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A PLAN FOR THE DEVELOPMENT OF MEDICAL EDUCATION  
IN CHICAGO.

(By Abraham Flexner) (July - 1916)  
(In Mr. Flexner's writing)

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A strictly modern medical school can be most effectively organized in connection with a University which either lacks a medical department altogether or is in position to "scrap" the department which it may happen to possess. The Johns Hopkins University created its own medical department from the bottom up; Washington University wiped the slate and made a fresh start. These two schools are, therefore, at the moment, our most substantial assets in the field of medicine, even though they are located in cities, which are to a certain extent deficient in population, wealth and outside resources.

With a single exception, which I shall shortly discuss, universities situated in cities which can offer most to medical education are so hampered by their inherited medical departments that they cannot now deal with medical education on the uncompromising modern basis of Baltimore and St. Louis. For this reason, the otherwise great advantages of New York, Boston and Philadelphia continue to go, more or less, to waste. It now looks as if the further salvation in respect to medical education of these, our largest centres, must be accomplished by a slow and painful evolution rather than by a series of decisive steps taken during a relatively short period.

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With a single exception, which I shall shortly discuss, universities situated in cities which can offer most to medical education are so hampered by their inherited medical departments that they cannot now deal with medical education on the unimpaired basis of Baltimore and St. Louis. For this reason, the otherwise great advantages of New York, Boston and Philadelphia continue to go, more or less, to waste. It now looks as if the further salvation in respect to medical education of these, our largest centres, must be accomplished by a slow and painful evolution rather than by a series of decisive steps taken during a relatively short period.

Chicago is the exception above alluded to. Here is a city of the first rank with a strong University free to deal with



medical education on its merits. True enough, on paper the University seems to possess a medical department. But of the two parts of this department, the work of the first two years is soundly organized on thoroughly modern lines and hence offers the necessary basis for further development; while the clinical arrangements are temporary in character and can be discarded or reorganized by the University at will. The University of Chicago is, therefore, as I have said, free to deal with medical education on its merits, without compromise or embarrassment. The same cannot be said of any other institution situated in a city offering similar advantages. For this reason, the next move in medical education should be made in Chicago and by the University of Chicago.

There are, further, some strong reasons for asking this move now. As will appear in a moment, there exist in Chicago at this time, aside from its general and permanent advantages, certain special opportunities for promoting medical education and research. These opportunities can be most effectively utilized by a medical school connected with the University of Chicago. Whether or not they shall be appropriated by the University of Chicago or shall be allowed to drift elsewhere and to become correspondingly less effective, depends very largely on the influence of one man, Dr. Frank Billings. Dr. Billings occupies in Chicago a position such as is occupied in Baltimore by Dr. Welch; and like Dr. Welch, he is a wise, clear-headed and absolutely unselfish leader. If a modern medical school can be developed at the University of Chicago



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at this time, the influence of Dr. Billings will procure for it the special opportunities and resources that I have in mind; if the establishment of the school is long deferred, the resources in question will have crystallized in some other form. Dr. Billings is now in his sixty-third year. Procrastination may therefore prove very costly.

Of the possibilities here in question the Sprague Fund is perhaps the most important. This fund, now \$1,000,000 and shortly to become \$2,000,000, was left to a Board of Trustees of which Dr. Billings is a member, on condition that it should be devoted to "some public charitable use" in Chicago. Mainly through the urgency of Dr. Billings, the Trustees have chosen the field of medical research. There has been some feeling in favor of the establishment of an independent Sprague Research Institute; but, realizing its inadequacy for this purpose, Dr. Billings has thus far succeeded in keeping the fund liquid. In season and out of season he has urged that the endowment can be most efficiently employed in connection with the Medical Department that the University of Chicago is some day bound to have. Meanwhile both Trustees and Director are growing restive. The income is now spent in promoting investigations in connection with several institutions; but this is a temporary and increasingly unsatisfactory expedient. If the University acts at this time, there is little doubt that, contractually or otherwise, this important fund can be identified with its medical department. If the University fails to act, the chance may be lost forever.



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Dr. Billings himself has for some years been engaged in raising a million dollar fund for the promotion of clinical education. At this date, he has the assurance of three-quarters of the sum; he has no doubt that, if the University acts, he can complete it, for use in whatever way promises most for medical education.

Finally, the policy of the Presbyterian Hospital, with which I shall deal more fully as I proceed, will be determined very largely, perhaps almost wholly, by Dr. Billings' advice.

The disposition of two funds aggregating \$3,000,000 and of a valuable hospital therefore depends on wise action at this time.

## II.

After careful examination of the field I am of the opinion that the University of Chicago can at this juncture develop a modern medical school in any one of three ways:

(a) It can improve the present organization, continuing to give the work of the first two years on the South Side at the Midway and introducing full-time clinical teaching into the Presbyterian Hospital on the West Side.

(b) It can concentrate the entire four years' medical instruction on the West Side, by building a laboratory for the work of the first two years in immediate proximity to the Presbyterian Hospital, which would be reorganized on the full-time basis.



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(c) It can develop clinical facilities and teaching at the Midway. Let us consider these solutions separately.

III

(a) Maintain the present organization, with the introduction of full-time clinical teaching into the Presbyterian Hospital.

This is in effect the plan suggested by President Judson in his letter of June 17 to Mr. Gates, though President Judson regards the arrangement as only temporary.

It seems to me questionable, however, whether the plan can be carried out at the Presbyterian Hospital, if it is understood to be merely a temporary arrangement, in so far as that Hospital is concerned. The Trustees of the Presbyterian Hospital are satisfied with their present staff. Let us assume, however, that they are willing to see this staff replaced by a full-time University staff, on the ground that the full-time staff would serve the hospital better. Would they be likely to consent to the improvement if told that some years hence the full-time staff will be transferred to a hospital at the Midway, at which time the Presbyterian will return to its present type of staff organization? In my judgment, the Trustees of the Presbyterian Hospital would be unlikely to consent to a radical reorganization destined to be of a merely temporary character.

Regarded as a more or less permanent form of medical school organization, the plan is open to very serious objection. As to this, I am sure that President Judson would entirely concur.



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Without at this moment calling attention to the defects of the Presbyterian Hospital itself, it may be pointed out that a school, one-half of which is located on the South Side and one-half on the West Side, is two half schools rather than one whole school. A modern medical school is a single, organic thing, no part of which can function effectively except in close physical and scientific relation with all other parts. To give to Chicago in order to improve a school of defectige type in the expectation that some day a school of modern type will take its place might operate to defer, rather than to hasten, the latter day. In my judgment, the General Education Board should not make its contribution to medical education in Chicago on this basis.

#### IV

(b) Develop the entire school on the West Side around the Presbyterian Hospital.

The objection just made to a divided school can be most easily and economically met by bringing the two parts together on the West Side. The Presbyterian Hospital would thus form the main clinical branch, and new laboratories could be built adjacent thereto, on land now owned by Rush and by Rush deeded to the University.

This plan offers certain advantages. The Presbyterian Hospital, the Orthopedic Hospital, the McCormick Institute and the Cook County Hospital all lie closely together. The University could secure control of the first two; the McCormick



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Institute could be effectively affiliated; the Cook County Hospital would furnish additional facilities and material. Thus without expense other than that incurred in the erection or remodelling of laboratories a unified plant would be secured.

The central feature of this plan is the Presbyterian Hospital; we must therefore examine its possibilities from the standpoint of modern medical education.

The Presbyterian Hospital is a voluntary institution, with a plant costing \$1,632,000, and endowment of \$1,382,000, and an annual budget of \$296,000. It contains 440 beds, of which 100 are in the private ward. The institution is governed by a self-perpetuating Board of 28 members, the President of the Board being the manager of the Hospital.

The policy of the Presbyterian Hospital in regard to medical education is highly creditable to the intelligence and public spirit of the Trustees; for they have made what is practically a permanent contract with Rush Medical College according to the terms of which the Medical School appoints the hospital staff and uses the hospital freely for teaching purposes. The Trustees rejoice in the school connection and are entirely convinced of the mutual advantage resulting therefrom. They would, moreover, welcome the absorption of Rush by the University of Chicago. Thus far, the situation is highly favorable.



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Nevertheless, the adoption of this solution would entail certain compromises of doubtful wisdom. In the first place, a West Side medical school would be practically inaccessible to the University; close administrative and scientific intercourse between medical school and University would have to be abandoned. It is true that the Johns Hopkins Medical School is not contiguous to the Johns Hopkins University; nor is the Medical Department of Washington University on the University campus. But in neither of these instances is the separation so formidable as would be the case in Chicago; both are in easy reach of the University. Besides, the University of Chicago has so much more to offer its medical school that proximity is all the more worth striving for.

Waiving this point, I question whether the Presbyterian Hospital would prove quite adaptable to University purposes. The buildings were constructed without reference to educational or scientific needs; there is almost no laboratory space and very limited teaching facilities, both of which have had to be improvised in the old Rush buildings adjoining. Nor is the amount of material available either as large as appears or as well adapted to teaching as could be wished. The hospital contained last year an average of 206 patients daily, of whom almost a hundred were private patients. Hardly more than 200 patients were therefore available for school use. Nor can school needs be primarily considered even in admitting this modest number;



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for the hospital must be conducted with an eye to income; hence part pay patients of little or no educational interest sometimes receive preference over free patients who would serve scientific purposes. I do not, however, wish to be understood as meaning that University Hospitals, those of Baltimore and St. Louis, for example, are rich enough to dispense with income from ward patients who pay part of the cost of their maintenance; but in Baltimore, for instance, the Hospital superintendent is a trained man who conducts the hospital as the servant of the teaching staff whose needs he has primarily in mind; while at the Presbyterian Hospital, Chicago, the administrator is a business man who, despite good intentions, can not fully understand the problems of teaching and research. The Presbyterian Hospital is therefore not built, equipped, organized or conducted with primary reference to teaching and research. Its limitations in these respects are keenly felt by the research workers supported by the Sprague Fund; and it is a question how far or how soon they could be remedied.

There remains a still more serious drawback. The staff of the Presbyterian Hospital is made up of the most prominent practitioners in Chicago. These men have rapidly built up the Hospital so that it is now the strongest institution of the kind in the City. In consequence, the Trustees are loyal to the staff and very proud of them. Now if the



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University of Chicago reorganized the hospital on the full-time plan, the present staff would necessarily give way to a new set of younger men--men of reputation, to be sure, but of a different kind of reputation--men known to scientists, not to the general public--modest workers in wards and laboratories, not personages prominent in the social life of the community. The Hospital Trustees are, as I have said, well disposed to education and research; but I confess I am fearful as to their reaction to a plan which involves so distinct a break and so fundamental a reorganization. Whatever the contractual relationship, two Boards of Trustees cannot cooperate unless they are really like-minded. I discussed this aspect of the problem with Mr. Day, the President of the Board of the Presbyterian Hospital. He and his associates sincerely desire to be guided by the staff, particularly by Dr. Billings.\* Still Mr. Day has difficulty in understanding why men who have served community and hospital so well should now be sidetracked; he suggested the retention of the present staff on the present basis and the addition of full-time assistants. There is thus danger that, if difficulties arose in the future, the Board of Trustees might look regretfully back to the conditions which now exist; and this danger is rather increased by the fact that the present staff would have to continue to use the private ward. Between the new and old chiefs there would thus be a constant comparison in the eyes of administrators at heart attached to the old order. In any case so much depends on one personality--viz. Dr. Billings--that the situation can hardly be considered altogether safe.



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My opinion of the second plan is therefore as follows: A serviceable school, greatly superior to the present one, could undoubtedly be developed; but its facilities would be more or less unsatisfactory and its outlook more or less clouded. It would not be from the start a clean-cut modern organization free from all doubt whatsoever. Looking back from a period twenty-five years hence, the reasons in favor of this solution would, I fear, hardly justify the risk and compromise involved. On the other hand, the Presbyterian Hospital is too valuable to be lost to education and medical science. I hope to show that, on the third plan, all compromise can be avoided, while the Presbyterian Hospital and other West Side facilities can still be effectively employed.

\*Of the leading men on the staff, Dr. Billings alone can be regarded as a thorough believer in the full-time plan.

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(c) The establishment of the Medical School at the Midway

The third plan contemplates the building of a University Hospital at the Midway. It is admittedly the most costly plan, for the hospital and its endowment would involve an outlay of \$2,500,000. In other respects, of course, any expenditure required at the Midway would also be required on the West Side. The advantages of the Midway project seem to me more than worth what they cost; and when one reflects that on either site, the



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investment in plant and endowment must ultimately be much larger, it is clear that a decision ought not to be made simply on the basis of an immediate economy.

The third plan completely escapes all the compromises and dangers of the second plan. The foreign board of hospital Trustees is eliminated; there is no existing hospital staff to conciliate; no traditions to overcome. The University can, in the most favorable atmosphere and the most stimulating environment, create a medical department in complete harmony with the highest modern educational and productive ideals.

The Trustees of the Sprague Fund, led by Dr. Billings, would be quick to see the advantage of co-operating with the University in this development; for the Sprague Fund, too small to establish a complete and independent Institute, could, while retaining its identity, enormously increase its productivity by entering into close relations with the University and its medical school. The combination of the general University resources, in laboratories, libraries, etc. with the special facilities provided for the Medical School would constitute the most favorable conditions possible alike for teaching and research. In this form, the project makes an appeal to the imagination such as is made by neither of the plans previously considered. If the General Education Board and the Rockefeller Foundation desire to promote medical science in its purest form it is impossible to duplicate anywhere else



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## VI.

In discussing the second plan, I urged that the West Side facilities are too valuable to be thrown away. I propose now to point out an admirable use for them.

There are two distinct problems in Medical Education; (a) the training of high grade physicians and the promotion of research, which would be the function of the proposed plant in the Midway; (b) the development of facilities for the purpose of enabling practising physicians from time to time to bring themselves up to date.

The needs of the China Medical Board illustrate the second field of work. The Board is bringing missionary doctors to America to spend, say, a year in modernizing themselves. But there is no proper place to send them. We have done the best we could for those who apply for advice, and occasionally have made advantageous arrangements on a personal basis. But there are no adequate organized opportunities for either the few mission doctors or the immensely larger number of our own practitioners who annually seek or should seek to improve their professional equipment. Vienna and Berlin offer such chances abundantly; the existing establishments of the kind in Boston, New York and Philadelphia are, however, a poor equivalent.

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the University take over, as a separate enterprise, the Rush contracts with the Presbyterian and Orthopedic Hospitals and the Rush privileges in the Cook County Hospital, organizing them as a postgraduate department open to practising physicians for special and advanced courses. The possession of the appointing power in the Presbyterian and Orthopedic Hospitals would enable the University to bring about such internal reorganization as would be necessary ; add the University should avoid affiliations with privately supported hospitals in which it did not enjoy such complete power of organization and appointment. The material in the Presbyterian and Orthopedic Hospitals would be more largely useable for postgraduate than for undergraduate instruction; and the Cook County Hospital would be a most valuable adjunct. Moreover, the present Presbyterian staff would in the main be excellent for this purpose. The University would need only to provide a good laboratory building for teaching and work. The fees, which can be paid by practitioners, would go far to finance the running expenses. The two departments--that on the Midway and that on the West Side--could cooperate, but in plan, organization, management and aims they would be entirely distinct.

The plan which I have outlined--the establishment of a complete undergraduate and research medical department at the Midway and the organization of a postgraduate department on the West Side--would represent a significant addition to our resources in medical education and research in two vital respects. I suggest therefore that the officers of the General Education



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November 8, 1916.

*Med. Sch.  
& Clinics  
Organization &  
Development*

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

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

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

President Judson presented the following communication:

Chicago, November 8, 1916.

The Board of Trustees,  
The University of Chicago.

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

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

In accordance with this authorization I laid before the officers of the General Education Board the situation as I saw it. Their proposition of giving the University of Chicago \$1,000,000 contemplated the establishing of a medical school on the Midway, with a hospital, and with proper endowment for the hospital and for a medical staff. This involved, of course, the very desirable purpose of a full-time and properly-endowed medical school under the immediate control of the University, and in immediate connection with its scientific laboratories. On the other hand, it seemed to me that it was inadvisable not to include the larger field covered by the excellent work already done in the Rush Medical College and in the Presbyterian Hospital, and further that it was highly desirable if possible to associate with such work in some suitable contractual form the important investigative funds already provided in Chicago, and already closely co-operating both with the University and with Rush Medical College, namely, the Sprague fund and the McCormick fund. After some correspondence I visited New York, and had a direct conference with the President and two Secretaries of the General Education Board, at which the whole matter was discussed in detail. As a result of that conference the officers of the General Education Board agreed to take the matter into consideration



Prof. L. L. ...  
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President Johnson presented the following communication:

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and delegate Mr. Abraham Flexner, one of the Secretaries, to visit Chicago and report on the conditions there found. Mr. Flexner accordingly early in July spent a week in Chicago, going over the whole field. He became convinced that the larger plan was in every way desirable, and he made also some interesting suggestions with regard to organization. A rough plan was then sketched out by Mr. Flexner and the President of the University and a financial estimate was made based on that plan. This was carried east, and after careful consideration received the approval of Mr. F. T. Gates, the President of the General Education Board. It was then laid before Mr. John D. Rockefeller, Jr., the President of the Rockefeller Foundation, and received his approval. The general outlines of the plan, I may add, had been submitted to the President of the Board of Trustees of the University of Chicago, and received his general approval. The tentative plan which had thus been generally discussed was laid before the Rockefeller Foundation at its meeting on Wednesday, October 25, 1916, and before the General Education Board at its meeting on Thursday, October 26, 1916.

The plan in outline is as follows:

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

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



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staff for the graduate medical school will be provided, there will also be a part-time staff of eminent practitioners, who can render excellent service in a graduate medical school, while in the undergraduate medical school it is on the whole altogether desirable that the staff shall be composed wholly of full-time men.

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

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

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

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

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

A new laboratory building for the graduate medical school will involve \$500,000.

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

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

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

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

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

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



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

*\$3,000,000; the Rush Medical College—land, buildings and equipment*

The above report is respectfully submitted, with the recommendations:

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

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

3. That the Board of Trustees of the Rush Medical College, of the Otho S. A. Sprague Memorial Institute, of the Presbyterian Hospital and of the Memorial Institute for Infectious Diseases, be informed of the action thus far taken, and requested to approve in general terms of the plan, involving the various contractual relations to be determined on in detail later.

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

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

The plan contemplated of course does not mean necessarily a large undergraduate medical school. It is believed that it is not the function of the University to pour into the medical profession a great number of practitioners. It is believed rather to be the University's function to



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

It is also a University function to do everything in its power toward the discovery of the causes and of the means for the prevention of disease, which is even more fruitful than measures remedial in character. Therefore this plan impresses me as not merely providing the University with an undergraduate medical school of high grade, worthy of the dignity of the institution; not merely with a graduate medical school fitted admirably to perform an extremely useful function in the best possible way; not merely encouraging in connection with the work of both the schools investigation into the causes of disease and the means of preventing and of healing; in short it is provision for a great agency of social benefit, almost immeasurable in its possibilities of helpfulness for humanity. Nothing which the University has done, it seems to me, can transcend the importance of this new and most encouraging undertaking.

(Signed) Harry Pratt Judson.

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

In conformity to the action of the Board the President appointed the following trustees as members of the Committee on Medical School:

Harry Pratt Judson, A. C. Bartlett, Julius Rosenwald, Andrew MacLeish, T. E. Donnelley, Robert L. Scott and Harold H. Swift.

Adjourned.

J. SPENCER DICKERSON,

Secretary



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Certain Actions of the Board of Trustees of the University  
of Chicago Affecting the Medical Schools

After deliberation and discussion extending over a period of some months the Board at its meeting held May 3, 1898, adopted the following articles of affiliation which had been agreed upon in New York recommended by the faculty of Rush Medical College to the Board of Trustees of the College and adopted by this Board:

The University agrees:

1. To conduct the entrance examinations of students entering the College, the full cost of such examinations to be paid by the College.
2. To conduct the examinations of students in the College according to such plan as may be mutually agreed upon, the cost in every case to be paid by the College.
3. To grant fellowships affording free tuition for one year in the Colleges or Schools of the University, to three students, annually, who shall have taken the degree of Rush Medical College. (This to take effect only when the requirements for entrance to Rush Medical College shall be equivalent to the requirements for entrance to the University).
4. To grant free tuition for residence work in its graduate schools to all instructors in the College under regular salary.
5. To furnish to the College for temporary service at cost teachers from among the University fellows and special instructors from its faculty.
6. To furnish books for the library, students or officers of the College at cost.
7. To furnish the College scientific apparatus and supplies at cost.
8. To furnish the library of the College copies of all books and journals issued by the University of Chicago Press.

Medical Schools



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Medical Council



9. To loan to the instructors of the College books and apparatus where practicable at net cost of transit and handling.

10. To consider with reference to approval or disapproval the names of all instructors proposed for membership in the College faculty.

The College agrees:

1. To accept the decision of the University in reference to the examination of all candidates for admission.

2. To adopt so far as may be practicable the general regulations of the University.

3. To elect only such instructors, during the period of this affiliation as shall have been approved by the University.

4. To terminate the service of such instructors as shall have been suggested as unsatisfactory by the University.

5. To increase the requirements for entrance as rapidly as the University may require.

6. To grant free tuition to members of the University staff who may wish instruction in the College.

It is mutually agreed and understood:

1. That nothing in affiliation as described by these articles shall be understood to give encouragement that Rush Medical College is ever to become the Medical School of the University.

2. That it is the distinct purpose of the University to establish such a Medical School when funds shall have been provided.

It was voted that these articles be adopted to take immediate effect.

President Harper was appointed a Committee with power to represent the University in carrying out the aforesaid affiliation.

Under the general terms of these articles of affiliation the University and Rush Medical College maintained medical courses in the two institutions until the present time.



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courses in the two institutions until the present time.



In 1915 various efforts were made for establishing graduate medical teaching in Chicago. These and other questions involved in medical education in Chicago and particularly in the University of Chicago were considered by a Committee of the Board of Trustees on Medical Education.

Meanwhile negotiations were being carried on with the General Education Board and at its meeting held May 25, 1916, the General Education Board adopted the following resolutions:

Resolved that the officers of the General Education Board be authorized to confer with the officers of the Rockefeller Foundation and the President of the University of Chicago in reference to making an appropriation of \$1,000,000 toward establishing the Medical Department of the University of Chicago.

Upon presentation of this resolution to the Board of Trustees of the University President Judson was authorized to enter into negotiations with the General Education Board with reference to medical education in connection with the University. Conferences were held from time to time.

At the meeting of the Board held November 8, 1916, President Judson presented an extended report upon the Medical School which covered the general plan for the organization of the University medical work as outlined, and adopted four recommendations:

1. That the general plan as outlined be approved.
2. That the basis of approval be the acceptance of the offer of \$2,000,000 from the Rockefeller Foundation and the General Education Board.
3. That Rush Medical College, Sprague Memorial Institute, the Presbyterian Hospital and McCormick Institute



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for Infectious Diseases be informed of the action taken and be asked to approve the plan in general terms.

4. That a committee of seven on the Medical School be appointed to undertake the task of raising the additional \$2,600,000 required.

At the meeting of the Board held November 14, 1916, President Judson reported progress in the plans for medical work of the University. Rush Medical College, it was reported, had approved the general plan. Presbyterian Hospital reported that the consent of the Board <sup>is</sup> would be given to the transfer of the contract between the Hospital and Rush Medical College to the University of Chicago.

At the meeting held December 12, 1916, President Judson reported that excellent progress had been made in the effort to secure the \$5,300,000 needed for medical education.

At the meeting of the Board held June 5, 1917, the Secretary was instructed to send notices to all subscribers to the medical fund that all conditions to the proposed subscription had been met.

At the meeting of the Board of Trustees held September 11, 1917, there was approved an agreement between the General Education Board, the Rockefeller Foundation and the University of Chicago as follows:

Memorandum of Agreement made this       day of 1917, between General Education Board, a corporation organized and created under the laws of the District of Columbia, hereinafter referred to as the Board, the Rockefeller Foundation, a corporation organized and created under the laws of the State of New York, hereinafter referred to as the Foundation, and The University of Chicago, a corporation organized and created under the laws of the State of Illinois, and located in Chicago, Illinois, hereinafter referred to as the University.

Witnesseth: In consideration of One dollar by each



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Witnesseth: In consideration of One dollar by each



to the other in hand paid, receipt whereof is hereby acknowledged, the parties covenant and agree to and with each other as follows:

The University having secured subscriptions for its Medical Schools of the sum of Three Million Three Hundred Thousand Dollars (\$3,300,000) in addition to its other resources, the Board and the Foundation each severally hereby agrees, upon the terms and conditions hereinafter set forth, to contribute to the University for its Medical Schools, as hereinafter defined, the sum of One million dollars (\$1,000,000) upon condition that the University will agree to set aside each year from its income not less than Eighty thousand dollars (\$80,000) for its Medical Schools, all of said sums of Three million three hundred thousand dollars (\$3,300,000) subscribed by other persons as aforesaid, and the two sums of One million dollars (\$1,000,000) each pledged by the Board and the Foundation, and the said sum of Eighty thousand dollars (\$80,000) a year from the income of the University to be used for the maintenance and development of the Medical Schools of the University, in general accordance with the plan set forth in the two memoranda hereto annexed. Of the Three million three hundred thousand dollars (\$3,300,000), not exceeding One million three hundred thousand dollars (\$1,300,000) may be used to provide buildings and equipment. The Millions dollars to be contributed by the Board and the Million dollars to be contributed by the Foundation, and not less than Two million dollars (\$2,000,000) from the sum of Three million three hundred thousand dollars (\$3,300,000) subscribed as aforesaid or from other contributors, shall be preserved inviolable as endowment of the Medical Schools, the income only to be used.

The Medical Schools shall consist of (1) a Medical School, including a teaching hospital, a dispensary and such other facilities as may be required, in close proximity to the main University Quadrangle, preferably on property owned by the University on the south side of the Midway Plaisance, (2) a School for post graduate medical instruction to be established in close proximity to the Presbyterian Hospital and to be conducted in connection therewith so long as the contractual relations between the University and the Presbyterian Hospital may continue, and (3) other institutions to be from time to time contractually or otherwise related to the University for the purposes of medical education and research.

The income to be used for the support of the Medical Schools, as above provided, is to be used (1) to create and maintain the Laboratories and the main Clinical Departments of the Medical School near the University on a full-time basis, that is, the professor and staff in each full-time department are to be paid for their full time and to hold



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The University having secured subscriptions for its Medical Schools of the sum of Three Million Three Hundred Thousand Dollars (\$3,300,000) in addition to its other resources, the Board and the Foundation hereinafter set forth, agree, upon the terms and conditions hereinafter set forth, to contribute to the University for its Medical Schools, as hereinafter defined, the sum of One Million Dollars (\$1,000,000) upon condition that the University will agree to set aside each year from its income not less than Eighty thousand dollars (\$80,000) for its Medical Schools, all of said sums of Three million three hundred thousand dollars (\$3,300,000) subscribed by other persons as aforesaid, and the two sums of One million dollars (\$1,000,000) each pledged by the Board and the Foundation, and the said sum of Eighty thousand dollars (\$80,000) a year from the income of the University to be used for the maintenance and development of the Medical Schools of the University, in general accordance with the plan set forth in the two memoranda hereto annexed. Of the Three million three hundred thousand dollars (\$3,300,000), not exceeding One million three hundred thousand dollars (\$1,300,000) may be used to provide buildings and equipment. The Million dollars to be contributed by the Board and the Million dollars to be contributed by the Foundation, and not less than Two million dollars (\$2,000,000) from the sum of Three million three hundred thousand dollars (\$3,300,000) subscribed as aforesaid or from other contributors, shall be preserved inviolable as endowment of the Medical Schools, the income only to be used.

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their posts on condition that while engaged in the services of the University they shall accept no fees for professional services; that while they will be free to render any service required by humanity or science, they will derive no pecuniary benefit therefrom, and that fees charged by the Hospital for professional services rendered to private patients, whether within or without the Hospital, by members of the full-time staff will be used to promote the objects for which this fund is created. In case of patients who pay for professional service, whether such service be rendered by full-time men or by part-time men, in connection with their University duties, the University shall fix moderate fees and shall render bills and make collection of the same. The University shall be free, in so far as it may be found necessary, to supplement the full-time staff by using volunteers or part-time men in the dispensary and the specialties, the intention being to give the full-time staff priority in every respect and to preserve for said full-time staff the free and part-pay wards of the Hospital; and (2) to maintain the Post Graduate Schools to be developed in connection with the Presbyterian Hospital, using in its discretion full and part-time men.

After appropriate action shall have been taken by the University authorities setting aside for the Medical Schools the sum of not less than Eighty thousand dollars (\$80,000) annually from its income, as above provided, as soon as and as often as Four hundred twelve thousand five hundred dollars (\$412,500) shall have been collected from other sources, as above provided, the Board and the Foundation will each severally pay to the University in quarterly payments five per cent (5%) per annum on the sum of One hundred twenty-five thousand dollars (\$125,000); and at any time on or before January 1, 1923, whenever the University shall have set aside the sum of not less than Eighty thousand dollars (\$80,000) from its income for its Medical Schools, as above provided, and the sum of Three million three hundred thousand dollars (\$3,300,000) shall have been collected from other persons for that purpose, as above provided, and the organization of the Medical Schools of the University, in general accordance with the plan set forth in the annexed memoranda, shall have been completed to the satisfaction of the Board and the Foundation, the Board and the Foundation will each severally pay to the University the principal of its said pledge of One million dollars (\$1,000,000).

The University covenants and agrees to and with the said Board and the said Foundation that it will hold the said sum of One million dollars (\$1,000,000) each to be contributed severally by the Board and the Foundation, and not less than Two million dollars (\$2,000,000) from the sum secured from other persons, as aforesaid, as an endowment for its medical schools, the income only of which is to be used, and is to be used for the purposes set forth in this agreement and for no other.



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If the entire additional sum of Three Million three hundred thousand dollars (\$3,300,000) is not paid in cash on or before January 1, 1923, the other conditions above prescribed having been complied with, the Board and the Foundation will each pay its pro rata part of the total amount collected up to that time, and all liability on the part of the Board and the Foundation as to the balance of their respective pledges of One million dollars (\$1,000,000) each shall terminate.

The terms of this agreement may be modified by the unanimous consent of the three parties hereto. In case either the Board or the Foundation shall be dissolved and cease to exist changes may be made by the remaining parties, and in case both the Board and the Foundation shall be dissolved and cease to exist the University shall be authorized to make such changes in the details of the plan as it shall deem wise, provided that the money shall continue to be used for the general purposes of medical education.

In Witness Whereof, the parties hereunto have caused these presents to be executed under their respective corporate seals and the hands of their appropriate officers, the day and year first above written.

Later contracts with Rush Medical College, the Presbyterian Hospital, Sprague Institute and the McCormick Memorial Institute were adopted.

At the meeting of the Board of Trustees held July 8, 1919, it was reported that work upon perfecting the plans for medical buildings was progressing.

At a meeting of the Board held November 25, 1919, the President of the University submitted the following report on the situation of the Medical Schools:

The President explained the situation as to the plans for the Albert Merritt Billings Hospital and the Max Epstein Dispensary. While the plans are not completed, at the same time they are progressing rapidly and should be completed some time during the winter. The fund available for construction is \$1,100,000. It is obvious that under the present building circumstances much more than that amount will be needed.



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In case there is no delay in the erection of these buildings it will be possible to open the Medical School on the Midway for the Autumn Quarter, 1921. In that case arrangements should be made for transferring the undergraduate medical work in Rush Medical College to the Midway and for the beginning of the graduate medical work on the West Side. It is therefore suggested that the Committee on Buildings and Grounds be authorized to proceed at once with the choice of an architect and with the preparation of plans for the Rawson Laboratory, which is to replace the present Rush Medical College building.

As for the personnel of the staff of the Medical School on the Midway, the President reported first on the method of reaching conclusions. Lists have been secured from important medical authorities on medical education with data and recommendations as to various individuals. Following this procedure the Board has already appointed as Head of the Department of Surgery, Dr. Dean DeWitt Lewis of Chicago, and as Director of the Albert Merritt Billings Hospital, Dr. Ralph B. Seem, of the John Hopkins Hospital. It is expected at an early date to lay before the Committee on Instruction and Equipment for recommendation to the Board, nominees for the Department of Medicine and for the Department of Pediatrics.

From the fund received during 1916-17 for medical work, \$4,000,000 was set aside for endowment. It is obvious that the great increase in general costs will necessitate additional endowment before the schools can be opened. At the proper time plans should be set on foot for securing such funds.

At a meeting of the Board held April 13, 1920, upon recommendation of the Committee on Buildings and Grounds it was voted to accept the plans of the Billings Hospital and the Max Epstein Dispensary.

At a meeting of the Board held February 10, 1920, Marshall and Fox were appointed architects of the Rawson Laboratory, the building of this Laboratory having been made possible by the gift of F.H. Rawson valued according to estimate at \$300,000.



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At the meeting of the Board of Trustees held October 10, 1922, the President of the Board was authorized to appoint a committee on medical affairs, the committee to consist of the following: Messrs. Swift, Ryerson, Rosenwald, Post and Donnelley.

At the meeting of the Board held November 14, 1922, it was voted

that the President of the University be requested to send to the General Education Board and to the Rockefeller Foundation a statement of the situation as to payment of contributions to the medical funds as of December 31, 1922, calling attention to the three conditions in the contract of the University with said Board and Foundation, namely, the payment to the University by the Board and Foundation of the capital sum of one million dollars from each on condition (1) that the sum of three million three hundred thousand dollars from donors other than said Boards be paid in to the University in cash on or before January 1, 1923; (2) that the University set aside from other income not less than eighty thousand dollars each year for its medical schools; and (3) that the organization of the Medical Schools of the University, in general accordance with the plan set forth in the memoranda annexed to the contract, shall have been completed to the satisfaction of the Board and of the Foundation.



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MEMORANDUM OF AGREEMENT, made this 27<sup>th</sup> day of May A.D. 1924, between THE UNIVERSITY OF CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the University), party of the first part, and the CENTRAL FREE DISPENSARY OF WEST CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the Dispensary), party of the second part,

WITNESSETH:

WHEREAS, the agreement of June 9, 1875, recorded in Book 583, at page 266 of the records of Cook County, Illinois, between the Trustees of the Rush Medical College and the Dispensary, has been assigned to the University by virtue of a certain agreement dated the seventh day of May, A.D. 1924, between the Trustees of the Rush Medical College and the University, said assignment having been made subject to the consent of the Dispensary; and

WHEREAS, it is the desire of both of the parties hereto that the said Dispensary should consent to the said assignment of the said agreement of June 9, 1875; and, further, that the terms and conditions as set forth in said agreement should be modified as hereinafter provided for;

NOW THEREFORE, in consideration of the mutual covenants, undertakings and agreements of the parties hereto, it is hereby mutually covenanted, understood and agreed between the parties hereto as follows:

1. The Dispensary hereby consents to the assignment by the Trustees of the Rush Medical College to the University of the said agreement of June 9, 1875.
2. The Dispensary agrees to execute, acknowledge and deliver to the University a release of a certain mortgage dated July 15, 1875, and recorded July 19, 1875, in Book 522 of the records of Cook County, Illinois, at page 160 as document number 39930, which said mortgage was given to secure the loan of Eleven Thousand (\$11,000) Dollars, referred to in the said agreement of June 9, 1875; and the said University agrees to execute and deliver to the Dispensary a satisfactory evidence of the University's obligation to the effect that the said University owes the principal sum of Eleven Thousand (\$11,000) Dollars to the said Dispensary, and shall continue to owe said sum for the period expiring July 15, 1970, at which date the said sum shall be payable by the University to the Dispensary, and that the said University is to pay interest thereon at six (6%) per cent per annum, payable semi-annually on the fifteenth day of each July and January, in each year of the said term.
3. It is further mutually understood, covenanted and agreed that all of the terms, covenants and agreements between the parties as set forth in the said agreement of June 9, 1875, are now modified so that hereafter the said agreement of June 9, 1875, shall be and is to read as follows, and not otherwise, viz:
  - a. The University agrees to pay to the Dispensary the sum of Eleven Thousand (\$11,000) Dollars on July 15, 1970, together with interest at six (6%) per cent per annum, payable semi-annually, as hereinbefore set forth. It is further agreed that



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MEMORANDUM OF AGREEMENT, made this 1st day of July, 1924, between THE UNIVERSITY OF CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the University), party of the first part, and the CENTRAL BANK OF CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the Dispensary), party of the second part,

WITNESSETH:

WHEREAS, the agreement of June 9, 1915, recorded in Book 887, at page 252 of the records of Cook County, Illinois, between the Trustees of the Rush Medical College and the Dispensary, has been assigned to the University by virtue of a certain agreement dated the seventh day of May, A.D. 1924, between the Trustees of the Rush Medical College and the University, said assignment having been made subject to the consent of the Dispensary; and

WHEREAS, it is the desire of both of the parties hereto to that the said Dispensary should consent to the said assignment of the said agreement of June 9, 1915; and, further, that the terms and conditions as set forth in said agreement should be modified as hereinafter provided for;

NOW THEREFORE, in consideration of the mutual covenants, undertakings and agreements of the parties hereto, it is hereby mutually covenanted, understood and agreed between the parties hereto as follows:

1. The Dispensary hereby consents to the assignment by the Trustees of the Rush Medical College to the University of the said agreement of June 9, 1915.

2. The Dispensary agrees to execute, acknowledge and deliver to the University a release of a certain mortgage dated July 15, 1915, and recorded July 15, 1915, in Book 887 of the records of Cook County, Illinois, at page 133 as document number 33330, which said mortgage was given to secure the loan of eleven thousand (\$11,000) Dollars, referred to in the said agreement of June 9, 1915; and the said University agrees to execute and deliver to the Dispensary a satisfactory evidence of the University's obligation to the effect that the said University owes the principal sum of eleven thousand (\$11,000) Dollars to the said Dispensary, and shall continue to owe said sum for the period expiring July 15, 1970, at which date the said sum shall be payable by the University to the Dispensary; and that the said University is to pay interest thereon at six (6) per cent per annum, payable semi-annually on the fifteenth day of each July and January, in each year of the said term.

3. It is further mutually understood, covenanted and agreed that all of the terms, covenants and agreements between the parties as set forth in the said agreement of June 9, 1915, are now modified so that hereinafter the said agreement of June 9, 1915, shall be and is to read as follows, and not otherwise, viz:

a. The University agrees to pay to the Dispensary the sum of eleven thousand (\$11,000) Dollars on July 15, 1970, together with interest at six (6) per cent per annum, payable semi-annually, as hereinafter set forth. It is further agreed that



should at any time one full year pass and the University fail to pay the interest on the said loan, the loan shall, if the said Dispensary so elects, be terminated and the full amount of principal and interest shall then become due and payable. This obligation is evidenced by a separate instrument executed by the University of even date herewith.

b. The University shall provide rooms for the use of the Dispensary in the building known as Senn Hall, now erected and in the building to be erected at the northeast corner of Harrison and Wood Streets, Chicago, and to be known as the Rawson Clinical Laboratory, said rooms to have floor space of at least five thousand (5,000) square feet, and to be partitioned and arranged as the Dispensary may direct; and the University does hereby lease the said rooms to the said Dispensary for the term ending July fifteenth (15th) One Thousand Nine Hundred and Seventy (1970). The University agrees to provide heat and light for the said premises and to maintain the permanent structure of the said premises in good condition and repair.

c. The Dispensary agrees to pay the University, at its office in Chicago, as an annual rental for the said premises the sum of Twenty-four (\$24) Dollars per annum, on the fifteenth day of July of each year during the term of this agreement.

d. The Dispensary agrees to maintain in the said rooms a free dispensary under such rules and regulations as the University may approve.

e. The University approves of the By-Laws and rules of the Dispensary now in force. But, there shall, during the continuance of this agreement, be no change in said By-Laws that will lessen the amount and character of the dispensary work done, without the consent of the said University, any other change being permitted without such consent. No person shall at any time be appointed Medical Superintendent of said Dispensary work without the consent of said University to such appointment.

f. The Dispensary shall see that so far as is practicable during the sessions of the University the cases coming to the said Dispensary shall be used by the attending physicians for clinical purposes, and that they, the said physicians, shall give the clinics faithfully and in the interest of sound medical education. The students of the said University shall be admitted to said clinics at all proper times under such rules and regulations as the said Dispensary now prescribes, but the said students shall not, during the continuance of this agreement, be charged any fee for the same without the consent of the said University.

g. The clinical professors of the University shall be allowed to use any of the clinical material of the said dispensary for clinical purposes in the buildings of the University hereinabove referred to, provided this shall always be done with the approval of the Medical Superintendent of the Dispensary and with the consent of the attending physicians in whose departments such materials shall fall.

h. This agreement is not intended to deprive the Dispensary of any right that it now has to establish other dispensary stations in West Chicago than their chief dispensary.

i. The University is not and shall not be in any way obligated under the said agreement of June 9, 1875, except as the same is hereby modified nor except as herein expressly stated.



should at any time one full year pass and the University fail to pay the interest on the said loan, the loan shall, if the said Dispensary so elects, be terminated and the full amount of principal and interest shall then become due and payable. This obligation is evidenced by a separate instrument executed by the University of even date herewith.

b. The University shall provide rooms for the use of the Dispensary in the building known as Kern Hall, now erected and in the building to be erected at the northeast corner of Harrison and Wood Streets, Chicago, and to be known as the Rawson Clinical Laboratory, said rooms to have floor space of at least five thousand (5,000) square feet, and to be partitioned and arranged as the Dispensary may direct; and the University does hereby lease the said rooms to the said Dispensary for the term ending July fifteenth (18th) One Thousand Nine Hundred and Seventy (1970). The University agrees to provide heat and light for the said premises and to maintain the permanent structure of the said premises in good condition and repair.

c. The Dispensary agrees to pay the University, at its office in Chicago, as an annual rental for the said premises the sum of twenty-four (\$24) Dollars per annum, on the fifteenth day of July of each year during the term of this agreement.

d. The Dispensary agrees to maintain in the said rooms a free dispensary under such rules and regulations as the University may approve.

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THE UNIVERSITY OF CHICAGO

By President of its Board of Trustees

CENTRAL FREE DISPENSARY OF WEST CHICAGO

By President of its Board of Trustees

Secretary



IN WITNESS WHEREOF the parties hereto have caused  
these presents to be executed by their respective officers there-  
unto duly authorized, and their respective corporate seals to be  
hereunto affixed, in duplicate, the day and year first above  
written.

THE UNIVERSITY OF CHICAGO

ATTEST:

By \_\_\_\_\_  
President of the Board of Trustees

\_\_\_\_\_  
Secretary

CENTRAL FREE DISPENSARY OF WEST CHICAGO

ATTEST:

By \_\_\_\_\_  
President of the Board of Trustees

\_\_\_\_\_  
Secretary



Exhibit B

48

~~COPY~~

Exhibit B  
Evidence  
of Indebtedness

Chicago, Illinois, May 27th, 1924.

The University of Chicago, an Illinois corporation, hereby acknowledges that it is indebted to The Central Free Dispensary of West Chicago, an Illinois corporation, in the sum of Eleven Thousand Dollars (\$11,000) due and payable on the fifteenth (15th) day of July in the year A. D. One Thousand Nine Hundred and Seventy (1970), together with interest thereon at the rate of six per cent. (6%) per annum, payable semi-annually on the fifteenth (15th) days of July and January in each year, each of said installments of interest being Three Hundred Thirty Dollars (\$330) in amount, except the installment of interest that is due and payable on July 15, A. D. 1924.

If at any time said ~~The~~ University of Chicago shall be in default in the payment of any of said interest and such default shall continue for one full year, said ~~The~~ Central Free Dispensary of West Chicago shall have the right, without notice of any kind, to declare all of the said principal sum, together with the interest then accrued thereon, due and payable.

~~IN WITNESS WHEREOF~~, said ~~The~~ University of Chicago has hereunto caused its corporate name to be set and its corporate seal to be affixed by its duly authorized officers, the day and year first above written.

~~THE UNIVERSITY OF CHICAGO~~,

~~ATTEST~~:

By Harold H. Swift (Signed)  
Pres. of its Board of Trustees

J. Spencer Dickerson  
Secretary.







C O P Y .

Chicago, Illinois, May 27, 1924.

The University of Chicago, an Illinois corporation, hereby acknowledges that it is indebted to the Central Free Dispensary of West Chicago, an Illinois corporation, in the sum of Eleven Thousand Dollard (\$11,000.) due and payable on the fifteenth (15th) day of July in the year A. D. One Thousand Nine Hundred and Seventy (1970), together with interest thereon at the rate of six per cent. (6%) per annum, payable semi-annually on the fifteenth (15th) days of July and January in each year, each of said installments of interest being Three Hundred Thirty Dollars (\$330.) in amount, except the installment of interest that is due and payable on July 15, A. D. 1924.

If at any time said The University of Chicago shall be in default in the payment of any of said interest and such default shall continue for one full year, said The Central Free Dispensary of West Chicago shall have the right, without notice of any kind, to declare all of the said principal sum, together with the interest then accrued thereon, due and payable.

IN WITNESS WHEREOF, said The University of Chicago has hereunto caused its corporate name to be set and its corporate seal to be affixed by its duly authorized officers, the day and year first above written.

THE UNIVERSITY OF CHICAGO,

Attest:

By (Signed) Harold H. Swift

J. SPENCER DICKERSON (Signed)  
Secretary.







Extract From Minutes of the Meeting of the  
Board of Trustees  
held  
May 8, 1917.

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The President of the University presented the following memorandum of a recent conference held in New York:

Memorandum of conference between President Judson, Mr. Gates, Dr. Buttrick, and Mr. Flexner, office of the General Education Board, February 10, 1917.

Re Medical Schools, University of Chicago:

1. There are to be two distinct schools, the medical school for teaching and research on the Midway--hereafter called simply the Medical School--of the general character and scope of the Johns Hopkins Medical School, and a Postgraduate School or Polyclinic for practitioners, on the West Side. Each school is to have its separate faculty, dean, and budget. There may be an Administrative Committee or Board, consisting, for example, of the President and the two deans, as the Board of Trustees may determine, for action on general questions relating to medical teaching and research.

2. The clinical as well as the laboratory departments of the Medical School will be organized on the full-time basis. On the clinical side this will at the outset apply to medicine, surgery, pediatrics, obstetrics and gynecology. Part-time men may be utilized in the dispensary, and in the specialties, as required.

3. The Polyclinic, or Postgraduate School, will have a full-time laboratory staff, and, as opportunity arises, full-time clinical assistants. The main clinical staff will be part-time. The present staff of the Presbyterian Hospital will be reorganized by the University when the Polyclinic is started.

4. For admission to the Medical School, a Bachelor's degree, with special requirement of physics, chemistry, biology, German, and French, will be requisite. Allowance may be made by the University in case of students who have pursued any of the fundamental medical sciences as part of the work leading to the Bachelor's degree.

5. The Polyclinic shall be open to holders of the M.D. degree.

It was moved and seconded to refer this memorandum of a Conference held in New York to the Committee on Instruction and Equipment for report thereon, and, a vote having been taken, the motion was declared adopted.



Board of Trustees

held

May 8, 1917.

The President of the University presented the following

memorandum of a recent conference held in New York:

Memorandum of conference between President Judson, Mr. Gates, Mr. Buttrick, and Mr. Plummer, office of the General Education Board, February 10, 1917.

Re Medical Schools, University of Chicago:

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Equipment for report thereon, and a vote having been taken, the

motion was declared adopted.



Extract from Minutes of the Meeting of the  
Board of Trustees  
held  
December 11, 1917

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Mr. Ryerson, chairman of the special committee appointed at the Board meeting held November 13, 1917, to take into consideration and to report upon the proposed contracts of the University with affiliating medical organizations in Chicago, reported presenting contracts with Rush Medical College, the Presbyterian Hospital, the Otho S. A. Sprague Memorial Institute and the Memorial Institute for Infectious Diseases, which contracts had been in each instance adopted by the organization concerned, and which now, were recommended by the committee for adoption as follows:

This Agreement, Made this \_\_\_\_\_ day of \_\_\_\_\_ A.D. 1917, by and between the University of Chicago and the Trustees of the Rush Medical College, Witnesseth:

That Whereas, The University and the College, after extended and careful consideration of existing conditions affecting the work of medical education, severally believe that such work can be greatly advanced and enlarged, - in securing mutual assistance, - in making possible larger enterprise, - in promoting economy and efficiency, - in avoiding duplication of work and expenditure, - and in giving to the purpose of donors who have contributed money for the object of promoting medical education and research in Chicago, fuller accomplishment, - by a close cooperation of these two institutions, and

Whereas, Subscriptions for a fund of \$5,300,000 have been made, to be used in further carrying out the proposed plans for the reorganization of medical work connected with the University, of which plan this agreement forms a part, and

Whereas, The University expects to organize a Medical School in close proximity to its present campus, and, as a part thereof, to construct, equip and maintain a Hospital of about 250 beds; it being a part of the plan of said University that members of the faculty of said Medical School shall (as required) give their full time to the work of the School, including teaching and research, and shall not engage in outside medical practice or other professional or commercial activity, and

Whereas, the University expects to establish and main-



Extract from Minutes of the Meeting of the

Board of Trustees

held

December 11, 1917

Mr. Ryerson, chairman of the special committee ap-

pointed at the Board meeting held November 13, 1917, to take into consideration and to report upon the proposed contracts of the University with affiliating medical organizations in Chicago, reported presenting contracts with Rush Medical College, the Presbyterian Hospital, the Otto S. A. Sprague Memorial Institute and the Memorial Institute for Infectious Diseases, which contracts had been in each instance adopted by the organization concerned, and which now, were recommended by the committee for adoption as follows:

This Agreement, Made this \_\_\_\_\_ day of \_\_\_\_\_ A.D. 1917, by and between the University of Chicago and the Trustees of the Rush Medical College, Witnesseth:

That Whereas, The University and the College, after extended and careful consideration of existing conditions affecting the work of medical education, severally believe that such work can be greatly advanced and enlarged, - in securing mutual assistance, in making possible larger enterprises, - in promoting economy and efficiency, - in avoiding duplication of work and expenditure, and in giving to the purpose of donors who have contributed money for the object of promoting medical education and research in Chicago, fuller accomplishment, - by a close cooperation of these two institutions, and

Whereas, Subscriptions for a fund of \$2,300,000 have been made, to be used in further carrying out the proposed plans for the reorganization of medical work connected with the University, of which plan this agreement forms a part, and

Whereas, The University expects to organize a Medical School in close proximity to its present campus, and, as a part thereof, to construct, equip and maintain a Hospital of about 250 beds; it being a part of the plan of said University that members of the faculty of said Medical School shall (as required) give their full time to the work of the School, including teaching and research, and shall not engage in outside medical practice or other professional or commercial activity, and

Whereas, the University expects to establish and main-



tain a School for medical education on or near the site of the College, and, as a part thereof, to construct, equip and maintain a new laboratory building costing not less than \$300,000, the faculty of which said school for advanced medical education and research is to be organized either upon the full time plan or upon the part time plan, or both, as it may from time to time determine,

Now, Therefore, It is agreed that:

First: In conformity with the practice existing for more than fifteen years last past (until the last four or five months), a majority of the Board of Trustees of the College shall be members of the Board of Trustees of the University.

Second: The University and the College shall, severally, as to its organization and its title to property and rights concerning the use and disposition thereof, be unaffected by this contract, except as herein provided.

Third: The President of the University shall be ex-officio President of the College, with such powers and duties as are now, and hereafter may be, provided in the Charter and By-Laws of the College.

Fourth: The College agrees to transfer and assign to the University (with the consent of the other parties to such agreements, respectively) all contracts between itself and (1) the Presbyterian Hospital, (2) the Trustees of the Otho S. A. Sprague Memorial Institute, (3) the McCormick Memorial Institute for Infectious Diseases, (4) the Central Free Dispensary of West Chicago, respectively, and (5) such other institutions as may have contractual relations with said College, or

Said College will assent in writing to contracts between said parties, severally, and the University, which shall contain provisions appropriate to carrying into effect its proposed plan for higher medical education.

Fifth: Members of the faculty of the proposed School for advanced medical education and research shall, if approved by the University, be appointed by it, upon the nomination of the Trustees of the College, or by the President of the said College, with the approval of its Trustees.

Sixth: All students' fees for advanced medical education and research shall be paid to the University. The College further agrees that it will pay over to the University, from time to time, the income from all funds which it holds, either for general purposes or the promotion of education and research in medical science; and the University shall apply all such funds and fees for promoting medical education and research.

Seventh: The title to any new buildings erected, and to other property acquired, in connection with the proposed provisions for advanced medical education and research, shall be and remain in the University, and the title to all lands owned by the College upon which buildings are to be constructed by the University shall, prior to the erection of building or buildings thereon by it, be conveyed to said University; Provided That, if and whenever the contractual relations between the parties hereby made shall be dissolved, the University shall pay to said College a sum equal to the then value of any real estate (exclusive of improvements) so conveyed to it by the College, under the terms hereof.

Eighth: During the continuance of this agreement, the



tain a school for medical education on or near the site of the College, and, as a part thereof, to construct, equip and maintain a new laboratory building costing not less than \$300,000, the faculty of which said school for advanced medical education and research is to be organized either upon the full time plan or upon the part time plan, or both, as it may from time to time determine.

Now, therefore, it is agreed that:

First: In conformity with the practice existing for more than fifteen years last past (until the last four or five months), a majority of the Board of Trustees of the College shall be members of the Board of Trustees of the University.

Second: The University and the College shall, severally, as to its organization and its title to property and rights concerning the use and disposition thereof, be unaffected by this contract, except as herein provided.

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Eight: During the continuance of this agreement, the



degrees and diplomas in medicine in the said School for advanced medical education and research shall be conferred by the University, upon such terms and the fulfillment of such requirements as it may from time to time establish, upon persons nominated by the Board of Trustees of the College and approved by the University.

Ninth: The officers and students of the University and of the College respectively, shall have the use and enjoyment, on such terms as may be provided by the University, or privileges maintained or offered by either institution.

Tenth: Rush Medical College retains its right to exercise all such corporate rights and powers as are not herein delegated to the University, and this agreement shall not be deemed a surrender by said College of any powers conferred upon it by its Charter.

Eleventh: This agreement shall be in force from and after the receipt by the College of written notice from the University that it is ready to proceed hereunder, and shall continue in force up to and until June 30, 2017.

In Witness Whereof, The parties hereto have severally caused this agreement to be executed by their respective officers duly thereunto authorized in accordance with resolutions of their respective Boards of Trustees and their respective corporate seals to be hereto affixed the day and year first above written.

It was moved and seconded to adopt the following resolution:

Resolved, that the agreement above set forth is hereby approved, and the President of this Board of Trustees and the Secretary are hereby authorized and directed to execute the same in duplicate, to attach the corporate seal of the University of Chicago thereunto, and to deliver the same upon receipt of a duplicate thereof signed by the President of the Trustees of the Rush Medical College and attested by its Secretary and its corporate seal attached thereunto,

and, a vote having been taken, the motion was declared adopted.

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degrees and diplomas in medicine in the said school for advanced medical education and research shall be conferred by the University, upon such terms and the fulfillment of such requirements as it may from time to time establish, upon persons nominated by the Board of Trustees of the College and approved by the University.

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and, a vote having been taken, the motion was declared adopted.



Extract from Minutes of the Meeting of the  
Board of Trustees  
held  
July 9, 1918.

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Plan Recommended by the  
Committee on Instruction and Equipment.

The Organization of Medical Work in the  
University Under the New Plan

The University will establish two separate medical schools, each with its own administration and faculty, each providing for instruction and research.

I. In the quadrangles on the Midway there will be a medical school with the primary purpose of training students for the degree of Doctor of Medicine. The Bachelor's degree from a reputable college will be required for admission. Provision will be made for about 350 students. Members of the faculty in the laboratory departments and in the main clinical departments will give their entire time to teaching and research, receiving no personal fees for practice. The staff of the Hospitals will consist of the medical faculty, patients being admitted only if willing to have their cases used for teaching or research, and the Hospital being a part of the medical school and therefore under the control of the medical faculty, subject to the Board of Trustees of the University. This will be a new school in every respect, and it will be known as "The University of Chicago Medical School."

II. In connection with the Presbyterian Hospital and the Trustees of Rush Medical College there will be a medical school, the primary purpose of which will be the further training of practitioners of medicine. Only students holding the degree of Doctor of Medicine from a reputable medical school will be admitted. In rare cases the degree of Doctor of Science in Medicine may be conferred, but usually certificates will be given, under regulations to be recommended to the Board of Trustees by the Faculty. While provision for full-time members of the Faculty will be made to some extent, the Faculty as a whole will be on what is known as the part-time plan. Eminent practitioners of medicine will be sought for faculty positions, without interfering with their private practice. Relations with the Presbyterian Hospital and with other cooperating institutions will be determined by the respective contracts. In order to insure an adequate hospital staff, provision will be made for advisory members of the Faculty, who will have a voice but not a vote in faculty meetings, and who will have the right to practice in the hospitals under the direction of their several departments.

As both of the medical schools will be graduate schools,



Board of Trustees

held

July 9, 1918.

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As both of the medical schools will be graduate schools,



but in a different sense, for the sake of clearness the school on the West Side will be known as the postgraduate school.

The Trustees of Rush Medical College will cease to give the degree of Doctor of Medicine, and the postgraduate school in its purpose and methods, and in the selection of its faculty, will be an entirely new one, and under the control of the Board of Trustees of the University of Chicago. Nevertheless, inasmuch as the organization of the new school has been made possible by the cooperation of the existing institution, in recognition of that fact and of the long history of the College which now ceases to add new practitioners to the profession, the school will be known as "Rush Postgraduate Medical School of the University of Chicago".

III. Research in Medical subjects will be carried on in connection with both medical schools, as circumstances may warrant. The existing contracts with the Otho S. A. Sprague Memorial Institute and with the John Rockefeller McCormick Memorial Institute for Infectious Diseases will provide at once for definite undertakings of this character, and it is expected that from time to time other provision will be made for research under the direct authority of the University.

Medical research will be under the general direction of a University Board, consisting of the President of the University as Chairman, the Dean of each medical school, the Director of each affiliated research institution, and four members of the University Faculties appointed by the Board of Trustees.

IV. The subject of public health will receive especial attention, by the development of existing departments and by the establishment of such new departments as may from time to time prove practicable.

It was moved and seconded to concur in the recommendations and to adopt the plan of organization of Medical Work in the University as proposed, and, a vote having been taken, the motion was declared adopted.



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Med Schools —

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Med Contr-

Per Plan 3. of Flexner

1. K- Univ - sheating

80,000 - annual

- an sheating 146,000

2. By Jan 1. 1923 Univ.

should have collected

from other sources

\$ 3,300,000

Washburne

3. By Jan 1. 1923. The  
Univ. will have present  
plan of org & oper<sup>n</sup>  
and. which shall be  
satisfactory to them.

On these conditions  
the N.Y. Bd will  
pay \$200,000

Understanding that  
they would pay int  
throughout up to full







Colln. ~~for~~ but all was  
to be completed by  
Jan. 1, 1923 -

In Nov. Univ. wrote  
that cont<sup>ing</sup> 1 & 2, but  
not 3 had been  
fulfilled.

In effect they  
granted 2 + 1/2 years  
of one year.

Whipple. -



Mr. J. H. Allen  
to be considered  
March 1, 1953

Robert, Thomas, and  
Lester, and 1 1/2  
and 3 and 4  
helpful  
to offer them  
to the  
of the year

Wm. H. H.



Sunday, Jan 28

Swift called up to say that Dr. Port was missing over day.

1. Bay must be contracted for before April 1 -

2. Title of land in Rush met. coll -

3. Rush Fee - missing over delay -

4. Title to title as a thing by itself undesirable that might take place if we can say that we are ready to go ahead -



Handwritten title or header, possibly "Handwritten Journal".

Handwritten notes, likely a list or journal entry, written in cursive script. The text is mirrored across the page, suggesting bleed-through from the reverse side. The notes include:

- 1. ...
- 2. ...
- 3. ...
- 4. ...
- 5. ...
- 6. ...
- 7. ...
- 8. ...
- 9. ...
- 10. ...



Outline for Buttrick  
Conf. with Buttrick Jan. 1929:-

## I. The Med Situation

### I. The Factor

#### 1. The present sit<sup>n</sup>

- a) 2 yrs. at U.C
- b) 2 yrs. at Rush
- c) Funds provided for 2 years  
is insufficient

#### 2. The new plan

- a) 4 yrs. at U.C. on Med
- b) Adv. Research at U.C.?
- c) Part time work at Rush
- d) Full time staff at U.C.
- e) Part time staff on West side
- f) New bldg at U.C
- g) Ransom building at Rush

#### 3. The Contract

- a) Cont. 1 fulfilled - \$8000
- b) " 2 " - 3.300 per
- c) Cont 3 not fulfilled.

#### 4. New factors

- a. New money for Ransom if  
contracts let by April 1.
- b. Imp. use of Ransom by Rush
- c. Ransom building on Rush  
land.
- d) Can title be transferred



Confidential for the President  
I. The President

1. The President

2. The President

3. The President

4. The President

5. The President

6. The President

7. The President

8. The President

9. The President

10. The President

11. The President

12. The President

13. The President

14. The President

15. The President

16. The President

17. The President

18. The President

19. The President

20. The President

21. The President

22. The President

23. The President



2) Possibility new money  
from Riddell.

Best order of procedure



1) Probability  
from Probability

1) Probability of occurrence



## Buttrick - Medical Sit<sup>n</sup>

1. See Rhee
2. Get Conference of  
Rhee  
Flexner

~~3. Get the conference~~  
3.

Rufus Cole, Director of Rockefeller  
Inst.

No end of money for Chicago  
if conditions are right

## Possible Directors

Blake, Prof. of Med. at Yale - 372  
Peabody, Hy. not so good. 203

" available.  
(Winternitz - Yale)  
not to be disturbed)

Mrs Adams.



William - March 21st

1. No plan
  2. Get Conference of
- March 21st - 2:30

~~2. Get Conference of~~  
3.

Proposed: October 2nd

No way to move for change  
if not returned for night

General Directors

For the Draft of May 21st  
Draft of May 21st  
Draft of May 21st  
Draft of May 21st  
(Draft of May 21st)  
Draft of May 21st

March 21st



Francis Gilman Blake  
B. 1887 - Dartmouth 1908  
Harvard ~~1913~~ M.D. 1913 -  
Assoc Prof. - U. Minn.  
Rockefeller Inst.

Perhaps pay \$10,000 for prof.  
and \$1000, or more as ~~other~~  
\$2000 as ~~other~~.

Dr. Rufus Cole:

McLain - Peking  
ack. L. L. L. L.

Swift - Homer 7 - 45 <sup>1/2</sup> <sub>1021</sub>

Physic attitude to Med. 25.  
Faint in Columbia -  
inclined not to teach

Lundsgaard, Clinton  
Guy back to summer  
45.

Educated in Sumner  
Linn Co. Ia.

Means of  
Harvard Med Sch



1. *Pharm. Class.*  
 2. *Pharm. Class.*  
 3. *Pharm. Class.*  
 4. *Pharm. Class.*  
 5. *Pharm. Class.*  
 6. *Pharm. Class.*  
 7. *Pharm. Class.*  
 8. *Pharm. Class.*  
 9. *Pharm. Class.*  
 10. *Pharm. Class.*

Total of 100,000,000  
 100,000,000  
 100,000,000

Dear Mr. [unclear]  
 I have just received your letter of the 14th inst.  
 and am glad to hear that you are well.  
 I am also well and hope this finds you the same.  
 I have not much news to write at present.  
 I am, dear Mr. [unclear], very respectfully,  
 Yours, [unclear]

I have been thinking of you  
 and your family very much  
 lately. I hope you are all  
 well and happy. I am  
 well at present.



## Cole continued

Means not up on Modern  
Science - but as good  
as Peabody -

No outstanding man  
that you can say at once  
he is the man -

Woodruff Chicago  
the only man in the  
group who would do the  
job.

Cole (Jas) in Rock but  
ought to stay in Research.

Peabody & Blake just  
about equal - the best man

Lee Peter - at Yale -  
you - might do for  
Dept of Medicine if not made  
Dean -

16 Breakfast Meetings  
Prof. of Med. at Edinburgh  
under 45.

Has Canadian, met come  
at Montreal - John H. H.  
New York. Universal - Edinburgh

to the extent  
of the work



Went out to the small  
loop on the - river?  
a photo of a

Let the women  
that you can and should  
be interested in

Chicago  
The only one of its kind  
group was not the best  
the

Colton (Geo) in 1840

Chlorophyll  $a$  and  $b$

1. The pattern of the  
 2. The pattern of the  
 3. The pattern of the  
 4. The pattern of the  
 5. The pattern of the  
 6. The pattern of the  
 7. The pattern of the  
 8. The pattern of the  
 9. The pattern of the  
 10. The pattern of the

10. *Therapsid* - *Therapsid* - *Therapsid*  
 11. *Therapsid* - *Therapsid* - *Therapsid*  
 12. *Therapsid* - *Therapsid* - *Therapsid*  
 13. *Therapsid* - *Therapsid* - *Therapsid*  
 14. *Therapsid* - *Therapsid* - *Therapsid*  
 15. *Therapsid* - *Therapsid* - *Therapsid*  
 16. *Therapsid* - *Therapsid* - *Therapsid*  
 17. *Therapsid* - *Therapsid* - *Therapsid*  
 18. *Therapsid* - *Therapsid* - *Therapsid*  
 19. *Therapsid* - *Therapsid* - *Therapsid*  
 20. *Therapsid* - *Therapsid* - *Therapsid*



Men already secured  
for medical school

Anatomy - Bensley

Physiology - Carlson

Pathology - Wills

Bacteriology - Jordan

Surgery - Lewis

Medicine?  
or Director

Ichabod

Supt. of Hospital - Selms.



These checks remain  
for our total balance

Quarterly - General  
Quarterly - General

Quarterly - Will

Quarterly - Boston

Quarterly - General

Quarterly - Boston  
Quarterly - Boston  
Quarterly - Boston

Quarterly - Boston



Buttrick Jan 31 -  
Plan for  
Conference on Met. Ed.

Date, Feb 14 or 15 16 or 17  
Place, Baltimore - or New York  
Subject, Discussion -

Persons to be invited -

Rhodes

Dr. Rufus Cole

Buttrick

Hexter, A. & S.

Swift

Port.

Wells

Buttrick

Burton

Mr. and Mrs. Burdett  
submit to Swift  
Jan 31. 1923

University College  
Armour Inst.?



October 31 -  
Transfer  
Conference on May 24

Rate, but not to 10 or 17  
Time - 10:00 am - or 11:00 am  
2nd of 10:00 am -

Person to be invited

Dr. J. H. H. H.  
Dr. J. H. H. H.  
Dr. J. H. H. H.  
A. J. H.  
Dr. J. H. H. H.  
Dr. J. H. H. H.  
Dr. J. H. H. H.  
Dr. J. H. H. H.

Dr. J. H. H. H.  
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Dr. J. H. H. H.  
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Dr. J. H. H. H.  
Dr. J. H. H. H.  
Dr. J. H. H. H.

Dr. J. H. H. H.  
Dr. J. H. H. H.



Flemyer will send me a  
memo. on literature  
on medicine.

Buttrick & Flemyer  
see no insuperable obj<sup>n</sup>  
to going ahead on the Ransom  
Building -  
provided building is built  
elastically - a shell, and  
a contract can be  
made that will protect  
the title -  
See that Bridge gives real  
money -







Marital affairs -

Ruddock - who was it  
said that Ruddock looked  
as if he would supplement  
gift of Billings family  
to build Medical  
Boutiques? - Was it not  
Eggs?



1. Mr. J. H. H. H.  
 2. Mr. J. H. H. H.  
 3. Mr. J. H. H. H.  
 4. Mr. J. H. H. H.  
 5. Mr. J. H. H. H.  
 6. Mr. J. H. H. H.  
 7. Mr. J. H. H. H.  
 8. Mr. J. H. H. H.  
 9. Mr. J. H. H. H.  
 10. Mr. J. H. H. H.



# Interview of Vincent

Yale Club - NY. Feb 17. 1923

1. Exec. Com. - ~~we~~ R.F. will take same action as GEB
2. GEB takes lead in Med aff. in U.S. - R.F. in other countries.
3. Diff. in point of views  
R.F. believes in leaving the Univ. freedom. Flexner in his zeal & cocksureness in effect tries to dictate.
3. Don't permit yourself to be jockeyed into a position where Flexner can dictate your policy.
4. GEB has plenty of money. It has hurt you in a whole. Talk big money to them & don't let them fail to give it.
5. Insist that we cannot get much money in Chicago exec. work - for buildings  
G.F.B. has plenty of money - If they won't give it to you, we will.  
— All this is strictly confidential but can be shared with U.S.



Continued W. H. H. H.

July 17-1923

1. The first was R. F. who took  
some action on July 17.

2. R. F. took that in the off-  
in 11-2-; R. F. for other conditions.

3. R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view

4. R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view

5. R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view

6. R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view

7. R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view  
R. F. in front of view



Names suggested for  
Prof. of Medicine and  
Dean of School.

Blake of Yale

Woodward of Chicago

Means of Harvard

Fitz, Registrar of Peter-Brent Bingham  
Hospital of Boston

McLean of Peking

Swift of Rockefeller Inst.

Lundsgaard.

Cohn

Peabody

Peter

Meakins of Edinburgh

Wells.



[illegible]

напр. май

Woodbury & Company

Unvollst. u. unvollst.

Handwritten text (likely a signature or name):

Handwritten text (likely a signature or name):

Michael J. Goring

Staff of Blackwell's book

long about

20/10/20

2000

Spent 1/2 of morning

Wells



1/27/23

1. H.H.S. and E.D.B. have discussed fully and are agreed that the emphasis during Mr. B's administration should be to build up the Graduate and Research work. Our platform is to take what comes to us in College Dept., and to develop Graduate and Research work.
2. Salaries of present staff woefully low and should be built up promptly. Morale amazingly good but should have more salary encouragement to assure it. Can we get reinstated the \$100,000 contribution of 1921-22. This for present ~~staff~~ *scope of work* -
3. Also imperative secure more funds for Research work. How can this be done?
4. The first real constructive job is Medical work. How shall we begin?

(Note - Donor of Rawson Bldg. asking for prompt action. Can get additional \$100,000 if sign contracts before Apr. 1. This means ~~approve~~ drawings by March 1.)

*authorize*



1/27/23

Memo. to E.D. Burton

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4. The first real constructive job is Medical work. How shall we begin?

(Note - Donor of Rawson Bldg. asking for prompt action. Can get additional \$100,000 if sign contracts before April 1. This means ~~some~~ drawings by March 1.



Arnette. Salaries

~~Wants to go to the limit.~~

2. General scale of prices higher  
225 now no higher than 120 was  
10 yr ago.

3. Tuition at Princeton is <sup>\$</sup>300  
more abundant than ever.

4. Will send from NY. a  
symporium on Ed. & Tuition

4. No reason for not putting  
tuition up to cost of instruction  
Ratio may be raised  
later.

5. Is the Univ. using its endow-  
ment resources to the best  
advantage?

Heckman too heavily loaded.  
Investments cannot be made  
casually. Must have specialists

6. Find out if there are any dupli-  
cations of courses which could  
be eliminated



Invest. Balance

Invest. Balance

1. General Fund of 100,000  
2. 100,000 more in 1922  
3. 100,000 more in 1923

Invest. Balance  
100,000

Invest. Balance  
100,000

Invest. Balance  
100,000

Invest. Balance  
100,000

Invest. Balance  
100,000

Invest. Balance  
100,000



Arnold  
Order of procedure

1. Further study of salary problem
2. Further study of tuition
3. Presentation of general proposal to Board  
raising sum necessary  
to make advances  
+ getting approval  
of in principle
4. If some have theme still  
beyond income, ~~Heard & B.~~  
~~very glad to assist + in need help~~  
in getting the need. Sum  
Heard B. "very glad to  
all go us + consider the  
matter!"



*Cantharis hirsuta*

*Handwritten text, likely a signature or name, written upside down.*

the brownish

14. Pl. *... ..*

Don't know me + some of the people

→ 2nd year of 1st semester

all over the world

11



Dec. 10, 1921

THE UNIVERSITY OF CHICAGO

STATEMENT OF

THE MEDICAL SCHOOL FUNDS

Since the contract with the General Education Board and the Rockefeller Foundation requires the University to make collection of the sum of \$3,300,000. for the Medical School project on or before January 1, 1923, in order to obligate those boards for the full amount of their subscriptions, it has been thought advisable to present to the Board of Trustees for its information a brief statement as of November 30, 1921, of the several funds included in this effort.

The matter of a new Medical School was laid before the Board at a special meeting held November 8, 1916. The plan involved the raising of funds by the University amounting to \$3,300,000. in order to secure additional gifts of \$1,000,000. each from the General Education Board and the Rockefeller Foundation, thus providing a total new capital of \$5,300,000.

At the meeting of the Board of Trustees held on September 11, 1917, the form of contract between the General Education Board, the Rockefeller Foundation and the University of Chicago with reference to establishing a medical school at the University was submitted to the Board, and after consideration was approved, authority being given to the proper officers to execute the same. At the meeting of the Board held on November 13, 1917, the Business Manager reported that







the contract between the University, and the General Education Board and the Rockefeller Foundation which was approved at the meeting of the Board held on September 11, 1917, had been executed by the proper officers.

Shortly after the special meeting of November 8, 1916, the campaign for raising funds was inaugurated, and such success attended the effort that it was possible officially to notify the General Education Board and the Rockefeller Foundation in May, 1917, that the subscriptions secured were in excess of the amounts originally contemplated, and that the total amount aggregated \$3,414,000., not including the contribution of Mr. F. G. Logan of \$47,500. for the Logan Research Fellowships.

On pages 9 and 10 there is presented a classified list of the original subscriptions, the amount paid on each and the unpaid balance, if any. This list is classified for the purpose of showing the portion of pledges for endowment purposes and that for the several building projects. The unpaid portion of the pledges for endowment aggregates \$2,034,750., of which \$2,000,000. is due from the General Education Board and the Rockefeller Foundation. Under the contract with these boards, they are at present paying interest at five per cent on seven-eighths of their subscriptions since the University has collected in excess of that portion of the amount it originally undertook to secure. It will be noted further that the unpaid amounts for the several building projects aggregate \$360,000. and that the total



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amount to be collected for all purposes aggregates \$2,394,750. Of this amount, as previously stated, \$2,000,000. is pledged by the General Education Board and the Rockefeller Foundation leaving unpaid pledges amounting to \$394,750 to be collected by the University on or before January 1, 1923.

From another point of view the amount necessary to be collected by January 1, 1923, is the difference

between	\$3,300,000.
and the amount already collected,	<u>3,019,250.</u>
or	\$ 280,750.

in order to secure the full amount of the pledges of the General Education Board and the Rockefeller Foundation.

Should the University fail to collect by January 1, 1923, the sum of \$280,750., the two Boards under the contract will pay only the pro rata proportion of their pledges which the amount actually collected by the University sustains to the amount originally contemplated.

The attention of the Board is called to specific conditions attending certain of the pledges to the Medical School funds. The contributions for buildings, of course, require the use of the funds for the purposes specified.

The conditions with regard to the pledges of \$1,000,000. for the Billings Hospital are given in a letter of Dr. Frank Billings dated January 11, 1917. A copy of this letter appears on pages 11 and 12.

In payment of his pledge of \$300,000. for the construction and equipment of a laboratory building to be known as the



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Rawson Laboratory, the location of which is to be satisfactory to the Board of Trustees of the Presbyterian Hospital, Mr. Rawson offered to convey to the University the property at the north west corner of Sherman and Van Buren Streets. The University accepted this property in full payment under the conditions specified in a contract entered into with Mr. Rawson in December, 1917. A copy of this contract is found on pages 13 and 14.

A copy of the pledge of Mr. and Mrs. Max Epstein for the purpose of the Epstein Dispensary is shown on page 15.

Dr. Norman Bridge, in addition to contributing \$100,000. for endowment, made a further contribution of \$30,000. "or such portion thereof as shall be required for repairs, alterations and improvements necessary or desirable in readjustment of the building in the City of Chicago, State of Illinois, known as Senn Hall, in order to adjust said hall to a new laboratory building or to new laboratory buildings which it is expected will be built adjacent thereto."

With respect to the endowments for specified purposes, the attention of the Board is called to the following subscription dated November 29, 1916, of Mr. Martin A. Ryerson which concludes with the following statement: "Furthermore, I desire that my contribution be used to endow a memorial professorship in the Graduate Department of the Medical School, the object of the memorial to be designated by me". The designation mentioned does not yet appear in the official minutes of the University and the amount received under the pledge, \$250,000., has not as yet been set up as a separate



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 ations and improvements necessary or desirable in restora-  
 tion of the building in the City of Chicago, State of  
 Illinois, known as Benn Hall, in order to adjust said Hall  
 to a new laboratory building or to new laboratory buildings  
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 desire that my contribution be used to endow a memorial  
 professorship in the Graduate Department of the Medical School.  
 The object of the memorial to be designated by me." The  
 designation mentioned does not yet appear in the official  
 minutes of the University and the amount received under the  
 pledge, \$275,000, has not as yet been set up as a separate



account on the books of the University.

With reference to the pledges of Mr. Charles R. Crane and Mr. R. T. Crane, Jr., attention is called to the latest letter on the subject from Mr. Roger H. Williams, on behalf of Mr. Charles R. Crane, under date of May 22, 1917, as follows:

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

Dear Dr. Judson:

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

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

Yours very faithfully,

(Signed) ROGER H. WILLIAMS.

The second paragraph of the letter, it will be noted, states, in the opinion of the writer, that it is desirable to leave for a later decision "such details as the branch of medicine, the reference to his father in the deed of gift, and so forth". There does not appear in the minutes of the Board



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payment might be made say on January 1, 1918, and the  
remainder spread over two or three years thereafter.

Yours very faithfully,

(Signed) ROGER H. WILLIAMS

The second paragraph of the letter, it will be noted,  
states, in the opinion of the writer, that it is desirable to  
leave for a later decision "such details as the branch of  
medicine, the reference to his father in the deed of gift, and  
so forth". There does not appear in the minutes of the Board



any later information on this point. In view of this fact, no separate account of the amount of this contribution is carried on the books of account.

The gift of Mr. F. A. Hardy of \$10,000. has been set up on the books of account as a separate endowment, the income to be applied to the Surgical Department of the Graduate School in maintenance of a resident surgeon at the Presbyterian Hospital. The sum of \$600. is being paid by the University in monthly installments to the Presbyterian Hospital to apply on the maintenance of a resident surgeon in that institution.

In his letter of gift Mr. N. M. Kaufman made the following specification: "This (gift) I would like to have known as the Juliet Graveraet Kaufman Memorial in memory of my mother". The amount received on this pledge, \$50,000., is carried in a separate account but there is no record of any designation of the use of the income from this gift.

In acknowledging the receipt of first mortgage 5 per cent bonds of the Western Electric Company of the par value of \$25,000., the Business Manager, under date of March 15, 1917, makes the following statement with reference to the purpose of the gift: "With the consent of the donor, Mr. A. D. Thomson of Duluth, Minnesota, this fund is to form a part of an endowment fund being raised for the establishment and maintenance of a Medical Department in the University of Chicago. It is understood that the income from this fund is to be used for research in skin diseases and cancer under the direction of the head of the Department of Dermatology at the Graduate School". On receipt of these bonds, they were entered in a







separate ledger account on the books of the University and the income has been accounted for separately. Since thus far there has been no demand for the full use of the income, under action of the Board of Trustees, \$2,500. of the accumulated income has been added to the principal of the fund.

All other gifts for endowment, as shown on page 9 are carried in one ledger account as the Medical School Endowment Fund, the income of which is being deposited in the general account and used for such expenditures as are proper charges against these funds.

In order that the Board of Trustees may be informed as to the various funds embraced in the Medical school group, there are attached hereto statements as follows:

On page 16 a statement of the investments of the unrestricted endowment funds.

On page 17 a statement of the investments of the restricted endowment funds, and also the Rawson Laboratory Fund.

On page 18 a statement of the Medical School income including accrued interest on investments to November 30, 1921, together with a statement of the amount of income expended and the balance on hand. Pending the use of the income for the purposes of the School, it has been invested and there is also included on this statement a list of such investments. Further, there is shown a statement of the condition of the income account.



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On page 19 a statement of the investments of the Albert Merritt Billings Memorial Hospital Fund supplemented with a statement of the sources and distribution of the fund. The income includes the accrued interest on all investments up to and including November 30, 1921.

Respectfully submitted,

*W. D. Huntington*

December 10, 1921.



On page 19 a statement of the investments of the Albert  
 Merritt Billings Memorial Hospital Fund supplemented with a  
 statement of the sources and distribution of the fund. The  
 income included the accrued interest on all investments up  
 to and including November 30, 1931.

Respectfully submitted,

December 10, 1931



MEDICAL SCHOOL FUNDS

Subscriber	Total Subscription	Amounts Paid to Nov.30,21	Balance Unpaid
<u>FOR ENDOWMENT</u>			
Armour, J. Ogden	200,000.	200,000.	
Baackes, F.	500.		500.
Becker, A. G.	2,500.	1,250.	1,250.
Becker, B. V.	250.	250.	
Bridge, Norman	100,000.	100,000.	
Butler, E. B.	5,000.	5,000.	
Crane, C. R.	125,000.	92,000.	33,000.
Crane, R. T. Jr.	125,000.	125,000.	
Donnelley, Mrs. R. R. and T. E.	5,000.	5,000.	
Farr, Shirley	2,500.	2,500.	
General Education Board	1,000,000.		1,000,000.
Grey, Charles F.	20,000.	20,000.	
Grey, Howard G.	1,000.	1,000.	
Haskell, F. T.	25,000.	25,000.	
Hardy, F. A.	10,000.	10,000.	
Hines, Edward	5,000.	5,000.	
Hull, Morton D.	5,000.	5,000.	
Jones, D. B.	50,000.	50,000.	
Jones, Thos. D.	50,000.	50,000.	
Kaufman, N. M.	50,000.	50,000.	
Levinson, S. O.	250.	250.	
Lichstern, A. J.	5,000.	5,000.	
Mason, William S.	1,000.	1,000.	
Neilson, Helen Swift	50,000.	50,000.	
Ormsby, O. S., Trustee	25,000.	25,000.	
Parker, F. W.	1,000.	1,000.	
Pullman, Mrs. H. S.	10,000.	10,000.	
Rockefeller Foundation	1,000,000.		1,000,000.
Rosenwald, Mr. and Mrs. Julius	500,000.	500,000.	
Ryerson, M. A.	250,000.	250,000.	
Scott, R. L.	5,000.	5,000.	
Shedd, John G.	25,000.	25,000.	
Smith, F. A.	5,000.	5,000.	
Swift, C. H.	100,000.	100,000.	
Swift, Mrs. G. F.	100,000.	100,000.	
Swift, H. H.	100,000.	100,000.	
Thomson, A. D.	25,000.	25,000.	
Total	3,984,000.	1,949,250.	2,034,750.



# MEDICAL SCHOOL FUNDS

Subscriber	Total Subscription	Amounts Paid to Nov. 30, 21	Balance Unpaid
<b>FOR ENDOWMENT</b>			
Thompson, A. D.	25,000.	25,000.	
Swift, H. R.	100,000.	100,000.	
Swift, Mrs. G. F.	100,000.	100,000.	
Swift, C. H.	100,000.	100,000.	
Smith, F. A.	25,000.	25,000.	
Shedd, John G.	25,000.	25,000.	
Scott, R. L.	25,000.	25,000.	
Ryerson, M. A.	250,000.	250,000.	
Mrs. Julius	250,000.	250,000.	
Rosenwald, Mr. and	1,000,000.		
Rockett Foundation	1,000,000.		
Pullman, Mrs. H. S.	10,000.	10,000.	
Parker, F. W.	1,000.	1,000.	
Ormsby, O. S., Trustee	25,000.	25,000.	
Nelson, Helen Swift	50,000.	50,000.	
Meacham, William S.	1,000.	1,000.	
Lichstein, A. J.	2,000.	2,000.	
Levinson, S. C.	250.	250.	
Kaufman, W. M.	50,000.	50,000.	
Jones, Theo. D.	50,000.	50,000.	
Jones, D. B.	50,000.	50,000.	
Hull, Morton D.	2,000.	2,000.	
Hines, Edward	2,000.	2,000.	
Hardy, F. A.	10,000.	10,000.	
Haskell, F. T.	25,000.	25,000.	
Grey, Howard G.	1,000.	1,000.	
Grey, Charles F.	20,000.	20,000.	
General Education Board	1,000,000.		
Farr, Shirley	2,500.	2,500.	
and T. E.	2,000.	2,000.	
Donnelley, Mrs. R. R.	125,000.	125,000.	
Crane, R. T. Jr.	95,000.	95,000.	
Crane, C. R.	2,000.	2,000.	
Butler, E. E.	5,000.	5,000.	
Bridge, Norman	100,000.	100,000.	
Becker, R. V.	250.	250.	
Becker, A. G.	2,500.	2,500.	
Backus, F.	200.	200.	
Armour, J. Ogden	200,000.	200,000.	
<b>Total</b>	<b>3,984,000.</b>	<b>1,949,250.</b>	<b>2,034,750.</b>



MEDICAL SCHOOL FUNDS (Cont.)

Subscriber	Total Subscription	Amounts Paid to Nov. 30, 21	Balance Unpaid
<u>FOR BUILDINGS</u>			
Albert Merritt Billings Memorial Hospital			
Billings, C. K. G.	400,000.	370,000.	30,000.
Billings, Frank	100,000.	75,000.*	25,000.
Ruddock, A. B. and C. H.	500,000.	325,000.	175,000.
	1,000,000.	770,000.	230,000.
Rawson Laboratory			
Rawson, F. H.	300,000.	300,000.	
Epstein Dispensary			
Epstein, Mr. and Mrs. Max	100,000.		100,000.
Remodelling Senn Hall			
Bridge, Norman	30,000.		30,000.
Total	1,430,000.	1,070,000.	360,000.
<u>SUMMARY</u>			
For Endowment	3,984,000.	1,949,250.	2,034,750.
For Buildings	1,430,000.	1,070,000.	360,000.
Total	5,414,000.	3,019,250.	2,394,750.

\* Of this amount \$2,500. was paid December 2, 1921.







(Copy)

January 11, 1917.

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

Dear Mr. Judson:

On behalf of the Billings family I desire to present the following conditions of a gift in the form of a hospital to the University of Chicago:

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

The donors of this Hospital fund desire that the Hospital should be named for Albert M. Billings and that suitable tablets be maintained in the building as memorials to members of the Billings family. These memorials at the present time to be for Augusta S. Billings, deceased wife of Albert M. Billings, Sarah Billings Ruddock, deceased daughter of A. M. Billings and wife of Charles H. Ruddock, Harriet M. Farnsworth, deceased sister of Mrs. A. M. Billings and Dane Brawley Billings, deceased wife of Dr. Frank Billings. In the event of deaths of other members of the family, memorials to be erected for them.

The gift of \$1,000,000 is made by the following members of the family: Mr. C. K. G. Billings \$400,000, Mr. Albert Billings Ruddock and Mr. Charles H. Ruddock together \$500,000 and Dr. Frank Billings \$100,000.

The several donors agree to make payments of this gift as follows: A partial payment of a sum hereafter to be agreed upon by the several individuals when the total sum



(Copy)

January 11, 1917

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

Dear Mr. Judson:

On behalf of the Billings family I desire to present  
the following conditions of a gift in the form of a hospital  
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will be erected upon ground furnished by the University of  
Chicago; and that it is the intention of the Board of  
Trustees of the University to use the income from an endow-  
ment fund of \$1,500,000 to provide for the maintenance of  
said Hospital; and that it is further the intention of the  
Trustees of the University to use the income from an endow-  
ment fund of \$150,000 for the purpose of providing salaries  
for full time teachers in the medical school who will be  
themselves the Hospital staff. It is also understood by the  
donors that this gift for a hospital will be in perpetuity.

The donors of this Hospital fund desire that the  
Hospital should be named for Albert M. Billings and that  
suitable tablets be maintained in the building as memorials  
to members of the Billings family. These memorials at the  
present time to be for Augusta S. Billings, deceased wife  
of Albert M. Billings, Sarah Billings Rudbeck, deceased  
daughter of A. M. Billings and wife of Charles H. Rudbeck,  
Harriet M. Farnsworth, deceased sister of Mrs. A. M. Billings  
and Dora Brawley Billings, deceased wife of Dr. Frank  
Billings. In the event of deaths of other members of the  
family, memorials to be erected for them.

The gift of \$100,000 is made by the following members  
of the family: Mr. C. K. G. Billings \$40,000, Mr. Albert  
Billings Rudbeck and Mr. Charles H. Rudbeck together  
\$50,000 and Dr. Frank Billings \$10,000.

The several donors agree to make payments of this gift  
as follows: A partial payment of a sum hereafter to be  
agreed upon by the several individuals when the total sum



for the proposed medical plan shall have been subscribed and thereafter four partial annual payments until the total subscription shall have been paid.

In the absence of Mr. C. K. G. Billings, Mr. Charles H. Ruddock and Mr. Albert Billings Ruddock from Chicago, I have drawn up the above statement subject to their approval as to the manner of payment.

It was my understanding at the conference with Mr. C. K. G. Billings and Mr. Charles H. Ruddock, that each would make a first payment of either one fifth of the total sum subscribed or probably of \$100000 when the total subscriptions mentioned above shall have been completed. They also stated that they would make the remaining payments in four other equal annual installments.

I have in bank at the present time \$100000 as a part of the subscription of Mr. Albert Billings Ruddock and that sum will be paid to the University as soon as the subscriptions shall have been completed or when I shall have heard by letter from Mr. Ruddock who is now in Brussels, Belgium.

Very truly yours,

(Signed) FRANK BILLINGS.



for the proposed medical plan shall have been subscribed and thereafter four partial annual payments until the total subscription shall have been paid.

In the absence of Mr. C. K. C. Billings, Mr. Charles H. Rudbeck and Mr. Albert Billings Rudbeck from Chicago, I have drawn up the above statement subject to their approval as to the manner of payment.

It was my understanding at the conference with Mr. C. K. C. Billings and Mr. Charles H. Rudbeck, that each would make a first payment of either one fifth of the total sum subscribed or probably of \$10000 when the total subscription mentioned above shall have been completed. They also stated that they would make the remaining payments in four other equal annual installments.

I have in bank at the present time \$10000 as a part of the subscription of Mr. Albert Billings Rudbeck and that sum will be paid to the University as soon as the subscription shall have been completed or when I shall have heard by letter from Mr. Rudbeck who is now in Brussels, Belgium.

Very truly yours,

(Signed) FRANK BILLINGS.



The following is a copy of the agreement authorized by the Board of Trustees on December 21, 1917, with Mr. F. H. Rawson:

This Agreement made this \_\_\_\_\_ day of December, A.D. Nineteen Hundred and Seventeen, Witnesseth:

That, Whereas Frederick H. Rawson and Edith K. Rawson his wife, as joint tenants, have this day conveyed to the University of Chicago Lot Nine (9) and the south half of Lot Ten (10) in Block Ninety-eight (98) in the School Section Addition of Chicago, Illinois, with the building thereon in full payment of Frederick H. Rawson's subscription to the University of Chicago of Three Hundred Thousand Dollars (\$300,000) for the purpose of the construction and equipment of a laboratory building to be known as the "Rawson Laboratory" (of Medicine and Surgery), the location to be satisfactory to the Board of Trustees of the Presbyterian Hospital, to be used for teaching and investigation in medical science;

Now, Therefore, This agreement witnesseth that in consideration thereof, the University agrees that if the University of Chicago shall not, within five years from and after the close of the present war between the United States and Germany,\* erect and equip such laboratory building costing, including equipment, approximately that sum, the University will on demand re-convey said property to said Frederick H. Rawson and Edith K. Rawson or the survivor of them or to the heirs of the survivor, unless the person or persons entitled to such re-conveyance shall have consented to extend the time for the erection of the same, in which event the University will on demand at the expiration of such extended period, if such building shall not have been erected, re-convey said land and building. And it is hereby mutually agreed between the parties hereto that the said Frederick H. Rawson shall be entitled to the net income of said property until the University of Chicago shall commence the work of erecting the building for which the subscription above mentioned is made to provide the funds, and that in the event of the sale, long lease or other disposition of said property, prior to the commencement of the erection of said building, the University shall pay to said Frederick H. Rawson, in lieu of said income, the net income of the proceeds of said property and in no event less than a sum of money equal to \$4,000 per year from the date of the sale of said property until the commencement of the erection of the said building or the re-conveyance of said property as herein provided for.

\* The official date of the termination of the war with Germany is November 14, 1921.



The following is a copy of the agreement authorized

by the Board of Trustees on December 21, 1917, with Mr.

T. H. Rawson:

This Agreement made this \_\_\_\_\_ day of December, A.D. 1917, between the University of Chicago and T. H. Rawson, Witnesseth:

That, Whereas Frederick H. Rawson and Edith K. Rawson his wife, as joint tenants, have this day conveyed to the University of Chicago Lot Nine (9) and the south half of Lot Ten (10) in Block Ninety-eight (98) in the School Section Addition of Chicago, Illinois, with the building thereon in full payment of Frederick H. Rawson's subscription to the University of Chicago of Three Hundred Thousand Dollars (\$300,000) for the purpose of the construction and equipment of a laboratory building to be known as the "Rawson Laboratory" (of Medicine and Surgery), the location to be satisfactory to the Board of Trustees of the Presbyterian Hospital, to be used for teaching and investigation in medical sciences;

Now, Therefore, This agreement witnesseth that in consideration thereof, the University agrees that if the University of Chicago shall not, within five years from and after the close of the present war between the United States and Germany, \* erect and equip such laboratory building costing, including equipment, approximately that sum, the University will on demand re-convey said property to said Frederick H. Rawson and Edith K. Rawson or the survivor of them or to the heirs of the survivor, unless the person or persons entitled to such re-conveyance shall have consented to extend the time for the erection of the same, in which event the University will on demand at the expiration of such extended period, if such building shall not have been erected, re-convey said land and building. And it is hereby mutually agreed between the parties hereto that the said Frederick H. Rawson shall be entitled to the net income of said property until the University of Chicago shall commence the work of erecting the building for which the subscription above mentioned is made to provide the funds, and that in the event of the sale, lease or other disposition of said property, prior to the commencement of the erection of said building, the University shall pay to said Frederick H. Rawson, in lieu of said income, the net income of the proceeds of said property and in no event less than a sum of money equal to \$4,000 per year from the date of the sale of said property until the commencement of the erection of the said building or the re-conveyance of said property as herein provided for.

\* The official date of the termination of the war with Germany is November 11, 1918.



It is expressly understood and agreed between the parties hereto that this agreement is not to be recorded or become a matter of record and that the same shall in no event become a lien on said land, or cloud the title of the University thereto, and that if, prior to the date at which a re-conveyance should be made under the terms of this agreement, a sale and conveyance of said property shall be made by the University of Chicago, in that event the sum of Three Hundred Thousand Dollars (\$300,000) may be paid by the University to the said Frederick H. Rawson in lieu of the re-conveyance provided for in this agreement.

In Witness Whereof, the party of the first part has hereunto affixed its name by its president and attached its seal attested by its secretary, and the parties of the second part have affixed their hands and seals the day and year first above written.







(Copy)

February 5, 1917.

To the Board of Trustees  
of the University of Chicago.

Gentlemen:

As an integral part of the great medical school and hospital that you are about to create, there should doubtless be a dispensary for out patients. This will serve a double cause; that of the medical education of the students and the preservation and restoration of the health of many patients who might otherwise be unable to obtain adequate medical attention. A proper building should house these and their kindred social service activities; a building, the exterior of which should conform to the general type you may select for the hospital and the interior of which should provide adequate reception rooms, rooms for diagnosis and treatment and rooms for hospital and dispensary social service work and workers, both professional and volunteer.

On behalf of Mrs. Epstein and myself, I take pleasure in offering to furnish the funds that may be necessary for such a building and its equipment, subject to the following conditions:

First, the total amount to be paid by me shall in no event exceed \$100,000.

Second, fifty thousand dollars shall be payable when the plans for the building shall have been finally adopted and approved by you; the balance when the building shall have been completed and equipped but, except at my option, not earlier than one year after the first payment.

Third, out of the general or any special funds of the University, this dispensary and medical social center shall be properly maintained.

Trusting that my proposal, thus conditioned, may be acceptable to you, I am

Yours very truly,

(Signed) MAX EPSTEIN.



(Copy)

February 2, 1917.

To the Board of Trustees  
of the University of Chicago.

Gentlemen:

As an integral part of the great medical school and hospital that you are about to create, there should doubtless be a dispensary for out patients. This will serve a double purpose; that of the medical education of the students and the preservation and restoration of the health of many patients who might otherwise be unable to obtain adequate medical attention. A proper building should house these and their kindred social service activities; a building, the exterior of which should conform to the general type you may select for the hospital and the interior of which should provide adequate reception rooms, rooms for diagnosis and treatment and rooms for hospital and dispensary social service work and workers, both professional and volunteer.

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Trusting that my proposal, thus conditioned, may be acceptable to you, I am

Yours very truly,

(Signed) MAX EPSTEIN.



MEDICAL SCHOOL ENDOWMENT

STATEMENT OF INVESTMENT					
	Maturity	Rate %	Face Value	Principal	Annual Income
Advance on Tacoma (part)		4.5	30000.	30000.	1350.
M. Abrahams	1922	5.5	30000.	30000.	1650.
F. Beidler (part)	1926	7.	90304.	90304.07	6321.28
L. R. Bullock	1922	5.	1500.	1500.	75.
L. D. Cassell	1923	5.5	1500.	1500.	82.50
Ellen M. Crudup (part)	1926	4.5	170000.	160922.	7650.
Kate M. Keeler	1922	5.5	20000.	20000.	1100.
G. H. N. Luhrs (part)	1927	6.25	12500.	12500.	781.25
M. B. Lufty (part)	1927	6.5	15000.	15000.	975.
A. M. Wilson	1927	5.	10000.	10000.	500.
Second Liberty Loan Bonds	1942	4.25	194500.	194389.75	8266.25
Third Liberty Loan Bonds	1928	4.25	647500.	647500.	27518.75
Fourth Liberty Loan Bonds	1938	4.25	215350.	210367.	9152.38
Victory Bonds	1923	4.75	50000.	49250.	2375.
U.S.Cert. of Indebtedness	1922	5.5	50000.	50000.	2750.
Province of Saskatchewan	1925	6.	34000.	32847.40	2040.
State of South Dakota Rural	1938	5.	65000.	65264.83	3250.
Can.No.Ry.Coll.Tr.Gold Bonds	1924	6.	22000.	22000.	1320.
Can.No.Ry.Equipment Trust					
Series "A" {	1927	6.	22000.	21285.	1320.
Series "B" {	1928	6.	28000.	27020.	1680.
Series "B" {	1926	6.	24000.	23649.12	1440.
Carolina, Clinchfield & Ohio	1938	5.	5000.	4925.	250.
Great Nor. Ry. Series "A"	1936	7.	20000.	19200.	1400.
Interborough Rapid Trans. 3yr	1922	8.	75000.	73875.	6000.
Swift & Co. 1st mortgage	1944	5.	7000.	6098.75	350.
So. Cal. Ed. Co.	1944	6.	21000.	19847.50	1260.
C. & N. W. Ry. Pfd. 450 sh.		7.	45000.	65268.75	3150.
Total			1906154.	1904514.17	94007.41

November 30, 1921.



# MEDICAL SCHOOL ENDOWMENT

## STATEMENT OF INVESTMENT

Advance on Tanager (part)

M. A. Adams  
F. B. Baker (part)  
L. R. Bullock  
L. D. Cressell  
Ellen M. Cressell (part)  
Kate M. Keeler  
G. H. M. Lupton (part)  
M. B. Lupton (part)  
A. M. Wilson

Second Liberty Loan Bonds  
Third Liberty Loan Bonds  
Fourth Liberty Loan Bonds  
Victory Bonds  
U.S. Cert. of Indebtedness  
Province of Saskatchewan  
State of South Dakota Rural

Can. No. Ry. Coll. Tr. Gold Bonds  
Can. No. Ry. Equipment Trust

Series "A"  
Series "B"  
Carolina, Clinchfield & Ohio  
Great Nor. Ry. Series "A"

Interborough Rapid Transit

Swift & Co. 1st mortgage  
So. Cal. Ed. Co.  
O. & N. W. Ry. 4th 450 sh.

Total

Annual Income	Principal	Face Value	Rate %	Maturity
1350.	30000.	30000.	4.5	
1650.	30000.	30000.	5.5	1922
6321.28	90304.07	90304.	5.5	1926
75.	1500.	1500.	5.5	1922
62.50	1500.	1500.	5.5	1923
7550.	160922.	170000.	4.5	1926
1100.	20000.	20000.	5.5	1922
781.25	12500.	12500.	6.25	1927
975.	15000.	15000.	6.5	1927
500.	10000.	10000.	5.	1927
8256.25	194382.75	194500.	4.25	1942
27518.75	647500.	647500.	4.25	1928
9152.38	210367.	212320.	4.25	1938
5375.	42500.	50000.	4.25	1923
3750.	50000.	50000.	5.5	1922
2040.	32847.40	34000.	6.	1925
3250.	62564.83	65000.	5.	1938
1350.	25000.	25000.	6.	1924
1350.	21287.	25000.	6.	1927
1680.	27020.	28000.	6.	1928
1440.	23649.12	24000.	6.	1926
250.	4225.	5000.	5.	1938
1400.	19200.	20000.	7.	1936
6000.	73875.	75000.	8.	1922
350.	6098.75	7000.	5.	1944
1560.	19847.25	21000.	6.	1944
3150.	62568.75	45000.	7.	
94007.41	190451.17	1906154.		



FRANCIS A. HARDY FUND

	Maturity	Rate %	Face Value	Principal	Annual Income
STATEMENT OF INVESTMENT					
M. B. Lufty (part)	1927	6.5	10000.	10000.	650.

## STATEMENT OF FUND

Gift - F. A. Hardy	10000.
Income designated	

HYDE MEMORIAL FUND

## STATEMENT OF INVESTMENT

West Electric Company	1922	5.	25000.	25000.	1250.
Can. Nor. Ry. Bonds	1924	6.	2500.	2500.	150.
Total			27500.	27500.	1400.

## STATEMENT OF FUND

Gift - O. S. Ormsby, Trustee	25000.
Unused income to January 1, 1919, added to principal by action of Board of Trustees at request of Dr. Ormsby	2500.
Income designated	27500.

RAWSON LABORATORY FUND

## STATEMENT OF INVESTMENT

Building at northwest corner VanBuren & Sherman	300000.
---	---------

## STATEMENT OF FUND

Gift of above building - Frederick H. Rawson	300000.
--	---------

By action of Board of Trustees the net income  
on this fund is paid to the donor

November 30, 1921.



November 30, 1921.

By action of Board of Trustees the net income on this fund is paid to the donor

Gift of above building - Frederick H. Rawson

300000.

STATEMENT OF FUND

Building at northwest corner Vanburen & Sherman

300000.

STATEMENT OF INVESTMENT

RAWSON LABORATORY FUND

Income designated  
Trustees at request of Dr. Ormsby  
to principal by action of Board of  
Trustees income for January 1, 1919, added

2500.  
2500.  
25000.

STATEMENT OF FUND

Total  
Gen. Net. Ry. Bonds  
West Electric Company

27500.  
2500.  
25000.  
1400.  
1250.  
1250.

STATEMENT OF INVESTMENT

HYDE MEMORIAL FUND

Income designated  
Gift - F. A. Hardy

10000.

STATEMENT OF FUND

M. H. Hardy (part)

1927 6.5 10000.  
10000.  
650.

STATEMENT OF INVESTMENT

Maturity Rate Face  
Principal Annual  
Income

FRANCIS A. HARDY FUND



MEDICAL SCHOOL INCOME

## RECEIPTS - Including Accrued Income

Income from Investments		340229.29	
Endowment Fund	294603.08		
Invested Income	<u>45626.21</u>		
Discount Realized		2610.87	
Fuller Loan	890.37		
Isham Loan	<u>1720.50</u>		
General Education Board - Interest		142575.99	
Rockefeller Foundation - Interest		<u>142575.99</u>	627992.14

## EXPENDITURES

Purchase of Library of Dr. Mortimer Frank		3000.	
Salaries		50666.65	
Legal Services		175.	
Rawson Gift	150.		
Kaufman Estate	<u>25.</u>		
Expenses		3154.82	
Dr. R. B. Seem	2956.47		
Miscellaneous	<u>198.35</u>		
			56996.47
Balance - November 30, 1921			<u>570995.67</u>

	Maturity	Rate %	Face Value	Principal	Annual Income
STATEMENT OF INVESTMENT					
Advance to Rockefeller		6.	125000.	125000.	7500.
Advance on Tacoma Bldg.		4.5	50000.	50000.	2250.
Advance on Lees Bldg.		6.	3734.	3734.03	224.04
F. Beidler (part)	1926	7.	2900.	2900.	203.
Third Liberty Loan Bonds	1928	4.25	8550.	8550.	363.37
Colo. Industrial Co.	1934	5.	31000.	23870.	1550.
Jones & Laughlin Steel Co.	1939	5.	60000.	60284.21	3000.
Gt. Nor. Ry. Genl. Mtge. "A"	1936	7.	100000.	96500.	7000.
No. Pac. & Gt. Nor. Conv.	1936	6.5	83500.	80577.50	5427.50
Pa. Ry. Co. Trust Equip.	1935	6.	50000.	50795.	3000.
Total			514684.	502210.74	30517.91

## STATEMENT AND CONDITION OF INCOME ACCOUNT

Amount Invested	502210.74	
Accrued Interest	31452.49	
* Due from General Education Board	11027.40	
* Due from Rockefeller Foundation	11027.40	
Cash on Hand	<u>15277.64</u>	<u>570995.67</u>

\* Received December 2 and 3

November 30, 1921.







ALBERT MERRITT BILLINGS MEMORIAL HOSPITAL

	Maturity	Rate %	Face Value	Principal	Annual Income
STATEMENT OF INVESTMENT					
Advance to Rockefeller		6.	56400.	56400.	3384.
W. H. & H. G. Jackson	1925	6.	25000.	25000.	1500.
Second Liberty Loan Bonds	1942	4.25	127000.	127000.	5397.50
Third Liberty Loan Bonds	1928	4.25	25000.	25000.	1062.50
Fourth Liberty Loan Bonds	1938	4.25	37000.	35641.	1572.50
Victory Bonds	1923	4.75	165000.	163374.10	7837.50
Kingdom of Belgium ext. loan	1941	8.	50000.	50000.	4000.
So. Dakota Rural Credit	1938	5.	8700.	8735.45	435.
A.T. & S.F. Ry. Co. Genl. Mtge.	1995	4.	100000.	93652.50	4000.
Can. Nor. Coll. Trust	1924	6.	23000.	23000.	1380.
Pa. Ry. Co. Equip. Trust	1934	6.	50000.	50745.	3000.
Union Pacific Convertible	1927	4.	100000.	92946.25	4000.
S. O. of Calif.	1931	7.	5000.	5000.	350.
Swift & Co. 1st mortgage	1944	5.	50000.	43375.	2500.
U. S. Treas. Cert.	1921	6.	30000.	30000.	1800.
Pac. Oil Co. 1,000 shares no par value		\$3.		30000.	3000.
Total			852100.	859869.30	45219.

STATEMENT AND CONDITION OF FUND

Gifts from Billings family	767500.	
Income	<u>131949.94</u>	899449.94
Amount Invested	859869.30	
Construction Expense	23187.35	
Income Accrued	14493.57	
Cash on hand	<u>1899.72</u>	<u>899449.94</u>

November 30, 1921.



# ALBERT MERITT BILLINGS MEMORIAL HOSPITAL

Annual Income	Principal	Face Value	Rate %	Maturity	STATEMENT OF INVESTMENT
3364.	56400.	56400.	6.		Advance to Hensley
1500.	25000.	25000.	6.	1925	W. H. & H. E. Jackson
2397.50	123000.	123000.	4.25	1942	Second Liberty Loan Bonds
1062.50	25000.	25000.	4.25	1928	Third Liberty Loan Bonds
1775.50	35641.	37800.	4.25	1938	Fourth Liberty Loan Bonds
7837.50	163374.10	165000.	4.25	1923	Victory Bonds
4000.	50000.	50000.	8.	1941	Kingdom of Belgium ext. loan
435.	8732.45	8700.	5.	1938	So. Dakota Rural Credit
4000.	93625.50	100000.	4.	1925	A. T. & S. E. Ry. Co. Genl. Mfg.
1380.	23000.	23000.	6.	1924	Can. Ry. Co. Trst
3000.	50745.	50000.	6.	1934	Pa. Ry. Co. Equip. Trust
4000.	92246.25	100000.	4.	1927	Union Pacific Corp. Bonds
350.	5000.	5000.	7.	1931	S. Co. of Calif.
2500.	43378.	50000.	5.	1944	Gulf & Co. 1st mortgage
1800.	30000.	30000.	6.	1921	U. S. Treas. Cert.
3000.	30000.		8.		Rec. Oil Co. 1,000 shares no par value
4519.	85869.30	852100.			Total

## STATEMENT AND CONDITION OF FUND

Gifts from Billings Family	767500.
Income	131949.94
Amount Invested	85869.30
Construction Expense	21187.35
Income Accrued	14493.27
Cash on hand	1899.75
	<u>850449.64</u>

November 30, 1921.



Sept. 1923  
M2  
X

Report of the Committee of the Senate to Advise With the President  
On Medical Development

In accordance with the request of the President, the Committee respectfully submits the following revision of its original report, on the basis of the comments made on its first report and on other information obtained later.

It should be premised that several of the questions pending decision concern primarily the work of the hospital and the Department of Medicine and that it is difficult for your Committee to give an adequate judgment on these questions in the absence of any appointee representing the Department of Medicine. Many of our estimates must therefore be regarded as tentative, and subject to possible alteration in actual practice.

1. Billings Hospital. The Committee heartily approves the suggestion that Physiology and Pharmacology as well as Pathology be housed in the Hospital Building. Using the original figures the space required would be approximately 4,600,000 cubic feet. Altho it has been impossible to prepare detailed plans in the time available, it is hoped that the cost per cubic foot might be reduced to 55 cents. This would bring the cost to \$2,530,000. It may be noted that the construction cost of Ricketts South, the latest laboratory building to be put up, was considerably less than 40 cents per cubic foot, and that certain features of the construction of this building might advantageously be used in the research and teaching portions of the proposed hospital building.



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On Medical Development

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It should be premised that several of the questions pending decision concern primarily the work of the Hospital and the Department of Medicine and that it is difficult for your Committee to give an adequate judgment on these questions in the absence of any appointee representing the Department of Medicine. Many of our estimates must therefore be regarded as tentative, and subject to possible alteration in actual practice.

1. Billings Hospital. The Committee heartily approves the suggestion that Physiology and Pharmacology as well as Pathology be housed in the Hospital Building. Using the original figures the space required would be approximately 4,600,000 cubic feet. Altho it has been impossible to prepare detailed plans in the time available, it is hoped that the cost per cubic foot might be reduced to 35 cents. This would bring the cost to \$1,610,000. It may be noted that the construction cost of Rockefeller Center, the latest laboratory building to be put up, was considerably less than 40 cents per cubic foot, and that certain features of the construction of this building might advantageously be used in the research and teaching portions of the proposed Hospital building.



2. Hospital Maintenance. The expense of hospital maintenance is one of the most uncertain factors. The range of cost figures obtained from various hospitals is so great that it is undoubtedly in part explained by different methods of accounting. There is also no question that much depends upon the unremitting economy and watchfulness of those in direct charge of the hospital management.

Since its first report, the Committee has obtained additional information and approximate estimates from Dr. Seem. It is estimated that of the 200 beds planned, 15 would be in private rooms paid for by occupants able to reimburse the hospital for their entire maintenance expense. This leaves 185 beds for other patients, and Dr. Seem estimates that 80% of these beds would be continuously occupied. The expense of 148 patients at a cost per day of \$6.00 would amount to \$324,120. It is thought that this figure of \$6.00 per day would cover also all the cost of the dispensary service. Dr. Seem feels, however, that it would not be safe to reckon on obtaining more than 40% of the operating cost from pay patients, and our estimates are accordingly made on this basis.

Owing to the great fluctuations in recent years in the purchasing power of the dollar, the Committee does not feel able to estimate any more closely than indicated by these figures. If, however, comparative studies of hospital maintenance figures in the east and elsewhere should seem to indicate the probability of operating on a lower figure than this, the Committee would cooperate with all its forces in an attempt to live within the budget provided. If this should not be found possible, additional endowment might be secured or teaching and research activities could be temporarily curtailed. These considerations apply also to the estimates for salaries and for departmental supplies and equipment.



2. Hospital Maintenance. The expense of hospital maintenance

is one of the most uncertain factors. The range of cost figures obtained from various hospitals is so great that it is undoubtedly in part explained by different methods of accounting. There is also no question that much depends upon the unremitting economy and watchfulness of those in direct charge of the hospital management.

Since its first report, the Committee has obtained additional information and approximate estimates from Dr. Seem. It is estimated that of the 200 beds planned, 18 would be in private rooms paid for by occupants able to reimburse the hospital for their entire maintenance expense. This leaves 182 beds for other patients, and Dr. Seem estimates that 80% of these beds would be continuously occupied. The expense of 182 patients at a cost per day of \$6.00 would amount to \$324,120. It is thought that this figure of \$6.00 per day would cover also all the cost of the dispensary service. Dr. Seem feels, however, that it would not be safe to reckon on obtaining more than 40% of the operating cost from pay patients, and our estimates are accordingly made on this basis.

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3

Summary

	<u>Income Needed</u>	<u>Principal Needs</u>
Billings Hospital Construction (including provision for Physiology)		\$2,530,000
Billings Hospital Equipment (approximately estimated by Dr. Seem)		150,000
Physiology Laboratory Equipment		40,000
" " Remodelling		5,000
Nurses' Home <sup>1</sup>		-----
		<hr/>
		\$2,725,000
Salaries	\$177,400	
Supplies and Expenses	47,000	
Hospital Expense (including Dispensary) (\$6.00 per day per patient)	324,120	
Total Annual Expense	548,520	
Endowment needed for	"	10,700,000
Grand Total		\$13,625,000
<hr/>		
Hospital Upkeep (Assuming 40% of operating cost from pay patients)		
	Subtract	129,650
Total Expense (Assuming 40% of operating cost from pay patients)		418,870
Endowment needed (Assuming 40% of operating cost from pay patients)		8,400,000 -
Building Costs		2,725,000
Grand Total (Assuming 40% of operating cost from pay patients)		11,125,000
subtract 10% " " " " " "		

1. Apartment buildings now owned by the University could be temporarily utilized for this purpose.



Principal Needs	Income Needed	
\$2,530,000		Billing Hospital Construction (including provision for Physiology)
150,000		Billing Hospital Equipment (approximately estimated by Dr. Seem)
40,000		Physiology Laboratory Equipment
5,000		Remodeling
-----		Nurses' Home
\$2,725,000		
	\$177,400	Salaries
	47,000	Supplies and Expenses
	324,120	Hospital Expense (including dispensary) (\$8.00 per day per patient)
	548,520	Total Annual Expense
10,700,000		Endowment needed for
\$13,625,000		Grand Total
		Hospital Upkeep
	129,650	(Assuming 40% of operating cost from pay patients)
		Subtotal
	418,870	Total Expense (Assuming 40% of operating cost from pay patients)
		Endowment needed (Assuming 40% of operating cost from pay patients)
8,400,000		
2,725,000		Building Costs
		Grand Total (Assuming 40% of operating cost from pay patients)
11,125,000		

1. Apartment buildings now owned by the University could be temporarily utilized for this purpose.



Staff Salaries

(a) Medicine		\$60,000
(b) Surgery (including Gynecology and Obstetrics)		60,000
(c) Pediatrics		25,000
(d) Physiology	additional	1,300
(e) Physiological Chemistry	"	9,000
(f) Pharmacology	"	7,100
(g) Anatomy	"	-----
(h) Pathology	"	15,000
(i) Bacteriology and Public Health	"	-----
		<hr/>
		\$177,400







5

It is felt by the Professor of Surgery, who is a member of our Committee, that, in view of the great expense involved in conducting a Department on a full time basis, reduction of the Committee's original estimate for salaries from \$60,000 to \$50,000 would be highly unwise. In view of this strongly expressed opinion, and in the absence of any representative of the Department of Medicine, the Committee has not felt justified in reducing its original estimate on these two items. The conduct of a medical school of the character contemplated with all appointees on full time basis is necessarily more or less experimental, and in the presentation of a budget such as this the Committee realizes the existence of numerous difficulties and uncertainties that can be cleared away only in actual practice. Whatever action be finally taken, the Committee as a whole, and it is believed <sup>also</sup> all those who <sup>it</sup> represents, will cooperate heartily and loyally in the attempt to bring about a successful issue.



It is felt by the Professor of Surgery, who is a member of  
our Committee, that, in view of the great expense involved in conducting  
a department on a full time basis, reduction of the Committee's original  
estimate for salaries from \$80,000 to \$50,000 would be highly unwise. In  
view of this strongly expressed opinion, and in the absence of any repres-  
entative of the Department of Medicine, the Committee has not felt justi-  
fied in reducing its original estimate on these two items. The conduct  
of a medical school of the character contemplated with all appointees on  
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numerous difficulties and uncertainties that can be cleared away only in  
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whole, and it is believed all those who it represents, will cooperate  
heartily and loyally in the attempt to bring about a successful issue.



6

Annual Maintenance Expenses

Departmental Supplies and Equipment.

(a) Medicine	\$15,000
(b) Surgery	15,000
(c) Pediatrics	5,000
(d) Physiology	2,000
(e) Physiological Chemistry	1,500
(f) Pharmacology	1,500
(g) Anatomy	2,000
(h) Pathology	4,000
(i) Bacteriology and Public Health	1,000

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\$47,000



Page 2

Annual Maintenance Expenses

Departmental Supplies and Equipment.

\$15,000	(a) Medicine
15,000	(b) Surgery
5,000	(c) Pediatrics
5,000	(d) Physiology
1,500	(e) Pathology and Chemistry
1,500	(f) Pharmacology
5,000	(g) Anatomy
4,000	(h) Pathology
1,000	(i) Bacteriology and Public Health

\$47,000



May 22, 1925

My dear Mr. Fairweather:

I have not forgotten the memorandum you sent about the first of this month commenting upon some of the documents included in our book entitled "The Development of the Medical Schools", and your implication that that book should be annotated and perhaps some material added to it by way of explanatory appendix. I am writing this merely that you may know that the matter is on my desk, where it will not be forgotten. At some time mutually convenient I should like to go over the situation with you.

Very truly yours,

Assistant to the President.

Mr. George O. Fairweather  
The University of Chicago

NB//R



May 22, 1928

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I have not forgotten the memorandum you sent about the first of this month commenting upon some of the documents included in our book entitled "The Development of the Medical Schools", and your impression that that book should be annotated and perhaps some material added to it by way of explanatory appendix. I am writing this merely that you may know that the matter is on my desk, where it will not be forgotten. At some time mutually convenient I should like to go over the situation with you.

Very truly yours,

Assistant to the President.

Mr. George O. Fairweather  
The University of Chicago

MB//R



December 26, 1924

My dear Mr. President:

According to my recollection you expressed the wish to have several copies of the record of development of the medical schools. You agreed to the suggestion that we make one copy in the form of the one which I am now handing you, in order that we might determine whether, in case other volumes are prepared, we want to modify the plan in any way.

I venture to raise the question whether we may not for the present be content with this copy and whether, after you have had time to examine it, it would bet be well to deposit it with Mr. Dickerson to whom as secretary of the Board any of us would naturally refer if we wished to look up any matter concerned with this subject.

Furthermore, will you be good enough when you have time to look this over to make note of any modifications which occur to you whereby other volumes, if they are to be prepared, are to be made more useful?

Cordially yours,

President Ernest D. Burton  
The University of Chicago

NB/R



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President Ernest D. Burton  
The University of Chicago

MB/R



# The University of Chicago

Office of the Vice-President and Business Manager

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

May One  
1925

Dr. Nathaniel Butler,  
President's Office,  
The University of Chicago.

My dear Dr. Butler:

I am returning the bound volume entitled  
"Development of the Medical Schools." I call your attention to the following matters:

DOCUMENT V. No longer effective.

DOCUMENT VI. No longer effective. Note that for historical purposes this contract should be described as one providing for the erection of Senn Hall.

DOCUMENT VII. The contract between Rush Medical College and the Dispensary is in process of change. The present contract is likely to be cancelled and the new contract will provide merely for the continuance of the payment by Rush to the Dispensary of the income on the John Phillips Fund which belongs to Rush and was not assigned to the University. Most of the remaining features of this document are now covered by a new agreement between the Dispensary and the University, dated May 27, 1924. We can send you a copy of this agreement if it is not in your file or in the Board Minutes.

DOCUMENT VIII. Revision of this contract is under consideration in order to adjust certain title questions between University and Presbyterian Hospital.

DOCUMENT IX. This contract has been formally terminated. See contract between Rush and University, December 19, 1919, and between University and Children's Memorial Hospital, November 18, 1919.

DOCUMENT X. - This contract assigned to the University and consented to by the Home July 10, 1924.

DOCUMENT XII. This contract expired by limitation of time on February 14, 1922, but Rush and Sprague are continuing to cooperate without a contract. This cooperation is now in fact with the University and should be reviewed by the authorities of both institutions with respect to the contracts now existing between the University and Sprague.



The University of Chicago

Office of the Vice-President and Business Manager

Room 1001, 520 E. Clark St.  
Telephone GEARSON 3313

May One  
1935

Dr. Nathaniel Butler,  
President's Office,  
The University of Chicago.

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time on February 14, 1932, but Rush and Sprague are con-  
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tion is now in fact with the University and should be  
reviewed by the authorities of both institutions with  
respect to the contracts now existing between the Uni-  
versity and Sprague.



DOCUMENTS XVI and XVII. Never operative.

DOCUMENT XVIII. Has been since modified.

DOCUMENT XX. There is another contract between University and Sprague, October 27, 1921, shown as DOCUMENT XXX.

DOCUMENT XXI. Never operative.

The statement which you have prepared does not include the list of trust funds retained by Rush and not transferred to the University under the agreement of May 7, 1924. These include:

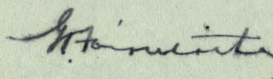
The Lyman Fund  
The Freer Fund  
The Manheimer Fund  
The Phillips Fund  
The Thomson-Bevan Fund  
The Swale Fund  
The Nicholas Senn Fellowship Fund.

While these funds are not owned by the trustees of Rush Medical College, a corporation, still the benefits of these funds are all going to the medical work conducted by the University. In any statement which may be made concerning them however, I believe it would be wise to segregate the funds owned by the Rush Corporation from those owned by the University. Also, any reference made to the beneficial use of said funds should be carefully reviewed before being put into type.

In any final edition of the statement of the Medical School's plan I think it would be helpful if all items referring to the same medical relation, as for example the relation between the University and Sprague, might be put together in chronological order so that the existing relation at the moment could be ascertained without checking through the entire report for documents of a later date.

If I can be of any further help to your office in this matter, please let me know. If you wish to return the booklet, I shall endeavor to put these contracts together in the recommended order and with such comments as will explain our understanding of them.

Yours very truly,



G. O. Fairweather,  
Assistant Business Manager

GOF:EMB







5-18-25

MEMORANDUM OF AGREEMENT

This AGREEMENT, made this 20th day of December, A. D. 1924, between the Trustees of the Rush Medical College, an Illinois corporation, of Chicago, Illinois, (hereinafter referred to as the College) party of the first part, and the Central Free Dispensary of West Chicago, a corporation of Chicago, Illinois, (hereinafter referred to as the Dispensary) party of the second part.

WITNESSETH:

TRUSTEES OF THE RUSH MEDICAL COLLEGE

Whereas, the College has received under the will of the late John Phillips of Chicago certain funds to be used by the said college in establishing and maintaining a free dispensary in and for the city of Chicago; and

Whereas, the Dispensary is now and has been for many years maintaining a free dispensary in the city of Chicago, and has received from the said College, by virtue of a certain agreement dated June 9, 1875, and recorded in Book 583 at page 266 of the Records of Cook County, Illinois, the interest on the said fund received under the will of the late John Phillips, in carrying out the purposes of the said Dispensary and in performing the duty imposed upon the said College under the will of the said John Phillips, deceased; and

Whereas, certain of the rights and obligations of the said College under the said agreement of June 9, 1875, have been assigned to the University of Chicago, and such assignment has been consented to by the said Dispensary, as set forth in a certain memorandum of agreement dated May 27, A. D. 1924; and

Whereas, the said College being the owner of the funds received by it under the will of the late John Phillips, deceased, desires to continue to discharge its obligation under the said will as heretofore through the agency of the said Dispensary and the said Dispensary is willing to continue to receive the income on said fund in connection with its work of maintaining a free dispensary;

Now therefore, in consideration of the mutual undertakings, covenants, and agreements of the parties hereto, it is hereby understood, covenanted, and agreed as follows:

ARTICLE I. The College agrees to pay to the Dispensary from time to time as received and atleast in semi-annual installments the income on the funds received by it under the said will.

ARTICLE II. The Dispensary agrees to use said income as paid to it by the College in connection with its work of maintaining a free dispensary in and for the city of Chicago,

ARTICLE III. This agreement cancels all of the undertakings, and agreements between the parties hereto as set forth in the agreement dated June 9, 1875.

ARTICLE IV. This agreement shall continue until July 15, 1970.

In witness whereof the parties hereto have caused these

compared by  
Margaret Silvers  
Lydia Farney

July 22, 1930



## MEMORANDUM OF AGREEMENT

This AGREEMENT, made this 20th day of December, A. D. 1924, between the Trustees of the West Medical College, an Illinois corporation, of Chicago, Illinois, (hereinafter referred to as the College) party of the first part, and the Central Free Dispensary of West Chicago, a corporation of Chicago, Illinois, (hereinafter referred to as the Dispensary) party of the second part.

WITNESSETH:

Whereas, the College has received under the will of the late John Phillips of Chicago certain funds to be used by the said college in establishing and maintaining a free dispensary in and for the city of Chicago; and

Whereas, the Dispensary is now and has been for many years maintaining a free dispensary in the city of Chicago, and has received from the said College, by virtue of a certain agreement dated June 9, 1875, and recorded in Book 583 at page 286 of the Records of Cook County, Illinois, the interest on the said fund received under the will of the late John Phillips, in carrying out the purposes of the said Dispensary and in performing the duty imposed upon the said College under the will of the said John Phillips, deceased; and

Whereas, certain of the rights and obligations of the said College under the said agreement of June 9, 1875, have been assigned to the University of Chicago, and such assignment has been consented to by the said Dispensary, as set forth in a certain memorandum of agreement dated May 27, A. D. 1924; and

Whereas, the said College being the owner of the funds received by it under the will of the late John Phillips, deceased, desires to continue to discharge its obligation under the said will as heretofore through the agency of the said Dispensary and the said Dispensary is willing to continue to receive the income on said fund in connection with its work of maintaining a free dispensary;

Now therefore, in consideration of the mutual undertakings, covenants, and agreements of the parties hereto, it is hereby understood, covenanted, and agreed as follows:

ARTICLE I. The College agrees to pay to the Dispensary from time to time as received and at least in semi-annual installments the income on the funds received by it under the said will.

ARTICLE II. The Dispensary agrees to use said income as paid to it by the College in connection with its work of maintaining a free dispensary in and for the city of Chicago,

ARTICLE III. This agreement cancels all of the undertakings, and agreements between the parties hereto as set forth in the agreement dated June 9, 1875.

ARTICLE IV. This agreement shall continue until July 15, 1970.

In witness whereof the parties hereto have caused these

*Witnessed by*  
*Witnessed by*  
*Witnessed by*

July 15, 1930



MEMORANDUM OF AGREEMENT

R-18-82

- 2 -

presents to be executed by their respective officers thereunto  
duly authorized the day and year first above written.

TRUSTEES OF THE RUSH MEDICAL  
COLLEGE

*ms*  
*LF*  
BY Thomas E. Donnelley (signed)  
Its Vice-President

ATTEST:

*ms*  
*LF*  
J. Spencer Dickerson (signed)  
Its Secretary

(SEAL)

CENTRAL FREE DISPENSARY OF  
WEST CHICAGO

*ms*  
*LF*  
BY George E. Shambaugh (signed)  
President

ATTEST:

*ms*  
*LF*  
James H. Harper (signed)  
Its Secretary

(SEAL)

*compared by*  
*Margaret Silvers*  
*Lydia Furney*

*July 22, 1930*



TRUSTEES OF THE RUSH MEDICAL  
COLLEGE

BY Thomas E. Donnelly (signed)  
Vice-President

ATTEST:

J. Spencer Dickerson (signed)  
Secretary

(SEAL)

CENTRAL FREE DISPENSARY OF  
WEST CHICAGO

BY George E. Shambaugh (signed)  
President

ATTEST:

James H. Harper (signed)  
Secretary

(SEAL)

In witness whereof the parties hereto have caused these

July 2, 1930







Nov. 5, '24

The Secretary to the President,  
Dear Sir,

Dr. W. A. Newman Dorland has been asked to write an article for the 'International Clinics' on the present medical situation in Chicago. He came to me to find out something about our plans and prospects respecting the Medical School and Hospital. Since it is important that this statement be as authoritative as possible I feel that it should be prepared by you. While he will not have space for many words it seems to me worth while to give him a sufficiently complete statement to enable him to understand the situation and let him abstract it.

In speaking to clinical folks both in and out of Rush I have been surprised to find that none of them understood our real aim, viz., to train investigators and teachers in clinical medicine. Their criticisms of the proposed plans are all based on the assumption that we are to continue to be a high grade trade school organized for the production of practitioners. It seems to me that this is an opportunity ~~to~~ to place before a large clinical audience the distinction between these two ambitions.

Yours truly,

Ernest M. Bartelmez

address to Med Assn — sent

transcribe 1940 — 21-4 — ?

look up convocation statements — sent



Nov. 5, '24

The Secretary to the President,

Dear Sir,

Dr. W. A. Norman Dorrland has been asked to write an article for the 'International Clinics' on the present medical situation in Chicago. He came to me to find out something about our plans and prospects respecting the Medical School and Hospital. Since it is important that this statement be as authoritative as possible I feel that it should be prepared by you. While he will not have space for many words it seems to me worth while to give him a sufficiently complete statement to enable him to understand the situation and let him abstract it. In speaking to clinical folks both in and out of Rush I have been surprised to find that none of them understood our real aim, viz., to train investigators and teachers in clinical medicine. Their criticisms of the proposed plans are all based on the assumption that we are to continue to be a high grade trade school organized for the production of practitioners. It seems to me that this is an opportunity to place before a large clinical audience the distinction between these two ambitions.

Yours truly,

Wm. W. Dorrland

Robert F. Dorrland  
November 1924  
Copy of statement



ms. 47  
should be  
MEMORANDUM OF AGREEMENT, made this 27th day of May A.D. 1924, between THE UNIVERSITY OF CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the University), party of the first part, and the CENTRAL FREE DISPENSARY OF WEST CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the Dispensary), party of the second part.

WITNESSETH: The University shall provide rooms for the use of the Dispensary in the building known as Senn Hall, now in the building to be erected at the northeast corner of Harrison and Wood Streets, Chicago, and to be known as the Rawson Clinical Laboratory.

WHEREAS, the agreement of June 9, 1875, recorded in Book 583, at page 266 of the records of Cook County, Illinois, between the Trustees of the Rush Medical College and the Dispensary, has been assigned to the University by virtue of a certain agreement dated the seventh day of May, A.D. 1924, between the Trustees of the Rush Medical College and the University, said assignment having been made subject to the consent of the Dispensary; and

WHEREAS, it is the desire of both of the parties hereto that the said Dispensary should consent to the said assignment of the said agreement of June 9, 1875; and, further, that the terms and conditions as set forth in said agreement should be modified as hereinafter provided for;

NOW THEREFORE, in consideration of the mutual covenants, undertakings and agreements of the parties hereto, it is hereby mutually covenanted, understood and agreed between the parties hereto as follows:

1. The Dispensary hereby consents to the assignment by the Trustees of the Rush Medical College to the University of the said agreement of June 9, 1875.
2. The Dispensary agrees to execute, acknowledge and deliver to the University a release of a certain mortgage dated July 15, 1875 and recorded July 19, 1875 in book 522 of the records of Cook County, Illinois, at page 160 as document number 39930, which said mortgage was given to secure the loan of Eleven Thousand (\$11,000) Dollars, referred to in the said agreement of June 9, 1875; and the said University agrees to execute and deliver to the Dispensary a satisfactory evidence of the University's obligation to the effect that the said University owes the principal sum of Eleven Thousand (\$11,000) Dollars to the said Dispensary, and shall continue to owe said sum for the period expiring July 15, 1970, at which date the said sum shall be payable by the University to the Dispensary, and that the said University is to pay interest thereon at six (6%) per cent per annum, payable semi-annually on the fifteenth day of each July and January, in each year of the said term.

3. It is further mutually understood, covenanted and agreed that all of the terms, covenants and agreements between the parties as set forth in the said agreement of June 9, 1875 are now modified so that hereafter the said agreement of June 9, 1875 shall be and is to read as follows, and not otherwise, viz:

a. The University agrees to pay to the Dispensary the sum of Eleven Thousand (\$11,000) Dollars on July 15, 1970, together with interest at six (6%) per cent per annum, payable semi-annually, as hereinbefore set forth. It is further agreed that

1. The University is not and shall not be in any way bound under the said agreement of June 9, 1875 except as modified here

compared by  
Margaret Silvers  
Lydia F. Serney

July 22, 1930



MEMORANDUM OF AGREEMENT, made this 27th day of May, A.D. 1924, between THE UNIVERSITY OF CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the University), party of the first part, and the CENTRAL FREE DISPENSARY OF WEST CHICAGO, a corporation organized and existing under and by virtue of the laws of the State of Illinois, (hereinafter called the Dispensary), party of the second part,

WITNESSETH:

WHEREAS, the agreement of June 9, 1875, recorded in Book 583, at page 266 of the records of Cook County, Illinois, between the Trustees of the Rush Medical College and the Dispensary, has been assigned to the University by virtue of a certain agreement dated the seventh day of May, A.D. 1924, between the Trustees of the Rush Medical College and the University, said assignment having been made subject to the consent of the Dispensary; and

WHEREAS, it is the desire of both of the parties hereto that the said Dispensary should consent to the said assignment of the said agreement of June 9, 1875; and, further, that the terms and conditions as set forth in said agreement should be modified as hereinafter provided for;

NOW THEREFORE, in consideration of the mutual covenants, undertakings and agreements of the parties hereto, it is hereby mutually covenanted, understood and agreed between the parties hereto as follows:

1. The Dispensary hereby consents to the assignment by the Trustees of the Rush Medical College to the University of the said agreement of June 9, 1875.

2. The Dispensary agrees to execute, acknowledge and deliver to the University a release of a certain mortgage dated July 15, 1875 and recorded July 19, 1875 in Book 582 of the records of Cook County, Illinois, at page 160 as document number 32920, which said mortgage was given to secure the loan of Eleven Thousand (\$11,000) Dollars, referred to in the said agreement of June 9, 1875; and the said University agrees to execute and deliver to the Dispensary a satisfactory evidence of the University's obligation to the effect that the said University owes the principal sum of Eleven Thousand (\$11,000) Dollars to the said Dispensary, and shall continue to owe said sum for the period expiring July 15, 1970, at which date the said sum shall be payable by the University to the Dispensary, and that the said University is to pay interest thereon at six (6%) per cent per annum, payable semi-annually on the fifteenth day of each July and January, in each year of the said term.

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a. The University agrees to pay to the Dispensary the sum of Eleven Thousand (\$11,000) Dollars on July 15, 1970, together with interest at six (6%) per cent per annum, payable semi-annually, as hereinafter set forth. It is further agreed that

Witnessed by  
My hand & seal  
this 22nd day of July, 1924



should at any time one full year pass and the University fail to pay the interest on the said loan, the loan shall, if the said Dispensary so elects, be terminated and the full amount of principal and interest shall then become due and payable. This obligation is evidenced by a separate instrument executed by the University of even date herewith.

b. The University shall provide rooms for the use of the Dispensary in the building known as Senn Hall, now erected and in the building to be erected at the northeast corner of Harrison and Wood Streets, Chicago, and to be known as the Rawson Clinical Laboratory, said rooms to have floor space of at least five thousand (5,000) square feet, and to be partitioned and arranged as the Dispensary may direct; and the University does hereby lease the said rooms to the said Dispensary for the term ending July fifteenth (15th) One Thousand Nine Hundred and Seventy (1970). The University agrees to provide heat and light for the said premises and to maintain the permanent structure of the said premises in good condition and repair.

c. The Dispensary agrees to pay the University, at its office in Chicago, as an annual rental for the said premises the sum of Twenty-four (\$24) Dollars per annum, on the fifteenth day of July of each year during the term of this agreement.

d. The Dispensary agrees to maintain in the said rooms a free dispensary under such rules and regulations as the University may approve.

e. The University approves of the By-Laws and rules of the Dispensary now in force. But, there shall, during the continuance of this agreement, be no change in said By-Laws that will lessen the amount and character of the dispensary work done, without the consent of the said University, any other change being permitted without such consent. No person shall at any time be appointed Medical Superintendent of said Dispensary work without the consent of said University to such appointment.

f. The Dispensary shall see that so far as is practicable during the sessions of the University the cases coming to the said Dispensary shall be used by the attending physicians for clinical purposes, and that they, the said physicians, shall give the clinics faithfully and in the interest of sound medical education. The students of the said University shall be admitted to said clinics at all proper times under such rules and regulations as the said Dispensary now prescribes, but the said students shall not, during the continuance of this agreement, be charged any fee for the same without the consent of the said University.

g. The clinical professors of the University shall be allowed to use any of the clinical material of the said dispensary for clinical purposes in the buildings of the University hereinabove referred to, provided this shall always be done with the approval of the Medical Superintendent of the Dispensary and with the consent of the attending physicians in whose departments such materials shall fall.

h. This agreement is not intended to deprive the Dispensary of any right that it now has to establish other dispensary stations in West Chicago than their chief dispensary.

i. The University is not and shall not be in any way obligated under the said agreement of June 9, 1875 except as the same is hereby modified nor except as herein expressly stated.

Compared by  
Margaret Silvers  
Hydia Furney

July 22, 1930



should at any time one full year pass and the University fail to pay the interest on the said loan, the loan shall, if the said Dispensary so elects, be terminated and the full amount of principal and interest shall then become due and payable. This obligation is evidenced by a separate instrument executed by the University of even date herewith.

b. The University shall provide rooms for the use of the Dispensary in the building known as Stern Hall, now erected and in the building to be erected at the northeast corner of Harrison and Wood Streets, Chicago, and to be known as the Rawson Clinical Laboratory, said rooms to have floor space of at least five thousand (5,000) square feet, and to be partitioned and arranged as the Dispensary may direct; and the University does hereby lease the said rooms to the said Dispensary for the term ending July fifteenth (15th) One Thousand Nine Hundred and Seventy (1970). The University agrees to provide heat and light for the said premises and to maintain the permanent structure of the said premises in good condition and repair.

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g. The clinical professors of the University shall be allowed to use any of the clinical material of the said dispensary for clinical purposes in the buildings of the University heretofore referred to, provided this shall always be done with the approval of the Medical Superintendent of the Dispensary and with the consent of the attending physicians in whose department such material shall fall.

h. This agreement is not intended to deprive the Dispensary of any right that it now has to establish other dispensary stations in West Chicago than their chief dispensary.

i. The University is not and shall not be in any way obligated under the said agreement of June 9, 1875 except as the same is hereby modified nor except as herein expressly stated.

*Witness my hand and the seal of the University of Chicago, this 1st day of July, 1950.*  
*Witness my hand and the seal of the University of Chicago, this 1st day of July, 1950.*



each date received.  
executed by a duly authorized officer of the University of  
Chicago and the same shall become the property of the University of  
Chicago and shall be retained by the University of Chicago until  
the interest on the said loan is paid in full. If the said  
property is not paid in full by the said date the University of Chicago

- 3 -

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

THE UNIVERSITY OF CHICAGO

*ms*  
*47*  
By Harold H. Swift (signed)  
President of its Board of Trustees

ATTEST:

*ms*  
*47*  
J. Spencer Dickerson (signed)  
Secretary

(SEAL)

CENTRAL FREE DISPENSARY OF WEST CHICAGO

*ms*  
*47*  
By George E. Shambaugh (signed)  
President

ATTEST:

*ms*  
*47*  
James H. Harper (signed)  
Secretary

(SEAL)

Compared by  
Margaret Silvers  
by dia Turner

July 22nd, 1930



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

THE UNIVERSITY OF CHICAGO

By Harold H. Swift (signed)  
President of its Board of Trustees

ATTEST:

J. Spencer Dickerson (signed)  
Secretary

CENTRAL FREE DISPENSARY OF WEST CHICAGO

By George E. Shambaugh (signed)  
President

(SEAL)

ATTEST:

James H. Harber (signed)  
Secretary

(SEAL)

July 20, 1930



