-

Your favor of the 24th inst. is at hand. I will simply state the facts of the situation, and leave you to draw your own inferences. There is an agreement between the Board of Trustees and the Board of Trustees of Rush Medical College to the effect that as soon as a certain fund for endowment for the University is raised the College will become an integral part of the University. A considerable part of this fund has been secured, and it is confidently expected that the remainder will be secured at a very early date.

President Edmund J. James,
University of Illinois,
Urbana-Champaign, Illinois.

Notwithstanding this situation the Trustees of Rush Medical College should desire to make another arrangement it is my personal opinion that the

M5

E. FLETCHER INGALS, M.D.

Chicago, Mar. 2, 1914.

Pres. Harry Pratt Judson,

Board of Trustees R. M. C.

University of Chicago.

My Dear Sir:-

A cabal of the Faculty is endeavoring to break up the affiliation of Rush Medical College with the University of Chicago and have the College taken over as the Medical Department of the University of Illinois, hoping thereby to obtain the financial assistance which we sadly need, but also, as I am informed, to make a big College with large classes which would be a misfortune.

If the University of Chicago had definitely decided that it did not want Rush Medical College as its Medical Department, it would be a

good move to get into the University of Illinois, but under present conditions, the activities of the cabal appear to me untimely and unwise; and I assure you that they do not represent the judgement or desires of those who did most of the work in effecting the affiliation with the University of Chicago; or of most of those who have borne the brunt of raising the College to its present high state of efficiency in scientific work.

The movement appears to me mischievous in a high degree, but I do not think it can do any harm if it is not encouraged by the Trustees of the College. Personally, I have no fear that this movement would be encouraged by the Trustees, but I am going out of the city tomorrow to be gone for six weeks and do not know what may come to your ears before my return. I regret that I have not the time to see you personally, but hope this letter may be sufficient. I am sending a similar letter to each of the Trustees.

Yours sincerely,

E. Dutton Ingalls,

M5

*President's Office
(Transmitted in file
from American Museum
of Natural History)
LJR*

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

Office of the President

Chicago, April 29, 1914

Memorandum of a meeting of the Rush Medical College Faculty held at the Hotel Sherman at seven P.M. April 28th.

This is a memorandum of the essential features of a meeting of the Rush Medical Faculty held at the above-mentioned time and place, over which I presided.

The meeting was the second of two general conferences of the Faculty called to consider the immediate future of the School, and more particularly to hear the report of a committee previously appointed to confer with President James, of the University of Illinois, with regard to the possible transfer of the interests of Rush Medical College to the University of Illinois.

The meeting opened with the reading of the minutes of the previous session. The Secretary,

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-2-

Dr. Ormsby, thereupon presented the report of the committee above mentioned, in which were detailed the conditions under which the state university would take over the property and obligations of Rush Medical College. I have no transcript of this document, but in substance it specified the necessity of an absolute and unqualified transfer of all property of every kind, the resignation of the Rush Faculty, the transfer of all interests in the Presbyterian Hospital and in other allied medical foundations, in return for which the Regents of the state university would undertake to establish and administer a medical school, but absolutely without guarantee as to the future of the school, or any of its affiliations.

There followed an extended discussion of the report of the committee, participated in by Dr. Billings, Dr. Ingals, Dr. Bevan, Dr. Carlson, Dr. Capps, ^{Dr. Wells,} Dr. Dodson, Dr. Belfield, and Dr. Parker. With the exception of the remarks of Dr. Carlson the entire discussion was carried on on the highest level of perfectly objective consideration of all

—

Dear Mr. [Name]:

I am pleased to hear that you are interested in the

position of [Title] in the [Department/Division].

The [Department/Division] is currently seeking a

qualified individual to fill this position.

As a [Title], you will be responsible for

the [Responsibilities] of the position.

I am sure that your [Qualifications] will

be an asset to the [Department/Division].

I am sure that you will find this position

to be a challenging and rewarding experience.

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-3-

the circumstances, and with the most obvious desire *to aid* in the attempt to secure the best interests of medical education in this community, as contradistinguished from any disposition to exploit private or personal advantage. I have rarely listened to a finer discussion, both as regards its content and its tone. In connection with the general considerations, extended attention was given not only to the possible connection with the state university but also to a possible consolidation with Northwestern University and to the possibility of some coöperative enterprise in which the University of Chicago, Northwestern University, Rush Medical College, and the medical department of the University of Illinois should all be represented.

At the end of the discussion, and in response to repeated requests, I spoke briefly, touching the following points:

I commented upon the embarrassment of the situation in so far as I found myself serving as the deputy for the President of the University at a time

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
LABORATORY OF PHYSICAL CHEMISTRY

REPORT OF THE
COMMISSIONER OF THE
BUREAU OF CHEMISTRY
ON THE
ANALYSIS OF THE
SILICONES

BY
J. H. HARRIS
AND
J. H. HARRIS

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Office of the President

-4-

when questions of the most urgent importance were under consideration, some phases of which in my judgment had not before been given serious consideration. I made it clear that I not only spoke without any authorization by the President himself to express his personal views, but more particularly I emphasized that in the last analysis the settlement of the questions at issue rested, on the one hand, upon the Board of Trustees of the University of Chicago, which Board I had no authority to speak for, and on the other hand, upon the Board of Trustees of Rush Medical College, who were in my understanding of the case equally unrepresented by any of the speakers who had preceded me. My own remarks, therefore, were necessarily to be interpreted as primarily an expression of my personal opinions, and to some slight extent, secondarily, as ~~involving~~ statements of fact in so far as questions had been raised in the previous discussion to which some factual reply could be made.

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Chicago, Illinois

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-5-

1. The question had been asked, what would occur supposing that the negotiations with the University of Illinois should fall through, and also if the attempt to raise \$1,300,000 should fail in connection with the attempt to unite with the University of Chicago. I replied that so far as concerned the second part of the question I was not in a position to offer predictions, and that I did not believe that anybody could at the moment state what would occur. I added, however, that it seemed to me fair to say that I understood it to be the policy of the University of Chicago to develop a medical school, whether this were done in connection with Rush or otherwise.

2. In response to the statement that President Judson had indicated that the University would interpose no objection to the severance of relations with Rush, and the intimation as interpreted by some of those present that the University would welcome such a severance, I said that I could not speak for the

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CHICAGO, ILLINOIS

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-6-

President's personal sentiment in the matter, but that in general I felt sure that he and the University authorities would be very unwilling to hold the Rush College authorities to any agreement which the latter felt to be irksome; that the carefully considered arrangement by which the attempt was now being made to secure funds for a union of the two institutions seemed to me to afford substantial denial in fact of the assertion that the University would welcome a ^{actual desired} severance of its relations with Rush.

3. I said that only in one particular, so far as I had followed the discussion, did it seem to me at all likely that the essential ideals and aims of the authorities of the University of Chicago and certain members of the faculty of Rush Medical College would be ^{found} ~~felt~~ in serious disagreement. The University, I said, had set its face toward the development of a relatively small medical school embodying the highest ideals of instruction, and laying great emphasis upon research, both in its clinical and its laboratory aspects. I said that

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-7-

if a large medical school affording training to unlimited numbers of men were involved at all in the ideals for the development of Rush I thought that at this point there might be fundamental division of opinion.

4. Commenting upon the general ideals of the state control of medical education, I expressed my personal belief that ultimately this would, in one form or another, come to pass, and that in many ways it was an end to be desired and fostered. I expressed myself as, however, fundamentally skeptical as to whether the time had come in the state of Illinois when such a step could be successfully undertaken, and much more skeptical of the justification for turning over to the state at this time trust funds held for the support of hospitals, the conduct of research, or the administration of medical education in its ordinary forms. In any case I pointed out that for generations to come institutions on private foundations would find abundant opportunity for usefulness in lines which state institutions could cultivate only at serious disadvantage.

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-8-

Institutions like the University of Chicago, in case there were any large development of medical work under the auspices of the state, would find their activities in such forms of endeavor.

5. I commented upon the fact that members of the University of Chicago faculty appreciated in some measure the disadvantages under which medical work had been carried on both on the South and the West Sides, and that we had only admiration for the forbearance and fidelity which many of the men had shown in carrying on work under these conditions. Many of us felt that these conditions were in certain essentials highly unsatisfactory, and that the obligation to remedy some of the difficulties rested upon us in the most unequivocal way; that we all looked for the securing of resources to remedy at an early day the trying limitations under which much of the work was now conducted.

6. In conclusion I ventured to say that I felt confident that the authorities of the University of Chicago would take the same generous and high-minded attitude toward the entire problem as that

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U.S. DEPARTMENT OF AGRICULTURE

WASHINGTON, D.C.

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-9-

which had characterized the leading speeches of the evening; that whenever it became clearly apparent what measures would best contribute toward development on the most permanent foundation of the medical interests represented in our community, the University of Chicago would be found cooperating in every way which its legal and moral obligations permitted to the furtherance of such measures; that there need be no question of the domination of any purely selfish considerations in the policy which the University would adopt, that in the last analysis its own medical interests were necessarily in large measure coincident with the medical interests of the commonwealth; that the University would certainly welcome the most careful and intelligent consideration of the entire problem, and would do whatever it could to assist in the attainment of a wise and sound solution.

M 2

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The Board of Trustees

OFFICE OF THE SECRETARY

May 26, 1914.

Rush med
Dr. Harry Pratt Judson,
c/o American Legation,
Via Siberian Express,
Peking, China.

Dear Dr. Judson:-

Mr. Arnett has written you so fully recently that there is little I can send you in the way of news. I think, however, that you will be interested to learn about the meeting of the Board of Trustees of Rush Medical College. Such a meeting was held on Friday of last week with a good attendance, including six trustees and Doctors Billings, Dodson, Haines, and Ormsby, members of the Council of Administration of the Faculty.

After some routine business, Dr. Billings presented a statement concerning the informal overtures made by President James. He outlined President James' proposals as follows:

1. Any proposition relative to union or affiliation must come from the Board of Trustees of Rush Medical College.
2. President James personally is much in favor of such a union, but cannot speak for his Board of Trustees.
3. To secure state aid for the medical school, a practical transfer of the property of Rush Medical College to the state must be made.
4. For the transfer of the affiliated hospitals and other institutions consent of their board of trustees must be had.
5. The present faculty of the College must resign without promise of reappointment.
6. At present, \$50,000 a year is appropriated for the maintenance of the clinical departments, and President James will try to have this amount increased.
7. As at present organized, the first two years, courses are

May 22, 1914.

Dr. Henry P. Johnson,
c/o American Association
of Medical Colleges,
1515 North Dearborn,
Chicago, Ill.

Dear Dr. Johnson:

Mr. Arnold has written you very recently

that there is little I can send you in the way of news. I

think, however, that you will be interested to learn about the

meeting of the Board of Trustees of Rush Medical College. Such

a meeting was held on Friday of last week with a good attendance,

including all trustees and doctors Miller, Johnson, and

and others. The meeting was held in the

Faculty.

After some routine business, Dr. Miller presented a

statement concerning the informal conversation made by President

James. He outlined President James' proposals as follows:

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from the Board of Trustees of Rush Medical College.

2. President James personally is much in favor of such a union,
but cannot speak for the Board of Trustees.

3. To secure state aid for the medical school, a practical trans-
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made.

4. For the transfer of the affiliated hospitals and other insti-
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The Board of Trustees

#2- President Judson.

taught in Chicago. A possible modification of this arrangement may be made in the future as an educational policy.

8. President James will endeavor to secure facilities for clinical teaching by appropriation for beds in the affiliated hospitals.

9. The University of Illinois contemplates the establishment of a school of sanitary science.

There followed a rather full discussion of the situation by Judges Baldwin, and Smith, and by Messrs. Simpson, Sprague, Angell and Ingals. Judge Smith was quite outspoken in his opposition to any movement toward Champaign, pointing out the dangers, which you yourself have suggested on more than one occasion, of inadequate support, of the unsympathetic treatment on the part of political trustees and the general prevailing graft which characterizes so much ^{of} the legislation of our State.

Mr. Sprague, it seemed to me a little petulantly, said in substance that such a proposition would not have been made if the University had really wanted Rush Medical College; that the \$1,000,000 could have been raised easily if the University would have made the attempt. He implied that some of Mr. Rockefeller's ten millions - although, possibly, he did not say this - might have been devoted to the endowment of the College. Judge Baldwin answered this most effectively and tactfully by pointing out that no board of trustees could venture to disregard the conditions which accompanied trust funds; and Dr. Billings showed that the trustees of the University had on three occasions voted in favor of the union of the College and

42- President Jackson.

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OFFICE OF THE SECRETARY

The Board of Trustees

#3- President Judson.

the University.

As a result of the discussion, Judge Smith offered the resolution, a copy of which I enclose, which was unanimously adopted.

I ought to have said possibly, too, that Dr. Billings remarked that it was not to be expected that he could continue a successful canvass for the million dollar fund while the questions of union with Illinois were in the air. He also said that Dr. Bevan, who had been in favor of the million dollar endowment, had changed his views somewhat, now believing that medical education is a function of the state.

After weeks of waiting, spring, if not summer, is at hand and yesterday the thermometer went up nearly to ninety and hot winds blew most annoyingly from the southwest.

Everything on the campus seems to be going in good shape. Mr. Angell has the matter of the routine appointments well in hand and these have mostly been enacted by the Board, notifications have been sent and from the majority of the appointees acceptances have been received.

The number of certificates, titles and degrees to be conferred, as presented at the late Board meeting, was upwards of six hundred as against over five hundred a year ago.

We are all delighted to know ~~that~~ ^{that} by your cablegram to Mr. Heckman from Tientsien, Mrs. Judson, is so much better. I need not say that for a while we were somewhat worried about her.

43- President Johnson

The University

As a result of the discussion, the Board has adopted the following resolution, which was unanimously adopted.

I ought to have said previously, that the Board has marked this as a year to be especially marked. A successful campaign for the million dollar fund will be a question of honor with Illinois. He also said that the Board has been in favor of the million dollar fund. The Board has been in favor of the million dollar fund. The Board has been in favor of the million dollar fund.

After weeks of waiting, spring, it is now, is at hand and yesterday the thermometer went up nearly to ninety and hot winds blew from the east.

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The number of certificates, fifteen and degrees to be conferred, as presented at the late Board meeting, was upwards of six hundred as against over five hundred a year ago.

We are all delighted to know that by your telegram to Mr. Heckman from Tennessee, Mrs. Johnson is as much better. I need not say that for a while we were somewhat worried about her.

The University of Chicago

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The Board of Trustees

OFFICE OF THE SECRETARY

#4- President Judson.

With sincerest regards and best wishes, I am

Very truly yours,

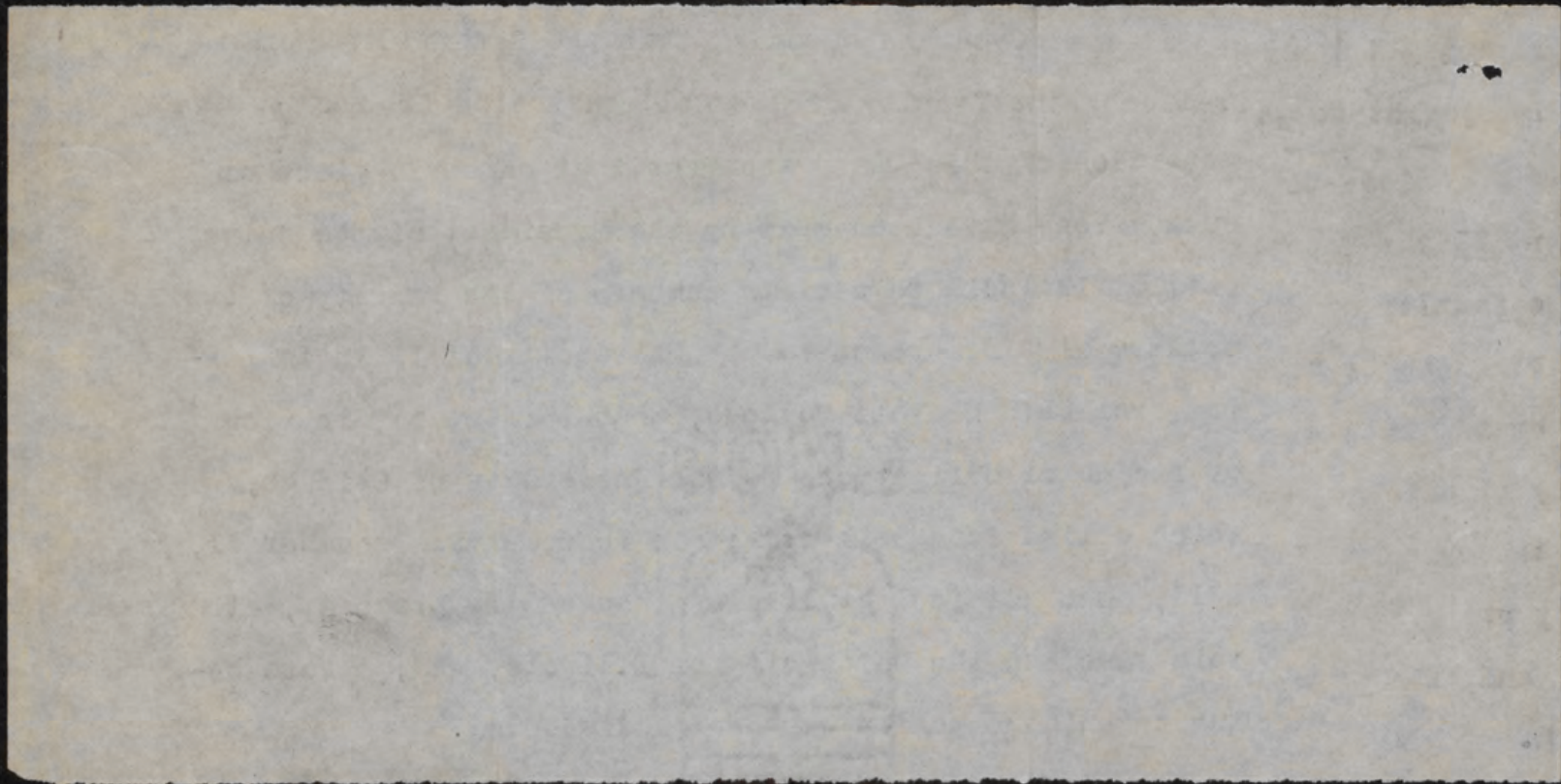
J. Dickenson

4- President Johnson.

With all your talents and best wishes, I am

Very truly yours,

It was moved and seconded that the Counfil of Adminis-
trationof the faculty of the College having brough to the
attention of this Board the fact that communications or
suggestions have been made by the President of the Univer -
sity of Illinois to certain members of the faculty of the
College with reference to the University of Illinois tak-
ing over Rush Medical College, that this board, in view
of its moral obligations to the University of Chicago,
which obligations will remain in force until December 31,
1914, does not feel at liberty to make any proposal, at
this time, to the University of Illinois, and, a vote be-
ing taken, the motion was declared adopted.



M 5

The University of Chicago

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OFFICE OF THE SECRETARY

The Board of Trustees

November 24, 1914.

Dear Dr. Judson:

In his letter of August 5, 1914, Dean

John M. Dodson wrote as follows:

I should like to call the attention of the Board to the fact that in adopting the recommendation of the faculty of the College of setting an age limit for membership in the faculty, no provision was made as to the title which should be given to men who have reached the retiring age. At the time this action was discussed in Faculty meeting, some members of the faculty urged that the term "Emeritus" commonly used, be not attached to their names, it being the idea that this conveyed to the public the notion that the individual so designated had retired from active life. There was some discussion of the matter but no action of any sort was taken, and, therefore, in preparing the copy for the Circular, I left the names of Drs. Ingals, Graham and Cotton, who have reached the retiring age, in exactly the same place and with the same titles as they have been heretofore. In the absence of any definite action of the Trustees to the contrary, it seemed the only thing to do.

Dr. Ingals had sent in from Europe last autumn a letter of resignation as Professor of Paryngology and Otolology and Head of the Department, and in conferring with Dr. Billings and President Judson it was agreed that he be asked to withhold this resignation for the present, as in view of ~~for~~ the hoped for amalgamation of the University and Rush, it seemed unwise to make any change in the headship of that department at present. I have supposed it probable that if the University did amalgamate Rush Medical College the appointive headship in the clinical departments would be done away with as has been the case in the other University departments. Dr. Ingals' name was therefore left in the Circular for the current year exactly as it had appeared heretofore.

This matter should be brought to the attention of the Faculty at its next meeting and some decision arrived at as to how men who have reached the age limit are to be dealt with, and what, if any, title is to be given. I am inclined to think that it would be a good idea for the Trustees to request the Faculty to make a recommendation in this matter.

I am presenting these facts at this time in order to make a matter of record the reason why in the Circular for the current year the names of the men to whom I have referred appeared as heretofore though they have reached

November 24, 1914.

Dear Dr. Johnson:

In his letter of August 5, 1914, Dean

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Dr. Ingalls had sent in from Europe last autumn a letter of resignation as Professor of Pathology and Zoology and Head of the Department, and in consulting with Dr. Killings and President Johnson it was agreed that he be asked to withhold his resignation for the present, as in view of the hoped for amalgamation of the University and Rush, it seemed unwise to make any change in the handling of that department at present. I have supposed it probable that the University did amalgamate Rush Medical College the opposite of what is the situation in the other University departments. Dr. Ingalls' name was therefore left in the Circular for the current year exactly as it had appeared heretofore. This matter should be brought to the attention of the Faculty at its next meeting and some decision arrived at as to how men who have reached the age limit are to be dealt with, and what, if any, title is to be given. I am inclined to think that it would be a good idea for the Trustees to request the Faculty to make a recommendation in this matter.

I am presenting these facts at this time in order to make a matter of record the reason why in the Circular for the current year the names of the men to whom I have referred appeared as heretofore though they have reached

-2- Dr. Judson.

the age limit of retirement!"

I thought you would be glad to have on file his explanation.

Very truly yours,

J. S. Dickerson
Secretary.

President Harry Pratt Judson,
Faculty Exchange.

-2- Dr. Johnson.

the age limit of retirement?
I thought you would be glad to have on file his
explanation.

Very truly yours,

Wm. H. Johnson
Secretary.

President Harry Pratt Johnson,
Faculty Exchange.

Rush

+ M5

E. FLETCHER INGALS, M.D.

Chicago, Dec. 5, 1914.

President Harry Pratt Judson,
University of Chicago.

My Dear Sir:-

Yours of yesterday received. I agree with you that the resolution regarding the retiring age, should apply alike to all three of the gentlemen in the Rush Medical College Faculty who have reached the age limit. I shall be pleased to act in conformity with the desires of the administrative officers of the college and I thank you all, for the confidence which you have expressed.

My health at present is excellent so long as I do not do too much and I have reason to believe that it will continue thus, indefinitely. I can easily get the necessary aid from the most efficient of my colleagues and I feel that the present would

be an inopportune time to make any considerable
change.

Very truly yours,

E. Hutton Ingalls,