

*Rush Medical*

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COMPTROLLER'S REPORT

OF

RUSH MEDICAL COLLEGE

1901 - 1902.



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9/11/1901

COMPTROLLER'S REPORT

OF  
RUSH MEDICAL COLLEGE

1901 - 1902.



COMPTROLLER'S REPORT

OF

RUSH MEDICAL COLLEGE

FROM

JULY 1st, 1901 TO JUNE 30th, 1902.

RECAPITULATION.

RECEIPTS.

	<u>Estimate.</u>	<u>Actual.</u>	<u>Variation.</u>
Income & Rents, . . . . .	\$ 3017.68	\$ 2431.01	\$ 586.67
Tuition & Fees, . . . . .	61381.32	60671.18	710.14
Sundries, Library Receipts, etc., 200.		373.83	173.83
Nicholas Senn Hall Bldg Fund)			
Investment & Int., )		1407.64	1407.64
	<u>64599.00</u>	<u>64883.66</u>	<u>284.66</u>

EXPENDITURES.

I Administration, . . . . .	24010.00	18158.59	5851.41
II Library, . . . . .	1963.83	2317.38	353.55
III Building & Grounds, . . .	12662.95	9911.42	2751.53
IV Departmental Expense, . .	33947.00	28687.10	7259.90
	<u>74583.78</u>	<u>59074.49</u>	<u>15509.29</u>



# AGENTS & LIABILITIES

## COMPTROLLER'S REPORT

### RUSH MEDICAL COLLEGE

#### FROM

JULY 1st, 1901 TO JUNE 30th, 1902.

#### RECAPITULATION.

#### RECEIPTS.

Estimate. Actual. Variation.

Income & Rents,	5017.28	2431.01	\$ 2586.27
Tuition & Fees,	61361.32	60671.18	151 710.14
Gratuities, Library Receipts, etc.,	500.	273.25	173.25
Nicholas Senn Hall Fund			
Investment & Int.,		1407.64	1407.64
	64529.00	64883.66	354.66

#### EXPENDITURES.

I Administration,	24010.00	18158.29	5851.41
II Library,	1962.83	2317.28	354.45
III Building & Grounds,	12262.95	9911.42	2351.53
IV Departmental Expense,	32947.00	28687.10	4259.90
	74582.78	59074.49	15508.29



BALANCE SHEET  
ASSETS & LIABILITIES

\$	1	Franchise & Property, . . . . .	\$355936.68
265706.02	2	Real Estate & Buildings, . . . . .	
8045.42	3	Furniture & Fixtures, . . . . .	
23647.95	4	Equipment & Apparatus, . . . . .	
14839.18	5	Books, . . . . .	
	8	John Phillips' End. \$,	7743.81
7743.81	9	" " Inv. "	
	10	Freer Prize End. \$,	3250.00
3250.00	11	" " Inv. "	
	12	Mortgage \$,	11000.00
200.00	13	Investment \$,	
15473.60	14	Building Fund Inv. \$,	
	15	" " Donation \$,	333.33
151.87	18	Caps & Gowns, . . . . .	
	21	Profit & Loss, . . . . .	4884.32
	24	Budget \$, 1902-1903, . . . . .	9238.01
40000.00	28	Certificate of Deposit, . . . . .	
	31	Freer Prize, . . . . .	25.00
12956.02	33	Nicholas Senn Hall, . . . . .	
2617.36	34	Nicholas Senn Hall Inv. \$,	
	36	John Phillips' Int. \$,	191.50
	38	" " Fund Income, . . . . .	377.00
	38	Freer Prize Fund Income, . . . . .	68.00
		Cash \$, (overdraft), . . . . .	1592.53
<u>394637.23</u>			<u>394637.23</u>



# BALANCE SHEET

## ASSETS & LIABILITIES

3555938.68	Franchise & Property	1	265706.02
3555.00	Real Estate & Buildings	2	8045.48
11000.00	Furniture & Fixtures	3	23847.03
7743.81	Equipment & Apparatus	4	14839.18
3250.00	Books	5	17743.81
11000.00	John Phillips, Inc.	6	3250.00
3250.00	" " Inv.	7	300.00
11000.00	Freer Prize Fund	8	15473.60
3250.00	" " Inv.	9	181.87
4884.32	Mortgage	10	40000.00
923.01	Investment	11	12956.03
325.33	Building Fund Inv.	12	2617.36
4884.32	" " Donation	13	
923.01	Cash & Goods	14	
325.00	Profit & Loss	15	
191.50	Budget 1902-1903	16	
377.00	Certificate of Deposit	17	
88.00	Freer Prize	18	
1593.33	Nicholas Senn Hall	19	
394637.23	Nicholas Senn Hall Inv.	20	
	John Phillips, Inc.	21	
	" " Fund Income	22	
	Freer Prize Fund Income	23	
	Cash (overdraft)	24	
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LEDGER BALANCES, JUNE 30th, 1902.

Debit.			Credit.
\$			\$355936.68
265706.02	1	Franchise & Property, . . . . .	
8939.35	2	Real Estate & Buildings, . . . . .	
24420.41	3	Furniture & Fixtures, . . . . .	
14574.13	4	Equipment & Apparatus, . . . . .	
	5	Books, . . . . .	
	8	John Phillips' End. \$, . . . . .	7743.81
7743.81	9	" " Inv. " . . . . .	
	10	Freer Prize End. \$, . . . . .	3250.00
3250.00	11	" " Inv. " . . . . .	
	12	Mortgage \$, . . . . .	11000.00
200.00	13	Investment \$, . . . . .	
15479.60	14	Building Fund Inv. \$, . . . . .	
	15	" " Donation \$, . . . . .	333.33
202.50	18	Caps & Gowns, . . . . .	
	24	Budget \$, 1902-1903, . . . . .	9235.01
40000.00	30	Certificate of Deposit, . . . . .	
	31	Freer Prize Fund, . . . . .	25.00
12956.02	33	Nicholas Searn Hall Build. \$, . . . . .	
2617.35	34	" " " Int. \$, . . . . .	
	36	John Phillips' Int. \$, . . . . .	191.50
	38	" " Fund Income, . . . . .	377.00
	38	Freer Prize Fund Income, . . . . .	68.00
	39	Rents, etc., . . . . .	242.38
	40	Matriculation, . . . . .	895.00
	41	Tuition, . . . . .	59156.23
	42	Breakage & Loss, . . . . .	619.95
	43	Skeleton \$, . . . . .	36.00
	45	Library Receipts, . . . . .	123.33
		Receipts from U. of C. Anat. Material, . . . . .	1524.00
842.75	46	Advertising, . . . . .	
499.92	47	Pres. W. R. Harper's Exp. \$, . . . . .	
55.25	47	Sec. Board of Trustees, . . . . .	
1772.06	49	Announcements, . . . . .	
840.98	49	Postage, . . . . .	
332.00	50	Diplomas, . . . . .	
415.99	51	Printing & Stationery, . . . . .	
2400.00	52	Office Salaries, . . . . .	
531.47	53	Commencement, . . . . .	
425.00	54	Student Service Admin., . . . . .	
3000.00	55	Dean of Students, . . . . .	
700.00	55	Ass't. Dean of Students, . . . . .	
	56	Interest, . . . . .	207.33
660.00	56	" Central Free Disp., . . . . .	
379.00	57	John Phillips' Fund . . . . .	
100.00	58	Prize Fund, . . . . .	
600.00	58	Clinic Nurse, . . . . .	
660.50		Council & Com. Meetings, . . . . .	
1944.26	63	General Expense, . . . . .	
411630.43		Car'd Forward,	450965.35



LEDGER BALANCES, JUNE 30th, 1902.

Credit.

Debit.

\$355336.68

7743.81

3250.00

11000.00

333.33

9235.01

25.00

121.50

271.00

68.00

242.33

893.30

99136.23

212.25

30.00

125.25

1324.00

207.23

450905.25

\$265706.02

8939.35

24420.41

14574.13

7743.81

3250.00

200.00

15479.60

202.50

40000.00

12956.02

2614.28

842.75

409.92

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1772.06

840.98

332.00

415.99

2400.00

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425.00

3000.00

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Franchise & Property, Real Estate & Buildings, Furniture & Fixtures, Equipment & Apparatus, Books, John Phillips' Fund, "Inv.", Treas. Prize Fund, "Inv.", Mortgage, Investment, Building Fund Inv., "Donation", Capn. & Gown, Budget, 1902-1903, Certificate of Deposit, Treas. Prize Fund, Nicholas & Son, Hall, Bldg., "Int.", John Phillips' Int., "Fund Income", Treas. Prize Fund Income, Rents, etc., Matriculation, Titution, Brethren, Lord, Skeleton, Library Receipts, Receipts from U. of C. Anat. Material, Advertising, Pres. W. R. Harper's Ex., Sec. Board of Trustees, Announcements, Postage, Diploma, Printing & Stationery, Office Salaries, Commencement, Student Service Admin., Dean of Students, And. & Dean of Students, Interest, "Central Free Disp.", John Phillips' Fund, Prize Fund, Clinic Nurse, Council & Com. Meetings, General Expense,

Car'd Forward.



LEDGER BALANCES, JUNE 30th, 1902.

Debit.

Credit.

\$			\$
411630.43		Br't Forward, . . . . .	450965.35
625.00	64	Gen'l Exp., (Brophy's Salary), . . . . .	
610.00	65	Library Salaries, . . . . .	
753.16	66	" Books & Periodicals, . . . . .	
229.22	67	" Supplies, etc., . . . . .	
100.00	67	" Student Service, . . . . .	
2763.93	68	Repairs & Disp. Repairs, . . . . .	
808.32	69	Insurance, . . . . .	
1848.13	69	Fuel, . . . . .	
999.87	70	Light, . . . . .	
2018.75	70	Janitors, . . . . .	
1484.00	73	Student Service, . . . . .	
1002.66	76	Anatomy Instruction, . . . . .	
9.25	76	" Student Service, . . . . .	
2019.36	77	" Supplies & Expense, . . . . .	
124.97	78	Physiology Instruction, . . . . .	
17.12	79	" Supplies & Expense, . . . . .	
59.00	79	" Student Service, . . . . .	
3199.98	80	Chemistry Instruction, . . . . .	
232.50	81	" Student Service, . . . . .	
399.96	81	" Fellowship, . . . . .	
9.75	82	" Supplies & Expense, . . . . .	
482.14	84	Therapeutics & Prev. Med., Inst., . . . . .	
30.73	86	" " " Student Serv., . . . . .	
81.02	87	" " " Special Lect., . . . . .	
4554.57	88	Pathology Instruction, . . . . .	
466.64	90	" Fellowship, . . . . .	
600.00	91	" Student Service, . . . . .	
486.61	93	" Supplies & Expense, . . . . .	
515.88	94	" Equipment, . . . . .	
2833.82	96	Medicine Instruction, . . . . .	
77.60	98	" Supplies & Expense, . . . . .	
565.73	99	" Equipment, . . . . .	
185.25	99	" Student Service, . . . . .	
2686.10	101	Surgery Instruction, . . . . .	
314.50	102	" Student Service, . . . . .	
300.00	102	" Presby. Hosp. Exp., . . . . .	
121.40	103	" Supplies & Expense, . . . . .	
119.34	104	" Equipment, . . . . .	
2872.58	106	Obstetrics Instruction, . . . . .	
371.20	107	" Supplies & Expense, . . . . .	
300.84	108	" Equipment, . . . . .	
1200.00	109	" Presby. Hosp. (free beds), . . . . .	
12.00	109	" Student Service, . . . . .	
951.53	110	Chest, Throat, Nose Instruction, . . . . .	
93.86	112	" " " Supplies & Expense, . . . . .	
175.75	113	" " " Equipment, . . . . .	
206.86	114	Eye & Ear Instruction, . . . . .	
14.90	115	" " " Supplies & Expense, . . . . .	
27.64	115	" " " Equipment, . . . . .	
629.78	116	Skin & Venereal Instruction, . . . . .	
134.60	117	" " " Supplies & Expense, . . . . .	
149.84	117	" " " Equipment, . . . . .	
		Cash overdrawn, . . . . .	1592.56
452557.93			452557.93



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Dep't.

[illegible]

455274-03

435257.93

32. 2051



BUDGET RECEIPTS, 1901-1902.

	Estimate.	Actual.	Variation.
John Phillips' Fund Income, . . . . .	\$375.	\$377	\$ 2.
Freer Prize Fund Income, . . . . .	100.	80.	20.
Rent Central Free Dispensary, . . . . .	24.	24.	
Rents, etc., . . . . .	218.68	218.68	
Matriculations, . . . . .	895.	895.	
Tuition, . . . . .	59866.37	59156.23	710.14
Breakage & Loss, . . . . .	619.95	619.95	
Anatomy, S. & E., 11.50			
Physiology, " 9.30			
Chemistry, " 98.30			
Pathology, " 66.25			
Medicine, " 25.00			
Surgery, " 21.25			
Obstetrics, " 105.			
Chest, T. & N. " 68.90			
Eye & Ear, " 11.50			
Repairs & Disp.Rep., 202.95			
Net Library Receipts, . . . . .	200.	123.83	76.17
U. of C. Anatomical Material, . . . . .	2100.	1524.	576.
Interest, . . . . .	200.	207.33	7.33
" N. Senn Hall Bldg. Fund, . . . . .		1407.64	1407.64
Frank Billings' Fellow. in Med., . . . . .		250.	250.
	<u>64599.00</u>	<u>64883.66</u>	<u>284.66</u>



BUDGET RECEIPTS: 1901-1902.

Estimate.	Actual.	Variation.
John Phillips' Fund Income, . . . . .	\$375.	\$375.
Free Prize Fund Income, . . . . .	100.	80.
Rent Central Free Dispensary, . . . . .	24.	24.
Rents, etc., . . . . .	218.68	218.68
Maintenance, . . . . .	895.	895.
Textbook, . . . . .	25866.37	25158.23
Brashear & Lons, . . . . .	619.95	619.95
Anatomy, . . . . .	11.50	
Physiology, . . . . .	9.30	
Chemistry, . . . . .	98.30	
Pathology, . . . . .	66.25	
Medicine, . . . . .	25.00	
Surgery, . . . . .	21.25	
Obstetrics, . . . . .	105.	
Chest, T. & N., . . . . .	68.90	
Eye & Ear, . . . . .	11.50	
Repairs & Disp. Rep., 202.95		
Net Library Receipts, . . . . .	200.	133.63
U. of C. Anatomical Material, . . . . .	2100.	1534.
Interest, . . . . .	200.	207.33
N. Senn Hall Bldg. Fund, . . . . .		1407.64
Frank Billings' Fellow. in Med., . . . . .		250.
<u>64599.00</u>	<u>64883.66</u>	<u>284.66</u>

76.17  
276.  
7.33  
1407.64  
250.



# BUDGET DISBURSEMENTS, 1901-1902.

	Estimate.	Actual.	Variation.
I. <u>Administration Expense, \$20810.</u>	<u>\$16151.78</u>	<u>\$4658.22</u>	
Pres. Harper's Exp. %, . . . .	500.00	499.92	.08
Sec. Board of Trustees, . . . .	75.00	35.25	39.75
Advertising, . . . . .	1000.00	842.75	157.25
Announcements, . . . . .	1350.00	1772.06	77.94
Postage, . . . . .	1000.00	840.98	159.02
Diplomas, . . . . .	350.00	332.00	18.00
College Visitation, . . . . .	200.00		200.00
Printing & Stationery, . . . . .	700.00	415.49	284.01
Office Salaries, . . . . .	2600.00	2400.00	200.00
Commencement, . . . . .	775.00	531.47	243.53
Student Service, . . . . .	500.00	425.00	75.00
Asst. to Dean of Students, . . . .	700.00	700.00	
Dean of Students, . . . . .	5000.00	3000.00	
Pub. Exer. & Enter., . . . . .	200.00		200.00
Interest, . . . . .	3500.00	2617.36	2882.64
Int. Freer Prize Fund, . . . . .	100.00		100.00
" Cent. Free Disp., . . . . .	650.00	660.00	
" John Phillips' Fund, . . . . .	375.00	379.00	4.
Prize Fund, . . . . .	125.00	100.00	25.00
Clinic Nurse, (care of Instr)	600.00	600.00	
3. General Expense. . . . .	<u>3200.</u>	<u>2006.81</u>	<u>1193.19</u>
Council & Com. Meetings, . . . .	200.00	62.55	137.45
Gen. Expense %, . . . . .	3000.00	1944.26	1055.74
II. <u>Library. . . . .</u>	<u>1968.83</u>	<u>2317.38</u>	<u>353.55</u>
Repairs & Furniture, . . . . .	200.00		200.00
Gen. Expense, (Brophy's Sal.)	500.00	625.00	125.
Salary, . . . . .	340.00	610.00	70.
Books, ) . . . . .			
Supplies, ) . . . . .	623.83	932.38	358.55
Periodicals, ) . . . . .			
Net receipts expended for			
books sold, . . . . .			
Student Service, . . . . .	100.00	100.00	
III. <u>Building &amp; Grounds. . . . .</u>	<u>12662.95</u>	<u>9911.42</u>	<u>2751.53</u>
Repairs & Disp. Repairs, 2000.)	2202.95	2763.93	560.98
Col. from P. & L. . . . .	202.95		
Insurance, . . . . .	500.00	808.32	308.32
Fuel, . . . . .	2600.00	1843.15	751.85
Light, . . . . .	1500.00	999.87	500.13
Fur. & Fixtures, . . . . .	500.00	11.60	511.60
Janitors, . . . . .	2760.00	2016.75	741.25
Student Service, . . . . .	2100.	1434.	616.00
Elevator Man & Power, . . . . .	500.00		500.00



BUDGET DISBURSEMENTS, 1901-1902.

Estimate.      Actual.      Variation.

I. Administration Expense, \$20810.      \$18151.78      \$4658.22

Pres. Harper's Exp.	500.00	499.92	.08
Sec. Board of Trustees	75.00	75.22	39.75
Advertising	1000.00	842.75	157.25
Announcements	1350.00	1772.06	77.94
Postage	1000.00	840.98	159.02
Diplomas	350.00	322.00	28.00
College Visitation	200.00		200.00
Printing Stationery	700.00	412.49	287.51
Office Salaries	2500.00	2400.00	100.00
Commencement	775.00	721.47	53.53
Student Service	700.00	422.00	278.00
Asst. to Dean of Students	700.00	700.00	
Dean of Students	2000.00	2000.00	
Pub. Exam. & Inter.	200.00		200.00
Interest	700.00	2017.32	2682.64
Lat. Tree Prize Fund	100.00		100.00
" Cent. Tree Prize	250.00	250.00	
" John Phillips' Fund	275.00	279.00	4.00
Prize Fund	125.00	100.00	25.00
Clinic Nurse, (care of Inst.)	600.00	600.00	

2. General Expense. 3200.      2006.81      1193.19

Council & Com. Meetings	200.00	22.25	177.75
Gen. Expense	3000.00	1944.26	1055.74

II. Library. 1962.22      2217.22      255.00

Repairs & Furniture	200.00		200.00
Gen. Expense (Brophy's Sal.)	500.00	225.00	275.00
Salary	240.00	210.00	30.00
Books			
Supplies	623.22	322.22	301.00
Periodicals			
Net receipts expended for books sold	100.00	100.00	
Student Service	100.00		100.00

III. Building & Grounds. 12662.92      9911.42      2751.50

Repairs & Diag. Repairs, 2000. (202.92)	2202.92	2752.92	550.00
Col. from B. & L.	202.92		202.92
Insurance	500.00	808.22	308.22
Fuel	2500.00	1242.12	1257.88
Light	1200.00	992.87	207.13
W. & Fixtures	500.00	11.60	488.40
Janitors	2760.00	2012.75	747.25
Student Service	2100.	1434.	666.00
Elevator Man & Power	500.00		500.00



BUDGET EXPENDITURES, 1901 - 1902.

	Estimate.	Actual.	Variation.
<u>IV. Departmental Expense.</u>			
1. <u>Anatomy,</u>	<u>\$2761.50</u>	<u>\$3031.27</u>	<u>\$269.77</u>
Instruction, . . . . .	950.	1002.66	52.66
Student Service, . . . .		9.25	9.25
Sup. & Exp. 1800. )			
Col. B. & L., 11.50)	1811.50	2019.36	207.86
2. <u>Physiology, . . . . .</u>	<u>209.30</u>	<u>201.09</u>	<u>8.21</u>
Instruction, . . . . .	150.	124.97	25.03
Student Service, . . . .		59.	59.
Sup. & Exo., 50. )			
Col. B. & L., 9.30)	59.30	17.12	42.18
3. <u>Chemistry, . . . . .</u>	<u>3898.30</u>	<u>3842.19</u>	<u>56.11</u>
Instruction, . . . . .	3200.	3199.98	.02
Fellow, . . . . .	400.	399.96	.04
Student Service, . . . .	200.	232.50	32.50
Sup. & Exp., Col. B. & L.,	98.30	9.75	88.55
4. <u>Therap. &amp; Prev. Med.,</u>	<u>1275.</u>	<u>512.89</u>	<u>762.11</u>
Instruction, . . . . .	1025.	482.14	542.86
Student Service, . . . .	100.	30.75	69.25
Sup. & Exp., . . . . .	100.		100.
Equipment, . . . . .	50.		50.
5. <u>Special Lectures, . .</u>			
<u>Medical Jurisprudence, 250.</u>		<u>81.02</u>	<u>168.98</u>
6. <u>Pathology, . . . . .</u>	<u>6366.25</u>	<u>6623.70</u>	<u>257.45</u>
Instruction, . . . . .	4700.	4554.57	145.43
Fellowship, . . . . .	400.	466.64	66.64
Student Service, . . . .	600.	600.	
Sup. & Exp., 300. )			
Col. B. & L., 66.25)	366.25	486.61	120.36
Equipment, . . . . .	300.	515.88	215.88
7. <u>Medicine, . . . . .</u>	<u>5900.</u>	<u>3712.42</u>	<u>2187.58</u>
Instruction, . . . . .	5075.	2883.82	2191.18
Student Service, . . . .	100.	185.25	85.25
Sup. & Exp., . . . . .	200.	77.60	122.40
Equip. 500. )			
Col. B. & L., 25. )	525.	565.75	40.75
8. <u>Surgery, . . . . .</u>	<u>4571.25</u>	<u>3541.34</u>	<u>1029.91</u>
Instruction, . . . . .	3550.	2686.10	863.90
Student Service, . . . .	200.	314.50	114.50
Sup. & Exp., . . . . .	200.	121.40	78.60
Equip. 300. )			
Col. B. & L., 21.25)	321.25	119.34	201.91
Presby. Hosp. Surg. Exp.,	300.	300.	



BUDGET EXPENDITURES, 1901 - 1902.

Estimate.      Actual.      Variation.

IV. Departmental Expenses.

1. Anatomy	\$2761.50	\$3031.27	\$269.77
Instruction, . . . . .	950.	1008.66	58.66
Student Service, . . . . .		9.25	9.25
Sup. & Exp. 1800. )			
Col. B. & L. 11.50 )	1811.50	2019.28	207.86
2. Physiology	209.30	201.09	8.21
Instruction, . . . . .	150.	124.97	25.03
Student Service, . . . . .		29.	29.
Sup. & Exp. 50. )			
Col. B. & L. 9.30 )	59.30	14.13	45.18
3. Chemistry	3898.30	3842.19	56.11
Instruction, . . . . .	2300.	2199.96	100.04
Fellow, . . . . .	400.	399.96	0.04
Student Service, . . . . .	300.	332.20	32.20
Sup. & Exp. Col. B. & L. )	98.30	9.75	88.55
4. Therap. & Prev. Med.	1275.	512.89	762.11
Instruction, . . . . .	1025.	482.14	542.86
Student Service, . . . . .	100.	30.75	69.25
Sup. & Exp. . . . .	100.		100.
Equipment, . . . . .	50.		50.
5. Special Lectures	250.	81.02	168.98
Medical Jurisprudence			
6. Pathology	6366.25	6623.70	257.45
Instruction, . . . . .	4700.	4524.57	175.43
Fellowship, . . . . .	400.	466.64	66.64
Student Service, . . . . .	600.	600.	
Sup. & Exp. 300. )			
Col. B. & L. 66.25 )	366.25	486.61	120.36
Equipment, . . . . .	300.	512.88	212.88
7. Medicine	5900.	3712.42	2187.58
Instruction, . . . . .	5075.	3683.82	1391.18
Student Service, . . . . .	100.	185.25	85.25
Sup. & Exp. . . . .	200.	77.60	122.40
Equip. 500. )			
Col. B. & L. 25. )	225.	552.75	40.75
8. Surgery	4571.25	3541.24	1030.01
Instruction, . . . . .	2550.	2686.10	663.90
Student Service, . . . . .	200.	214.50	114.50
Sup. & Exp. . . . .	200.	121.40	78.60
Equip. 300. )			
Col. B. & L. 21.25 )	221.25	119.24	201.91
Presby. Hosp. Surg. Exp.	300.	300.	



# BUDGET EXPENDITURES, 1901-1902.

	Estimate.	Actual.	Variation.
9. <u>Obstetrics &amp; Gynecology,</u>	<u>4635.</u>	<u>4756.62</u>	<u>121.62</u>
Instruction, . . . . .	2630.	2372.58	242.58
Student Service, . . . . .		12.	12.
Supplies & Expense, . . . . .	500.	371.20	128.80
Equipment, 200.)			
Col. B. & L., 103.-	303.	300.34	4.16
Fresby. Hosp. Free Beds, . .	1200.	1200.	
10. <u>Chest, Throat &amp; Nose,</u>	<u>2918.90</u>	<u>1220.94</u>	<u>1697.96</u>
Instruction, . . . . .	2375.	951.53	1623.67
Supplies & Expense, . . . . .	123.	93.86	31.14
Equipment, 150.)			
Col. B. & L., 68.90)	218.90	173.75	43.15
11. <u>Eye &amp; Ear,</u>	<u>961.50</u>	<u>249.40</u>	<u>712.10</u>
Instruction, . . . . .	350.	206.36	643.14
Supplies & Expense, . . . . .	25.00	14.90	10.10
Equipment, 75.)			
Col. B. & L., 11.50)	86.50	27.64	58.86
12. <u>Skin &amp; Venereal,</u>	<u>2200.</u>	<u>914.22</u>	<u>1285.78</u>
Instruction, . . . . .	1915.	629.78	1285.22
Supplies & Expense, . . . . .	135.	154.60	.40
Equipment, . . . . .	150.	149.84	.16



# BUDGET EXPENDITURES, 1901-1902.

	Actual.	Estimate.	Variation.
9. <u>Obstetrics &amp; Gynecology.</u>			
Instruction, . . . . .	4736.62	4635.	101.62
Student Service, . . . . .	2872.28	2830.	42.28
Supplies & Expense, . . . . .	12.	500.	12.12
Equipment, . . . . .	271.20	200.	130.80
Col. B. & L., . . . . .	300.34	302.	4.14
Freshy. Hosp. Free Beds, . . . . .	1200.	1200.	
10. <u>Chast, Throat &amp; Nose.</u>	1220.34	2318.30	1097.96
Instruction, . . . . .	951.22	2375.	1623.67
Supplies & Expense, . . . . .	92.83	125.	31.14
Equipment, . . . . .	176.43	218.30	43.12
Col. B. & L., . . . . .	249.40	961.50	712.10
11. <u>Eye &amp; Ear.</u>			
Instruction, . . . . .	206.36	220.	643.14
Supplies & Expense, . . . . .	14.90	22.00	10.10
Equipment, . . . . .	27.64	86.50	58.86
Col. B. & L., . . . . .	914.22	2200.	1302.78
12. <u>Skin &amp; Venereal.</u>			
Instruction, . . . . .	229.78	1912.	1382.22
Supplies & Expense, . . . . .	124.60	125.	40.
Equipment, . . . . .	123.84	120.	15.



TREASURER'S REPORT.

STATEMENT OF RECEIPTS & EXPENDITURES

FROM

JULY 1st, 1901 to JUNE 30th, 1902.

RECEIPTS.

Cash on hand, . . . . .	\$3537.51
Building Fund Investment, . . . . .	5253.73
Frank Billings' Fel. in Med., . . . . .	250.
	166.66
	83.34
Certificates of Deposit, . . . . .	80000.
Nicholas Senn Hall, . . . . .	27000.
Interest Nicholas Senn Hall, . . . . .	1407.64
" Certificates, . . . . .	207.33
John Phillips' Fund Income, . . . . .	377.
Freer Prize Fund Income, . . . . .	33.
Rents, etc., . . . . .	242.68
Matriculation, . . . . .	895.
Tuition, . . . . .	59156.23
B. & L., . . . . .	619.95
Skeletons, . . . . .	33.
Library, Net Receipts, . . . . .	123.83
Anatomical Material for U. of C., . . . . .	1524.
Budget, 1902-1903, . . . . .	9235.01
Cash, (overdrawn), . . . . .	1592.58

191359.83

EXPENDITURES.

Frank Billings' Fellowship in Med., . . . . .	499.92
Nicholas Senn Hall, . . . . .	89496.24
Nicholas Senn Hall Int. %, . . . . .	2266.10
Certificates of Deposit, . . . . .	40000.
Administration Expense, . . . . .	18156.59
Library, . . . . .	2517.58
Building & Grounds, . . . . .	9911.42
Departmental Expense, . . . . .	28687.10
Budget %, 1901-1902, . . . . .	25.08

191359.83



THE FOLLOWING IS A LIST OF RECEIPTS IN THE  
TREASURER'S REPORT.

STATEMENT OF RECEIPTS & EXPENDITURES

FROM

JULY 1st, 1901 to JUNE 30th, 1902.

RECEIPTS		EXPENDITURES	
Cash on hand, July 1st, 1901.	3253.73	Departmental Expense, 1901-1902.	23.08
Building Fund Investment, July 1st, 1901.	250.00	Building & Grounds.	28837.10
Frank Billings, Tel. in Med.	100.00	Library.	9911.42
Certificates of Deposit.	80000.00	Administration Expense.	2517.26
Nicholas Senn Hall.	27000.00	Certificates of Deposit.	18152.50
Interest Nicholas Senn Hall.	1407.64	Library.	40000.00
" Certificates.	207.23	Nicholas Senn Hall.	2300.10
John Phillips, Fund Income.	377.00	Frank Billings, Fellowship in Med.	89498.24
Free Prize Fund Income.	88.00		499.92
Rents, etc.	242.68		
Maintenance.	395.00		
Tuition.	29158.23		
S. & L.	619.95		
Skeletons.	33.00		
Library, Net Receipts.	123.03		
Anatomical Material for U. of C.	123.03		
Budget, 1902-1903.	123.01		
Cash, (overdraw).	1532.38		
	191359.83		



THE FOLLOWING IS A LIST OF SECURITIES IN THE  
CENTRAL SAFETY DEPOSIT VAULTS.

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Nicholas Senn Hall  
Building Fund.

Chicago Improvement "Special Assessment" Bonds		
6% due Dec. 31st, 1902.		
Nos. 3064, 3065, 3066,	(3) \$1000.	\$3000.00
6% due Dec. 31st, 1901,		
Nos. 3150, 3151,	(2) 1000.	2000.00
Atchison, Topeka & Santa Fe Railway Co. Bonds,		
4% April 1st, Oct. 1st,		
Nos. 02910, 05018, 06044, 06127, 41742,	(5) 1000.	5000.00
Denver & Rio Grande Railway Co. Bonds		
4% Jan. July 1st,		
Nos. 14457, 14458, 14459, 14460, 14461,	(5) 1000.	5000.00
Certificate of Deposit Corn Exchange Nat'l Bank,		20000.00

John Phillips' Fund.

Chicago Auditorium Association Bonds.		
5% Feb. Aug. 1st,		
Nos. 126, 134, 135,	(3) 1000.	3000.00
" 916, 917, 918, 919, 920, 941,		
942, 943, 944,	(9) 500.	4500.00
Chicago Board of Trade,		
4% June Dec. 1st, No.	(1) 100.	100.00

Freer Prize Fund.

Certificate of Deposit,		1000.00
Atchison, Topeka & Santa Fe Railway Co. Bond,		
4% April Oct. 1st, no. 36135,	(1) 1000.	1000.00
Denver & Rio Grande Railway Co. Bond		
4% Jan. July 1st, No. 1173,	(1) 1000.	1000.00
Savings Account Northern Trust Company,		
July 6th, 1900,		242.00
Chicago College Dental Surgery		
2 shares stock, face value,		200.00

These shares are estimated to be worth from \$2250. to 3500. each.



These shares are estimated to be worth from \$2250. to 2500. each.

Chicago College Dental Surgery  
2 shares stock, face value,

200.00

Savings Account Northern Trust Company,  
July 6th, 1900,

242.00

Denver & Rio Grande Railway Co. Bond  
4 1/2 Jan. July 1st, No. 1173,

1000.00

(1) 1000.

Atchafalpa, Topeka & Santa Fe Railway Co. Bond  
4 1/2 April Oct. 1st, No. 36135,

1000.00

(1) 1000.

Certificate of Deposit,

1000.00

Tracy Prize Fund.

Chicago Board of Trade,  
4 1/2 June Dec. 1st, No.

100.00

(1) 100.

Chicago Auditorium Association Bonds.  
5 1/2 Feb. Aug. 1st,  
Nos. 126, 134, 135,  
" 216, 217, 218, 219, 220, 241,  
242, 243, 244,

3000.00

(3) 1000.

4500.00

(9) 500.

John Phillips Fund.

Certificate of Deposit Corn Exchange Nat'l Bank,

20000.00

(5) 1000.

5000.00

Denver & Rio Grande Railway Co. Bonds  
4 1/2 Jan. July 1st,

(5) 1000.

5000.00

Atchafalpa, Topeka & Santa Fe Railway Co. Bonds  
4 1/2 April 1st Oct. 1st,  
Nos. 02310, 02018, 02044, 06127, 41742, (5)

(5) 1000.

5000.00

Chicago Improvement "Special Assessment" Bonds  
6 1/2 due Dec. 31st, 1902.  
Nos. 3064, 3065, 3066,  
6 1/2 due Dec. 31st, 1901,  
Nos. 3150, 3151,

(3) 1000.

\$3000.00

(2) 1000.

2000.00

Nicholas Stern Hall  
Building Fund.

CENTRAL SAFETY DEPOSIT VAULTS.

THE FOLLOWING IS A LIST OF SECURITIES IN THE

\*\*\* o o o \*\*\*



J. H. BEERS & C  
Publishers  
507 Lakeside  
214 Clark

Aug. 8th, 1902.

*Affiliation*

Mr. F. M. Sperry,  
214 Clark St., Chicago.

My dear Sir:-

In reply to your letter of August 4th, the following statement would, I think, cover the facts in the case:-

Even before the organization of the University of Chicago, Dr. Ingals proposed affiliation between the University and Rush Medical College. At various times he urged the ~~importance of this step~~ importance of this step. After several years, in large part because of the skill which he showed in overcoming difficulties both on the part of the Rush Medical Trustees and those of the University, affiliation was effected. It is unquestionably that the result came at last in the largest possible measure because of Dr. Ingals diplomatic labors.

Yours very truly,



Aug. 8th, 1902.

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Yours very truly,

O.  
Building,  
& Street

Dr. William R.  
Pre

Dear Sir:



W. B. BAKER & CO.  
Building,  
214 Cass Street,

Chicago, August 4, 1902.

Dr. William R. Harper,

President Chicago University.

(R)

Dear Sir:

I am preparing a biographical sketch of Dr. E. Fletcher Ingals, who is accredited with having accomplished the affiliation of Rush Medical College with the University of Chicago. May I ask you to write me, giving the facts concerning same, and your estimate of Dr. Ingals' work? The same would greatly oblige,

Yours very truly,

*F. M. Sperry.*



J. H. BEERS & CO.  
Publishers,  
507 Lakeside Building,  
314 Clark Street

Chicago, August 4, 1902.

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Yours very truly,

C. M. Sherrill



26 Broadway,  
New York.

Sept. 26, 1902.

Mr. Martin A. Ryerson,

President Board of Trustees, University of Chicago, I

204 Dearborn St., Chicago, Ill.

Dear Mr. Ryerson:

With respect to the proposed union between Rush Medical College and the University of Chicago, about which we have had conference with yourself, Dr. Harper, and Mr. Smith, the following are our views:

1. We understand that the aims and ideals of the Rush Medical faculty for medical education in connection with Rush Medical College are substantially those outlined by Dr. Frank Billings in conversation, and in the address of Professor Lewellys F. Barker on Medicine and the Universities, before the Alumni of Johns Hopkins University.

2. We understand that were the university to establish <sup>de novo</sup> a medical school at the present time, its president and trustees feel that they could not do better than to make the present faculty of Rush Medical College the basis of the faculty of the proposed college.

3. We understand, further, that no funds will be requested from the founder of the university on account of this union, or as a result of it, for at least five years.

So understanding, we approve the proposed union, provided the



28 Broadway  
New York

Sept. 26, 1902.

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on Medicine and the Universities, before the Alumni of Johns Hop-  
kins University.

2. We understand that were the university to establish a med-  
ical school at the present time, its president and trustees feel  
that they could not do better than to make the present faculty of  
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So understanding, we approve the proposed union, provided the



M.A.R., 2.

name of Rush Medical College be changed to The Medical School of the University of Chicago, or to some equally suitable or acceptable name, with the privilege of retaining the name of Rush Medical College in a subordinate position for a period of years to show the continuity of life; and provided, further, that the proposed union can be legally effected in such a way as, in the judgment of the trustees of the university, will not be inconvenient to the university in its actual administration.

Yours very truly,

*John D. Rockefeller, Jr.*  
*L. T. Gates*



M.A.R., S.

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Yours very truly,

*John C. Graham*  
*J. C. Graham*

*Rush Medical  
College  
Conference Room  
March 11 of 9*



Pres. Harper draws up  
report to Trustees con-  
cerning proposed union  
of Rush Med. College and  
the University.

1903



**GREAT NORTH**

JACKSON BLVD., DEARB

**CHIC**



*Rush Medical*

Dr. Genrotin,  
353 LA SALLE AVENUE.  
CHICAGO.

*Rush Medical*

July 10, 1903.

To the TRUSTEES OF CHICAGO UNIVERSITY,  
UNIVERSITY OF CHICAGO:

After full and repeated discussions of the subject of consolidation with the University, we, the undersigned, have come to the following conclusion:

"Realizing the possibilities of benefit to accrue to our profession and to the cause of medical teaching by the great movement about to be instituted by the University of Chicago, having for its object the general advancement of the science of medicine and the elevation of its standard of proficiency, we do hereby solicit the admission of our school, the CHICAGO POLICLINIC, into the University as one of its agencies for the promulgation of medical knowledge, and of such of the members of our faculty as you see fit to employ. That this admission to your ranks for the achievement of the results aimed at may be made with unrestricted facility, we pledge ourselves, upon your acceptance of our offer, to resign our respective positions in the school, which shall thereafter be a part of the University, trusting fully to your sense of justice as to reappointments in the new department. As our share of material contribution to the noble cause which we hope to enhance jointly, we expect to donate to the University all our property both personal and real, free from all debt and encumbrances."

Though this offer, as you see, is unconditional, we consider it absolutely necessary to add such remarks as will indicate the spirit in which it is made and the hopes which we entertain,



Dr. B. B. B. B. B.  
222 LA SALLE AVENUE  
CHICAGO

July 10, 1903.

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#2.

Dr. Henrotin,  
353 LA SALLE AVENUE.  
CHICAGO.

thereby saving both the University and our faculty any excessive future disappointment:

Our institution has been organized and maintained for sixteen years as a Post Graduate school and we look forward to its continuance under the University administration as a school in the main dedicated to the development of this form of medical instruction.

As we have always been located in the North Division of the City, it would be a bitter disappointment to the great majority of the members of our faculty if the institution were removed to another section of the City.

For many years we have been planning the erection of a modern hospital in which to develop our idea of model, advanced clinical teaching, and it is not too much to say that we confidently expect your Board, to the extent it consistently can, to assist the new faculty in the consummation of the cherished desires of the men who have struggled so hard with that object in view.

As regards the personnel of the faculty which is destined hereafter to instruct in this department of the University, we place our respective positions confidently in your keeping, feeling certain of your motives and guided by the expressions of the medical gentlemen who have conferred with our trustees on the subject. We recognize your inability to give us direct pledges, and the impropriety of our endeavoring in any sense to dictate, but we also have perfect knowledge of the broad policy which has always actuated the Chicago University in such matters, have witnessed the



CHICAGO  
355 LA SALLE AVENUE  
Dr. Bennett

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353 LA SALLE AVENUE.  
CHICAGO.

admirable liberality with which the affiliation with Rush Medical College has been conducted, and because of all this we feel confident that all such members of our present Body as are efficient will be neither replaced nor displaced, but allowed to continue with renewed ardor, in the school of their choice, their work for the evolution of modern medicine.

Conscious of the great work you are promoting in our profession and desiring to assist, we remain

Yours very truly,



Dr. Denton  
323 LA SALLE AVENUE  
CHICAGO

Letter of Appreciation

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Dr. Henrotin.  
353 LA SALLE AVENUE.  
CHICAGO.

DR. HARPER,

Pres. CHICAGO UNIVERSITY,

Chicago, Illinois.

Dear sir:

In order that you may understand our position regarding the Policlinic we, as Trustees of the same, desire to indicate to you our ideas concerning the institution in case it becomes a part of the University and we remain in a position to assist in the development of its future.

A careful analysis of the elements involved in successful Post Graduate medical teaching, when considered as applied to the present condition of our profession, and viewed in the light of practical facts gleaned from our sixteen years experience in that field, leads us to certain conclusions, which we are glad to lay before you, both because we believe you and your medical advisers are deeply interested in the subject and because it would indicate to you the lines upon which we would endeavor to progress if our advice was followed in shaping out the policy of such an institution as ours.

We state our views very frankly, and detail them in full, that our attitude regarding amalgamation with the University may not be misunderstood.

First of all we (the Trustees) desire it to be known that if we enter into the University, we do so with perfect and complete subordination to the ends to be attained, without a consideration of personality, simply guided by the ambition to witness, and if allowed, to assist in the consummation of the plans for which we



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CHICAGO

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#2  
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CHICAGO.

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Moreover, it may be thoroughly recognized that the object of this whole movement on our part is, not to obtain material gain by endeavoring in any way to retain our autonomy and profit by the transaction, but only that we see in the merger a dignified elevation of our institution toward the ideal we have always had in view; so that the personal disappointment of any one of us is certain to always remain overshadowed by the attainment of the object which has constantly been our aim.

Commercially and selfishly stated, we are giving to the University \$100,000 invested and certain, if properly managed, to bring from six to eight per cent. interest. If we do not enter into future work under University administration, we know where we can borrow \$150,000 more, which we feel equally certain, from past experience, will likewise net us a proportionate revenue. We have a number of influential friends who are pledged to our material welfare and we can, with just reason, look forward to a prosperous hereafter.

This prospective material advancement, however, does not blind us to the advantages to be derived from our admission into the University. While our individuality may to a great extent be submerged, we recognize distinctly the greater dignity which must perforce belong to the greater movement; the efficiency which must



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result from the co-ordination of institutions having a common purpose, and we hail this opportunity with the more pleasure because in it we see the possibility of the solution of many problems which independent institutions must struggle with indefinitely.

This is the spirit which has prompted the Trustees of the Chicago Polyclinic in endeavoring to persuade their fellows to join the University in the new movement toward the establishment and maintenance of a greater modern medical teaching force. If the amalgamation obtains the new power need not fear less cohesion or effectiveness, but rather greater enthusiasm, more perfect work and, because of intelligent and permanent administration, greater results. From the very incipency of our work the immensity of the task implied in Post Graduate teaching has been most evident, so that the necessity for allies is easily apparent. Long ago we plainly saw that no individual and independent school could ever fully comprise the elements necessary to entitle it to the claim of properly presenting true Post Graduate medical instruction and the evolution of modern medicine in the last decade has materially emphasized this view. The more we progressed the more puerile seemed the scope of our work, and we were constantly planning some expansive method which would make our efforts more effective. Two plans were most promising, one the merging of several schools of our type for combined work, the other, joining the medical department of a University. We are pleased to state frankly that by doing the latter we are but following the oft repeated suggestions of some of our members.



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Dr. Henrotin,  
353 LA SALLE AVENUE.  
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Practically, we expect to submit to you our views concerning the expansion and advancement of our school, and if you approve of them, we purpose, without delay, and with the increased energy which comes from the feeling of support, to exert our best efforts to raise a sufficient sum to construct and equip a high class hospital and a new school building, which shall comprise such improvements as may properly entitle our institution to the title of "modern".

While we recognize perfectly that in all our future work we are to be subject to the authority of our administrative masters, your trustees, yet the purpose of this letter is to apprise you that our understanding is that if the proposed admission into the University obtains, such of us as come to constitute the new faculty will be allowed to assert our individuality for the future active development of this branch of the University work.

Before closing, we desire to suggest that our minds are filled with progressive plans which, subject to your approval, we are anxious to carry out in a manner that may prove us worthy allies and in no wise a burden to the University.

Yours very truly,



CHICAGO  
333 LA SALLE AVENUE  
THE UNIVERSITY OF CHICAGO

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*Rush Med.*

**The University of Chicago**

FOUNDED BY JOHN D. ROCKEFELLER

Department of Anatomy

*Harper*

CHICAGO, April 27, 1901.

My dear President Harper:

When Dr. Dodson's name was first mentioned as the Dean of Medical Instruction over here, I felt like demurring on account of the difficulties we have had in connection with (1) advanced standing, and (2) encouragement of students to take additional preparation before entering upon their medical studies proper. On further consideration, however, the advantages of making him dean seem to me to overbalance these objections. In the first place it would relieve anyone of the heads of departments here from the work, secondly it would help to make Rush responsible for the number of students coming over, thirdly Dr. Dodson understands thoroughly the psychology of the class of students coming in, and being very popular with the students at present at Rush, his presence here as Dean next year would make the transition seem less abrupt to them.

I have heard that the group of students who made trouble for Dr. Waite have been severely criticised by the fellow members of their class. A class meeting was held and the unruly students were notified that they must either behave or stay away from the class. Waite's energy, enthusiasm and capacity are all that can be desired.

Dr. Bevan in a conversation yesterday pointed out the desirability of bringing over Dr. Lewis as an assistant in anatomy at \$750 instead of \$500. Lewis is a Rush graduate, a Cook County hospital man, a teacher and student of unusual capacity, with a promising career before him. He is very popular with the Rush students and Bevan thinks that if we bring him over here he will help to influence the present Freshmen to



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come. He got only \$300 last year and the Rush men naturally feel that if Kyes is worth \$1000 to us we should give Lewis at least \$750. I think he is well worth it. *This is provided for in the budget*

I have given a good deal of thought to the schedule of courses and while I believe that for the better students the number of lectures and recitations should not be large, I believe that for the Rush students at present it is desirable to assure them that there will be plenty of lectures and recitation courses. I took this ground in the committee yesterday, and we systematically introduced into the time schedule regular lectures and recitations in every course throughout the whole of the first two years.

Parker will be admirably suited to carry on the anatomical work which remains at Rush. If he wished to give his whole time to anatomy and come over to the University I think he ought <sup>to</sup> have the opportunity of doing so, but he will probably prefer to go on with clinical work and continue the anatomy at Rush.

It is with deep regret that I have to go to Washington at this extremely busy time, but I shall be gone only three or at most four days, as I shall return immediately after giving my address, without waiting to attend the other sessions of the Association. .

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-2-

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NOTES FOR PRESIDENT HARPER.

1. Every step made in the development of the Medical Faculty should be compatible with ultimate aims.
2. The ideal Medical Faculty would consist of men whose training and ideals in medical subjects are equivalent to the training and ideals of the best men in the Faculties of Arts, Literature and Science.
3. The University of Chicago can do most for medicine in America by setting up a high standard for its Faculty, by appointing, as rapidly as money is available, to the various chairs, men who are recognized investigators in their special branches, men who will give their whole time and energy to the university departments, men who may reasonably be expected to contribute liberally to the advance of knowledge in their special domains during the next twenty years, and who will be capable of leading other men into original investigation, men who will command the respect and admiration of all scientific medical men at home and abroad.
4. The University should have at once (1) A Medical Hospital, (2) a Surgical Hospital and (3) a Polyclinic. As soon as possible there should be added to these (4) an Obstetrical and Gynaecological Hospital, (5) a Hospital for Contagious Diseases and (6) a Psychiatric Hospital. These hospitals should be built and controlled completely by the University. They should be constructed and organized on an entirely different plan from City Charity Hospitals, inasmuch as their main object is to supply



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the facilities for investigation and teaching in medicine and surgery by most modern methods. The Professor of Surgery in the University should be Surgeon-in-chief to the Research Surgical Hospital, the Professor of Medicine should be Physician-in-chief to the Medical Research Hospital, etc. Indeed the Surgical Hospital and its staff would be for surgery in the University what the Physiological Laboratory and its staff are for Physiology. These hospitals should contain a certain number of free beds and a certain number of private wards. In the first instance private wards will be required for members of the faculty, and their families, should they be ill, and for students. Later, people who ought to pay will wish to avail themselves of the treatment of the hospitals, and the private wards will help to increase the annual budget of the hospitals as the needs of the latter expand.

5. The Professors in Research Surgery, Medicine and Obstetrics should be members of the Ogden School of Science and Heads of Departments. They should be paid good salaries. If they see patients in consultation at all, the fees might go to the University and their salaries be supplemented by a percentage of these each year, or the University might increase the salaries by \$..... per year until the tenth year of appointment, in which event all earnings of the hospital and its staff should be paid into the University.

6. The Research Hospitals should each have one block of land. There should be room for shaded lawns for out-door convalescents



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7. Each Research Hospital besides its wards should have a Laboratory of applied Physics, a Laboratory of applied Chemistry and a Laboratory of applied Biology, each manned by a capable scientist and assistants. For the purely clinical work, there should be an Associate Professor and other members of a graded staff. Trained nurses and orderlies would have to be provided; matron and kitchen, also. The initial expense would be large. The annual expense would not be so large at first but would rapidly increase.
8. If the clinical part of Rush Medical College is to be made a part of the University, there should be (a) adequate reorganization of Rush Medical College (b) a distinction in title between men in the college who give their whole time to the college and those who do not and (c) no barrier to the evolution of the faculty of the college or to the development of medicine as a whole in the University or to the expansion of medical work to other parts of the city.
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1. The Faculty of the Rush Medical College of the University of Chicago
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3. The Faculty of the North Side Professional School, if it be added.
4. Extra Mural Medical Faculties

11. The Science Faculties on the South Side, besides being members of the two parts of the Medical Faculty (a. undergraduate (b) graduate), would be members of the Ogden School of Science. They would be primarily Science Faculties, but those of them that gave instruction in the Rush Medical College of the University would be also a part of the Staff of the Rush Medical College of the University. If preferred, the Science Faculties of the South Side could be organized into a Graduate Medical School of the University separate from the Ogden School of Science.

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13. If Rush Medical College is to be made a part of the University of Chicago, it should (1) convey absolutely the property and good will of the college to the University Trustees (2) make no requirement of the University as to tenure of present staff or organization (3) make no demand other than that the courses leading to the degree of M. D. be designated as courses in the Rush Medical College of the University of Chicago.

14. I doubt the advantage of retaining a separate Board of Trustees for the Rush Medical College of the University, but I can see no special disadvantage. They should have nothing to do with the Science Faculties of the South Side except in so far as the latter engage in giving courses leading to the degree of M. D. The Science Laboratories at the University and the Research Hospitals should be under the direct supervision of the Trustees of the University.

15. With regard to paragraph (5) of Dr. In gall's suggestions, I should be in favor of giving the members of the staff of Rush Medical College who are to continue as members of the staff of The Rush Medical College of the University, similar titles to those that they have now, with these reservations:

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- (b) Men who give their whole time to the work and do not engage in private practice should be designated "Professor", "Instructor" etc., while those who engage in private practice should be designated "clinical Professor" "Clinical Instructor" etc. In this connection I quote one who has thought on these subjects:

*(To be continued)*



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*Rush Medical* 1903  
A Review and a Forecast.

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In the annual medical number of The University Record heretofore issued, an attempt has been made to give an account from a pedagogical standpoint of the medical work which is being done in the University of Chicago and at Rush Medical College, and especially to describe the methods introduced which are distinct innovations in medical pedagogy. Chief among these are the continuous session in the form of the Quarterly System, the Elective Curriculum, and the Transfer of the first two years of the Medical Course to the University proper. The time has hardly arrived when a final estimate may be made of the full value and importance of these innovations, but sufficient experience has been gained to warrant a brief review and some interesting deductions.

The division of the year into quarters, with the curriculum so arranged that each quarter is complete in itself has proven of very great advantage to many students, and, as was predicted, the medical branches lend themselves with especial facility to such an arrangement. The possibility of attending an extra quarter each year, in addition to the three quarters which constitute an annual session, is a convenience to many students, and in particular to those who enter with advanced credit from a literary college or university. Graduates of such schools are no longer admitted directly to the second year, but are given credit simply for work completed which is an actual equivalent of courses in the medical curriculum. Such a student may have completed nine majors of real medical work in his college course, as in Chemistry, Physiology, Histology, Embryology, etc., or, as is more often the case, he may have had only four or five majors of such work, and in some instances as from a purely classical course, no medical work at all. Eighteen majors are required in the first two years. He is given credit for whatever he has completed in each medical branch, by the head of the corresponding department, and is then allowed to complete the remainder of the



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In the annual medical number of The University Record heretofore issued, an attempt has been made to give an account from a pedagogical standpoint of the medical work which is being done in the University of Chicago and at Rush Medical College, and especially to describe the methods introduced which are distinct innovations in medical pedagogy. Chief among these are the continuous session in the form of the Quarterly System, the Elective Curriculum, and the Transfer of the first two years of the Medical Course to the University proper. The time has hardly arrived when a final estimate may be made of the full value and importance of these innovations, but sufficient experience has been gained to warrant a brief review and some interesting deductions.

The division of the year into quarters, with the curriculum so arranged that each quarter is complete in itself has proven of very great advantage to many students, and, as was predicted, the medical branches lend themselves with especial facility to such an arrangement. The possibility of attending an extra quarter each year, in addition to the three quarters which constitute an annual session, is a convenience to many students, and in particular to those who enter with advanced credit from a literary college or university. Graduates of such schools are no longer admitted directly to the second year, but are given credit simply for work completed which is an actual equivalent of courses in the medical curriculum. Such a student may have completed nine majors of real medical work in his college course, as in Chemistry, Physiology, Histology, Embryology, etc., or, as is more often the case, he may have had only four or five majors of such work, and in some instances as from a purely classical course, no medical work at all. Fifteen majors are required in the first two years. He is given credit for whatever he has completed in each medical branch, by the head of the corresponding department, and is then allowed to complete the remainder of the



medical course, and procure his degree, if he can do so satisfactorily in thirty-three months from the date of matriculation. The extra quarter each year makes this easily possible in most cases. As the quarters are now arranged, the Summer Quarter beginning in June and ending ~~in~~ August 31st, a student attending the four quarters has a vacation of from ten to twelve days at the holiday season, one week in the spring, and the whole month of September. With nearly seven weeks of rest no student is likely to find attendance upon all four quarters too severe, especially with the more rational methods of study now in vogue. And if this be the case, why should not any student who so desires be allowed to attend four quarters annually and thereby shorten up the period between his matriculation and his graduation? Is not the wisdom of the custom open to question, which allows a student to attend the medical school only from six to nine months each year, and enforces a period of idleness of from three and one-half to six months? The popularity of the Summer Quarter is shown by the increasing attendance each year, especially of the senior students, more than one-half the class having elected to attend the Summer Quarter of 1902. Instructors find the Quarterly System of decided advantage, as under the University rules they are not compelled to take a comparatively short vacation each year, but may remain in residence for six, nine, or more consecutive quarters and may then enjoy a correspondingly long furlough. This makes easily possible travel and study abroad for periods of from six to twelve months, or even longer.

Of the Elective Curriculum, the natural adjunct of the continuous session, it will suffice to say that so far the results have entirely fulfilled the expectations entertained in regard to it; it has enabled the individual student to adjust his course of study to his abilities, his tastes, and his needs. It has afforded a stimulus to the instructors, particularly among the younger members of the faculty, that has shown very strikingly in the character of their work and it has aroused in every student a spirit of enthusiasm, of interest, and of enjoyment in his work that could never be possible with a fixed curriculum. A recent occurrence will serve



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to illustrate this. Before the beginning of each quarter every student files with the Dean a card on which he has noted by department and number the courses which he wishes to take. There are a large number of courses in which the attendance is limited and students are assigned to these in the order of their request. For the past two or three quarters numbers have been issued to each class on a particular day as the tuition fees were paid and students are called to the Dean's office to register in the order of the numbers issued to them. Students desiring to register for these limited courses are ambitious, therefore, to secure the early numbers. Not long since it was announced that numbers would be issued for registration for the Spring Quarter on a certain day; shortly after midnight of that morning there were students in front of the college doors, and by five o'clock quite a number had assembled, although the college office is not open until eight o'clock. It is not intended to have this occur again and a method of issuing numbers has been devised which will prevent it but the incident itself is interesting and valuable testimony to the elective system; when students will subject themselves to such inconvenience in order to secure a place in certain courses, (these courses it may be said are by no means easy ones but are almost uniformly quite severe), it speaks emphatically first, for the earnestness and zeal of the students, second, for the quality of the courses which are so much sought, and third, it is a special and decided tribute to the elective system itself; there is no more important factor in education than such earnestness and enthusiasm as was manifested in this incident. The dangers which were predicted by some as a necessary accompaniment of the elective plan, chief among which there was the charge that it would lead to students preparing themselves for some special line of practice to the exclusion of other work, has not been experienced in the slightest degree; students have shown more and more wisdom each quarter in the selection of their work until in a majority of cases the supervision and approval of the Dean has become a mere formality.

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University instructors and in the environment of this great institution of general learning, is, on the whole, the most important and far reaching of the innovations mentioned; the results of this movement have been no less gratifying and satisfactory; the effect upon the students is very evident to all who have to do with them and it is believed that this influence will be none the less clearly manifested in the broader view, the more forceful, intelligent manhood, and the wider influence which will characterize these gentlemen both as citizens and physicians in their after life.

A word should be said of the Extra-mural system of education which, while in operation in some foreign cities for many years has not heretofore been attempted in this country nor can it be successfully operated except with an elective curriculum. It is needless to say that the addition of the clinical material and the teaching force which the extra-mural clinic afford constitute a great addition to the teaching resources of the college. It is here desired to point out that the benefit to the extra-mural hospital and dispensary is no less pronounced; there has been abundant testimony to this effect from the trustees of the dispensaries and hospitals which have entered into this extra-mural relation with the college and this fact prompts the query, - why should not every hospital associate itself with the faculty of a high grade medical school who in an advisory capacity should control the appointment of the staff and the general direction of the medical work in the hospital? If it is important to have the financial affairs of the hospital in the hands of a Board of Trustees selected, as they usually are, from experienced business men, why should not the medical affairs of the hospital be placed in the hands of medical teachers and investigators who are devoting their lives to such matters? It is believed if this plan were followed the efficiency and usefulness of a large number of public and semi-public hospitals would be greatly increased.

But what of the future? The above innovations having been successfully inaugurated what are the next steps for the university medical school to take? Several of the plans which have been discussed are mentioned in this number of The Record. Dr. Worcester who has



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Given such a striking demonstration at Walton of the possibilities of improvement in his methods of training nurses has indicated clearly in his article what ought to be done in this matter. The training of nurses of the proper sort is a task in every way worthy of the university and one in which the university medical school will have a profound interest and a considerable voice though the training school should not be merely an appendage of the medical school but be established on an independent foundation. The training of men for a life of teaching and research is an important duty of the university medical school and with the present outlook for men who elect to enter such a career, as set forth in another article in this issue, there is reason to believe a considerable number of able young men will be willing to forego the possible emoluments of active practice for a life of research and teaching, the rewards of which are pretty certain to be smaller in a pecuniary way but none the less satisfying in other directions.

Courses for practitioners in medicine along somewhat different lines from those heretofore offered must be provided and the polyclinic of the university medical school will be of ~~many~~ its most important departments. No adequate provision has yet been made in this country for the training of men for public health service. The demand for such men is increasing and is pretty certain to increase much more rapidly in the future; it will increase twice as rapidly the more and better equipped men there are to fill the demand. A post graduate course along these lines is being planned which will probably extend over two years and will afford a thorough and comprehensive training in those branches which are essential to the public health officer. The education of the public in medical and hygienic matters by the methods of university extension. There is abundant evidence in the medical journals and society proceedings of the last two or three years that the importance of this matter is widely realized by the profession. The university medical school will possess facilities for this kind of work which the medical colleges heretofore have not enjoyed; the good which may result from such a movement and the possibilities in the way of legislative and municipal enactment and of other measures looking toward the protection of the community and the individual from addresses are far reaching indeed.



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*File under  
Harper*

Statement made October 5th, 1903 by the President to the Trustees concerning the proposed union of Rush Medical College and the University.

To the Trustees of the University,

Gentlemen:-

I beg to submit herewith a statement relating to the proposed union of Rush Medical College and the University.

1. The proposition of the Board adopted at its meeting on July 6th and sent by telegram was discussed by myself with Mr. Gates and Mr. Rockefeller, Jr. over the telephone from Boston. Since in the form presented it was not satisfactory to them, it was agreed that the whole matter should go over until October. Mr. Rockefeller, Jr., in a letter to the Trustees, confirmed this arrangement. Since that time, Mr. Rockefeller, Jr. has had conversation with members of the Trustees, and in this conversation, as I am informed, he has indicated considerable reluctance to the acceptance of the proposition made by the Trustees under date of July 6th. Under these circumstances it has been considered expedient to ask you to take up afresh the consideration of the case and this meeting has been called especially for that purpose.

2. Such consideration will include among other points the following items:

(1) It is perfectly clear that the original proposal to raise One Million Dollars has not been complied with, and that consequently the University and its friends are not under obligations, so far as this proposition is concerned, to enter into the union. The proposal called for the raising of One Million Dollars, which should be used in connection with the medical work already being conducted at Rush and at the University, at the discretion of the University Trustees. As matters stand there would not be more than \$250,000. at the most which could be thus used. The other items which it has been proposed to count indirectly as a part of the Million Dollars cannot be counted in any way as being included in the proposed Million Dollars.

(2) It is recognized that a sincere effort was made to secure this money. The burden of this effort fell upon Dr. Billings, and there is no question but that he expended a large amount of time and energy in the prosecution of the work. His inability to complete the effort in accordance with the stipulations was due in part to his failing health, in part to the downward tendency of the stock market, and in part to the fact that money which otherwise might have counted in this Million Dollars was placed in connection with the



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McCormick Institute for Infectious Diseases. The Trustees, I am sure, recognize most thoroughly the valuable service which Dr. Billings has performed, and realize that in this effort he has accomplished more for medical instruction in the west than has ever been accomplished before, and also that he has inaugurated a movement which in time will bring still larger results.

(3) In reference to the Memorial Institute, two or three things should be said: (a) The proposition of the Institute in research work and clinical study, if closely associated with the University, will afford exactly the thing that is needed at Rush and at the University for scientific work and teaching.

(b) Three contributors giving a total of \$205,000. believed that the contributions would be estimated as a part of the Million Dollars, and inasmuch as the proposition of the Institute excited their special interest and sympathy, they directed their contributions to be expended at the Institute;

(c) The Institute in its work will cover a field which the University or Rush Medical College will be obliged to do now or in the near future if the Institute did not exist. The funds of the Institute, therefore, may fairly be counted as ultimately equivalent to a saving for Rush and the University.

(d) The majority of the Board of Trustees of the Memorial Institute and all of the faculty of the Institute are already connected with Rush College and the University.

These facts deserve consideration; at the same time, in the present situation it seems best to put aside entirely the case of the Memorial Institute and consider the situation as it exists independently of the Institute.

(4) The union, if effected at this time, will unquestionably add much prestige to the medical teaching in the west. It will attract students to the University and to Rush Medical College. It will give a high character to the work already being done. The medical work of Rush will be benefited both financially and educationally. It is thought that greater confidence in the medical situation will follow, and that gifts which otherwise might not be obtainable will come to the institution. Further effort at present to increase the fund will not be successful; nor will such effort probably accomplish much within two or three years, but with union at this time, and the interpretation which will be made with the union by the public, we may confidently look for further contributions for the purpose of medical teaching and research from the people of Chicago in the near future.



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(5) The failure to effect a union at this time will have serious consequences. This movement, like every such movement, involved considerable risk in case of failure. It is believed by those familiar with the situation that if a union is not effected at this time, the interests of medical education will be put back at least ten years. In making the effort of course the risk had to be taken.

(6) A very valuable contract exists between the faculty of Rush Medical and the Board of Managers of the Presbyterian Hospital. This contract can be transferred from Rush to the Trustees of the University if union takes place in the near future. Postponement of the union will in all probability jeopardize the transfer of the contract.

(7) If the union does not take place the contributions made must go back to the donors. It is certain that many of these cannot be renewed. This loss of money, and this confession of failure will exert a disastrous effect upon medical education in the west and particularly in Chicago.

(8) Dr. Billings has worked indefatigably at Rush Medical College for five years with the sole purpose of improving medical education in the west. If union does not take place at once, Dr. Billings will resign from Rush Medical College. This he has determined to do for the reason that if union does not take place now, it will be postponed indefinitely, and this means a continued struggle for several years more for which he has not the strength or the endurance. The resignation of Dr. Billings would be an unspeakable calamity.

(9) No more loyal body of men has ever constituted a faculty than the professors of Rush Medical College. These men have given largely of their means as well as of their time for the continuation of the work and its uplifting. The sacrifices which they have made have been noteworthy and have been recognized as such throughout the medical world. It would be fatal to the esprit de corps of the faculty and to their individual interest to postpone the union. This point cannot be stated too strongly.

(10) The cash contributions made amounting to about \$225,000. may be utilized at present, or in the near future, for the completion of the new buildings, or may be used for endowment, the income of which may be applied for general expense. This would secure about \$9,000. income to the college. The standard of teaching at Rush has been steadily improved during the last five years without any endowment. The present standard can be maintained and even



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I append herewith a statement prepared by the Comptroller, Dr. Ingalls, which presents a careful estimate of the receipts and expenditures of Rush Medical College for the next four years. This statement shows that with the income from students, the estimate being made upon an entirely sure basis, the money now in the treasury, \$20,000., taken from subscriptions made by the faculty, and the use of the income on the endowment fund of \$225,000., the work can be maintained as at present and leave about \$7,000 a year with which to provide for any unexpected reduction in the amount of tuition fees and to make salary payments in addition to those included in the estimate.

3. In view of these facts it appears to me important that the proposed union of Rush College be consummated notwithstanding the failure of Rush Trustees to complete the effort undertaken. And to this end I recommend

(1) that the trustees of the University report to Mr. Rockefeller the failure of the Rush Medical Trustees to accomplish the effort and the consequent removal of any obligation on the part of the University to assume the conduct of Rush Medical College;

(2) that the Trustees also report that in view of the circumstances it is nevertheless in their opinion an opportune time to make this union, and that without reference to the proposal made one year ago, they recommend the union of Rush Medical and the University with the understanding

(a) that there will be a fund of \$225,000. or more to be for endowment or for building purposes;

(b) that should the union be effected, the trustees will undertake to conduct the work of the college without calling upon Mr. Rockefeller during the next four years for any additional help except perhaps in the case of an unexpected emergency;

(c) that the case be presented to Mr. Rockefeller, Jr. and Mr. Gates at as early a date as possible by a committee of the trustees.



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*Medical*

May 24th, 1904.

President E. A. Alderman,  
New Orleans, La.

My dear President Alderman:-

I am in receipt of your letter of May 16th and have placed it in the hands of Dr. Dodson who can write you quite fully on the subject. Unless you have a very generous faculty the difficulties of the case are very great. We made exactly the change here which you propose. It was done without the slightest difficulty. I have never known a more magnificent set of men than the professors in Rush Medical College.

Hoping that you are well, I remain

Yours very truly,



May 24th, 1904.

*W. A. Alderman*

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