

There is a later contract,

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THIS AGREEMENT, made this fifteenth day of December, 1917, by and between THE UNIVERSITY OF CHICAGO (hereinafter sometimes referred to as the "University"), party of the first part, and the TRUSTEES OF THE OTHO S. A. SPRAGUE MEMORIAL INSTITUTE, (hereinafter sometimes referred to as "Sprague Memorial Institute"), party of the second part, WITNESSETH:

WHEREAS, it is desired that there shall be a plan of co-operation by and between the University and Sprague Memorial Institute whereby Sprague Memorial Institute, through its relations with the University, can carry out more effectively the object of its incorporation; viz: "The investigation of the causes of diseases and the prevention and relief of human suffering;"

NOW, THEREFORE, it is mutually covenanted and agreed as follows:

1. The University agrees to furnish, rent free to the Sprague Memorial Institute, suitable quarters and other facilities for research work to be done at the University in connection with the medical schools.
2. Sprague Memorial Institute agrees to provide all laboratory equipment to be used in connection with said quarters; to maintain said laboratory, paying all laboratory costs, and to conduct its research work in harmony with the other medical work of the University.
3. The Director and the staff of Sprague Memorial Institute shall be appointed upon mutual agreement between the Boards of Trustees of the said Institute and University: provided, however, that in the event of said Boards of Trustees failing to fill any vacancy within ninety (90) days after it shall occur, such vacancy may be filled by the Board of Trustees of the Institute.
4. Sprague Memorial Institute agrees at all times during the term of this contract to fully co-operate with the University in medical research.
5. All publications of the results of research work shall bear the name "Otho S. A. Sprague Memorial Institute in co-operation with the University of Chicago."
6. In the event of Sprague Memorial Institute giving up the quarters herein provided for, after ten years' use, all permanent and fixed improvements shall become the property of the University, but all movable furnishings and equipment installed by Sprague Memorial Institute may be removed as the property of the said Sprague Memorial Institute.
7. This agreement shall continue until June 30, 1927, and thereafter until the same shall be terminated by either party, by such party giving one year's notice in writing of its election to terminate this contract.

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.

THE UNIVERSITY OF CHICAGO

ATTEST:

BY Signed: J. Spencer Dickerson
Secretary.

ATTEST:

BY Signed: A.A. Sprague II
Secretary.

BY Signed: Martin A. Ryerson, (Seal)
President of its Board of Trustees

TRUSTEES OF OTHO S. A. SPRAGUE
MEMORIAL INSTITUTE

BY Signed: Frank Billings (seal)
Chairman Board of Trustees.

THIS AGREEMENT, made this fifteenth day of December, 1917, by and between THE UNIVERSITY OF CHICAGO (hereinafter sometimes referred to as the "University"), party of the first part, and the TRUSTEES OF THE OTTO S. A. SPRAGUE MEMORIAL INSTITUTE, (hereinafter sometimes referred to as "Sprague Memorial Institute"), party of the second part, WITNESSETH:

WHEREAS, it is desired that there shall be a plan of co-operation by and between the University and Sprague Memorial Institute whereby Sprague Memorial Institute, through its relations with the University, can carry out more effectively the object of its incorporation; viz: "the investigation of the causes of disease and the prevention and relief of human suffering";

NOW, THEREFORE, it is mutually covenanted and agreed as follows:

1. The University agrees to furnish, rent free to the Sprague Memorial Institute, suitable quarters and other facilities for research work to be done at the University in connection with the medical schools.

2. Sprague Memorial Institute agrees to provide all laboratory equipment to be used in connection with said quarters; to maintain said laboratory, paying all laboratory costs, and to conduct the research work in harmony with the other medical work of the University.

3. The Director and the staff of Sprague Memorial Institute shall be appointed upon mutual agreement between the Board of Trustees of the said Institute and University; provided, however, that in the event of said Board of Trustees failing to fill any vacancy within ninety (90) days after it shall occur, such vacancy may be filled by the Board of Trustees of the Institute.

4. Sprague Memorial Institute agrees at all times during the term of this contract to fully co-operate with the University in medical research.

5. All publications of the results of research work shall bear the name "Otto S. A. Sprague Memorial Institute in co-operation with the University of Chicago."

6. In the event of Sprague Memorial Institute giving up the quarters herein provided for, after ten years' use, all permanent and fixed improvements shall become the property of the University, but all movable furnishings and equipment installed by Sprague Memorial Institute may be removed as the property of the said Sprague Memorial Institute.

7. This agreement shall continue until June 30, 1927, and thereafter until the same shall be terminated by either party, by each party giving one year's notice in writing of its election to terminate this contract.

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 hereunto affixed the day and year first above written.

THE UNIVERSITY OF CHICAGO

BY Signed: Martin A. Ryerson, (Seal)
President of the Board of Trustees

TRUSTEES OF OTTO S. A. SPRAGUE
MEMORIAL INSTITUTE

BY Signed: Frank Billings (Seal)
Chairman Board of Trustees.

ATTEST:

BY Signed: J. Spencer McKerson
Secretary.

ATTEST:

BY Signed: A.A. Sprague II
Secretary.

Bd. 20.12-11-17 Page 289

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This Agreement, Made this fifteenth day of December, 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 co-operation 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 maintain 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 Rockefeller 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

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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 expenditures, - 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 co-operation of these two institutions, and

Whereas, Subscriptions for a fund of \$5,500,000 have been made, to be used in further carrying out the proposed plan 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 maintain 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 \$500,000, 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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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.

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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 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, of 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.

Attest:

J. Spencer Dickerson
Secretary.

The University of Chicago.

By Martin A. Ryerson,
President of its Board
of Trustees

Attest:

J. Spencer Dickerson,
Secretary.

Trustees of the Rush Medical College
By John J. Glessner,
President

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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, 2014.

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.

The University of Chicago.

Attest:

By Martin A. Ryerson,
President of the Board
of Trustees

J. Spencer Dickerson
Secretary.

Trustees of the Rush Medical College
By John J. Giesner,
President

Attest:
J. Spencer Dickerson,
Secretary.

E. FLETCHER INGALS, M. D.

SUITE 901, 104 S. MICHIGAN AVE.

HOURS: 9 A. M. TO 1 P. M.

WEDNESDAY, 9 A. M. TO 12 M.

CHICAGO Jan. 25, 1918.

Mr. J. Spencer Dickerson,
Secy. Board of Trustees Rush Medical College,
University of Chicago.

My Dear Sir:-

Yesterday I received the report of the Jan. 17 meeting of the Board of Trustees when the contract between the University and the College were finally closed.

This is a matter of very great gratification to me. Twenty six years ago I began alone the campaign for a firstclass school of medical science in Chicago. I gradually acquired aid from one and another until at length the movement gained such impetus that it spread to other sections and it appears to me to have been the beginning of a great advance in medical education that has taken place in the last 15 or 20 years. I feel sure that under the present auspices whatever changes may be considered best in the future, we may be confident that in the long run the science of medicine will be greatly benefitted.

Yours very truly,

Dict. E. F. I.

E. Fletcher Ingals
E. F. Ingals,
Secy.

E. FLETCHER INGALLS, M. D.

SUITE 301, 104 S. MICHIGAN AVE.

MONDAY, 9 A. M. TO 1 P. M.
WEDNESDAY, 9 A. M. TO 12 M.

CHICAGO JAN. 25, 1918.

Mr. J. Spencer Dickinson,
Secy. Board of Trustees Rush Medical College,
University of Chicago.

My Dear Sir:-

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of medicine will be greatly benefited.

Yours very truly,

Edw. F. I.

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

February 16, 1918

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

My dear President Judson:

One of my former classmates, Dr. J. W. Whiteside, has been to see me several times lately in regard to making his will. I do not know the exact amount involved,-- I imagine possibly \$200,000. At my suggestion he has made the trustees of the University of Chicago his residuary legatee, specifying that the income derived from the fund is to be used to assist in the advancement of surgical research and training. The Northern Trust Co. will be his administrator. I am enclosing a letter which I recently received from him. Kindly read, note contents and return to me for my files.

In this connection I would like to inquire if you have any blank forms at the University showing in just what way bequests of this kind should be worded. It might be of assistance to Dr. Whiteside and possibly to some other cases that ask my advice on this subject.

With best wishes, I am,

Very truly yours,

Arthur Dean Bevan

DR ARTHUR DEAN BEVAN
People's Gas Bldg
Michigan Blvd and Adams St
CHICAGO

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MICHIGAN BLVD AND ADAMS ST
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Very truly yours,

Arthur Dean Bevan

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The University of Chicago
Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LASALLE ST.
TELEPHONE FRANKLIN 214

March 2, 1918.

My dear President:

The friend of the University who was interested in Dental Surgery advises me today that he has made the provision in his will which he and I canvassed together, and that he regarded the matter as settled.

I asked him if he would like to have notices of our convocation and come in and attend at his convenience. He said he would and has arranged that at some future time at his convenience we will go over the University buildings together.

Very truly yours,

WH-M

President Harry Pratt Judson,
The University of Chicago.

Wallace Hedden

Walter G. Zoller

The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, THE SOUTH LAZARUS
TELEPHONE BRANCH 214

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Very truly yours,

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President Harry Pratt Jackson,
The University of Chicago.

GENERAL EDUCATION BOARD

61 Broadway
New York

January 3, 1918

Rush Medical
Mr. J. Spencer Dickerson
The University of Chicago
Chicago, Illinois

Dear Mr. Dickerson:

Our counsel has examined the contracts which you sent me and finds them in substantial accord with the Memorandum of Agreement between the General Education Board, the Rockefeller Foundation, and the University of Chicago. The only question that occurs to me concerns the agreement between the University of Chicago and the Trustees of Rush Medical College. The fifth paragraph speaks of "advanced medical education." I assume that this is meant to be the equivalent of what is known as postgraduate medical education. Paragraph 8 speaks of "degrees and diplomas." As the students in this school would already have received their degree, it is not clear to me what this paragraph means. Postgraduate instruction being given to persons who have already received the M.D. degree is usually recognized by the issuance of some form of certificate.

Mr. Murphy also calls attention to paragraph 7, providing that

"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 (exclu-

J.S.D.--2

GENERAL EDUCATION BOARD

61 Broadway
New York

January 2, 1918

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The University of Chicago
Chicago, Illinois

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J.S.D.--2

sive of improvements) so conveyed to it by the College."

In reference to this provision he remarks:

"This imposes upon the University an indefinite obligation which may be a very serious one if the land should greatly appreciate in value. While I do not think it should prevent our acceptance of the arrangements which have been made as a compliance with the terms of our contract with the University, it might be worth while for you to mention the matter in writing the University."

While waiting to hear from you as to the points I have raised, I shall notify our treasurer that interest claimed by the University of \$250,000, beginning May 29, 1917, is due the University of Chicago. As I read your letter, interest on the further sum of \$250,000 would begin December 29, 1917, instead of November 1. Will you please correct me if I am in error on this point?

Very sincerely yours,

(Signed) Abraham Flexner

AF/ESB

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College."

In reference to this provision he remarks:

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error on this point?

Very sincerely yours,

(Signed) Abraham Flexner

Rush Medical

Judson
D.D.

It is difficult for me to put in words adequately the appreciation which I feel for the expression rendered here tonight by my colleagues of interest in the great medical plans we have on foot, and ^{of} their kind personal feeling toward myself. Essentially, of course, I interpret it as relating to an idea, not to a person, and it is very gratifying to find that we are all alike in the ideals of which the new medical schools will be the concrete expression. Of course I knew quite well what was the point of view of my colleagues in the faculty, and that I was trying to work in accord with their standards. Still, the time has been long. It is now ten years that I have been engaged in trying to work out this matter. There have been many obstacles in the way, most of which I cannot discuss. It seemed to me essential that we should have the sympathy and aid of the Boards in the east as a beginning. From that I was sure that we could move on to success. Through all these years I have kept in mind steadily certain fundamental things which I believed ought to be realized, and which I was determined should be realized sooner or later. These were essentially a hospital on the Midway fully controlled by the medical staff, so well endowed as to be independent of paying patients, with a medical staff imbued with the same ideals as those which actuate the science departments in the University now, devoting their entire time to teaching and research, and therefore adequately paid so as to be free from the necessity of commercial practice. These

(Just 14)

to be free from the necessity of commercial practice. These departments in the University now, devoting their entire time to teaching and research, and therefore adequately paid as to be independent of paying patients, with a medical staff Midway fully controlled by the medical staff, so well endowed sooner or later. These were essentially a hospital on the be realized, and which I was determined should be realized steadily certain fundamental things which I believed ought to success. Through all these years I have kept in mind a beginning. From that I was sure that we could move on to should have the sympathy and aid of the Board in the east as which I cannot discuss. It seemed to me essential that we matter. There have been many obstacles in the way, most of ten years that I have been engaged in trying to work out this their standards. Still, the time has been long. It is now in the faculty, and that I was trying to work in accord with I knew quite well what was the point of view of my colleagues. Of course. Of course medical schools will be the concrete expression. Of course kind that we are all alike in the ideals of which the new to an idea, not to a person, and it is very gratifying to myself. Essentially, of course, I interpret it as relating plans we have on foot, and their kind personal feeling toward tonight by my colleagues of interest in the great medical appreciation which I feel for the expression rendered here It is difficult for me to put in words adequately the

Handwritten notes in the right margin, including the word "University" and other illegible scribbles.

Handwritten signature or initials in the top left corner.

It is not the function of the University to pour into the medical profession annually a large number of practitioners. It is the function of the University to train a small number of selected students in the best and most thorough way - training them to be practitioners, no doubt, but imbuing them with the spirit of science, the spirit of research, the spirit of service to humanity. The scientific physician who can most effectively prevent disease is the one who should win the brightest renown. This is the exact antithesis of commercial medicine.

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It is the function of the University to train a small number
of selected students in the best and most thorough way -
training them to be practitioners, no doubt, but imbuing them
with the spirit of science, the spirit of research, the spirit
of service to humanity. The scientific physician who can
most effectively prevent disease is the one who should win the
brightest renown. This is the exact antithesis of commercial
medicine.

I have long believed to be essential to any medical school with which the University should be connected, and numerous suggestions that we undertake something of a different, and in my opinion inferior, grade, have been uniformly rejected. While of course the time has been long, and while I do not wonder that many have been discouraged, I have never in fact been discouraged myself; I have never given up not the hope only but the confident expectation that our ambitions would be realized, and that we should be able in an adequate way to render this great service to medical science. It would have been easy at one time or another to have made a beginning which did not seem suitable; and I confess that at one time when it became necessary to face the alternative of beginning something which I did not believe adequate or virtually to decline a large sum of money it was very easy to do the latter. We have now a plan sound in its foundation; large in its scope; and promising in its future usefulness. The very generous gifts which have initiated our undertaking have made a beginning which must lead to success. Of course much remains to be done. A large sum of money is yet to be obtained. I feel entire confidence however that these sums will be obtained. This organization is not for the University alone; it is not for Chicago alone; it is for the medical profession; it is for humanity. This is the kind of thing which appeals to many generous-minded men and women, and it cannot be long

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before we shall see our vision realized in Chicago.

The Toastmaster is quite right in speaking of the unity and mutual goodwill which prevail in our faculty. Such a gathering as we have tonight, and the spirit shown here, are sufficient evidence. I know many faculties, and I am confident there is none where there are so few trifling causes of difference as in this faculty. The truth is I think that we are all too busily engaged in the large things of life to trouble ourselves with trifles. I know that the spirit of our faculty is a unit; and I know that the common purposes which we have in mind are so large and are so generous that we can all work together happily toward these common ends. It is a privilege to me to work with and for my colleagues in trying to realize the great ideals of the University.

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Dodson

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE DEAN

The Medical Courses

SHOULD THE UNIVERSITY OF CHICAGO ACCEPT THE GIFT OF RUSH
MEDICAL COLLEGE?

I believe it to be greatly to the advantage of the University to accept this gift on the conditions proposed.

The University cannot afford to neglect the opportunity to advance the course of medical science and education when the city of Chicago presents such splendid facilities. If it is to continue to promote research and instruction in medicine it should continue to include the clinical as well as the fundamental branches. Under the present contract of affiliation which has existed for thirteen years, the University and Rush Medical College have done much to advance the standards of medical education in the United States; more, in the opinion of some who are especially competent to judge, than any other factor which has contributed to that progress.

The gift comprises 1) buildings well adapted to clinical instruction and research, when the proposed new building is included; 2) the prestige of seventy years of creditable work and the support of the large and influential body of alumni; 3) contracts giving complete medical control of a) the Presbyterian Hospital (300 beds - over 100 of which are endowed, free beds), b) the Children's Memorial Hospital (175 beds, all free, and to be devoted to advanced research under the charge of the Sprague Institute), c) The Home for Destitute Crippled Children and its convalescent home (150 beds, all free), d) The Central Free Dispensary, ideally located in that part of Chicago in which most of the sick poor will reside for many years to come. The total number

THE UNIVERSITY OF CHICAGO ACCEPTS THE GIFT OF

MEDICAL COLLEGE

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The gift comprises 1) buildings well adapted to clinical

instruction and research, and the equipment and staff

included; 2) the prestige of seventy years of creditable work and

the support of the large and influential body of alumni; 3)

continued close cooperation with the University of Chicago

Hospital (500 beds - over 100 of which are equipped with beds);

4) the Children's Memorial Hospital (150 beds, all first class, and to be

devoted to research research under the charge of the University

Institute); 5) The Home for Incurable Children (Institute and the

convalescent home (150 beds, all first class); 6) The Central Free Hos-

pital, located in the heart of Chicago in which about 25

the sick poor will reside for many years to come. The total value

of visits to the Dispensary last year was 49, 155; 4) a working agreement with the Memorial Institute for Infectious Diseases (whose hospital of fifty beds is now being erected within a block of the College) which places the facilities of the Institute for instruction and advanced work along these lines very satisfactorily at the disposal of the college; 5) a similar working agreement with the Sprague Memorial Institute for Clinical Research, whose laboratories are in the College buildings, and which is to utilize for its purposes beds in the Presbyterian Hospital and in the Children's Memorial Hospital; 6) Proximity to the Cook County Hospital, the largest institution for the acutely sick poor in this country, excepting the Bellevue Hospital of New York City. While the political control of this institution has prevented the largest and best utilization of its facilities for teaching and research, the history of the Boston City Hospital, of the Cincinnati Hospital and other politically controlled institutions, has demonstrated the possibility of greatly improving these conditions. It is and will continue to be forever, in all probability, the great mine of clinical material in Chicago. The great medical schools of the world with few exceptions do not own and operate the hospitals which they ~~operate~~ utilize, but simply control the medical work. Notwithstanding the aggravating conditions which prevail at the Cook County Hospital, the proximity of Rush Medical College thereto is an asset of enormous value. An investment of many millions at the University could not duplicate it in several vital particulars.

In this connection the fact should be emphasized that in laying plans for the University Medical School a few years ago, when it was hoped that a large endowment might be secured for that purpose, the abandonment of the west side plant was never con-

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templated. The hospitals designed to be erected at the University were to be relatively small institutions, along the lines of the hospital of the Rockefeller Institute at New York and the hospital of the Memorial Institute in Chicago. It is hoped that the future may see this plan realized. Meanwhile the Memorial and the Sprague Institutes, established for research along clinical lines, constitute a very satisfactory beginning of such work in Chicago.

It is difficult to estimate the total worth of all these assest. Certainly the mere money value of the property included does not approximate the total valuation of the plant as a medical school. In my opinion \$5,000,000.00 would be a conservative estimate, and I know of no gift of that amount which has been made to the University that offers larger promise of usefulness to the community and of credit to the University, than does this one of Rush Medical College.

Some have felt that the University Medical School should be a purely graduate institution. With the present requirements for admission it is as distinctly a graduate school as are the medical departments of any of the foreign universities, and in the last few years a larger proportion of the students have accomplished advanced and research work than have the students of any other medical school of which I have knowledge. However that may be, under the terms of the gift the University will have full authority to make the character of the school, as determined by its requirements for admission, whatever it deems wisest and best.

It has been thought by some of the faculty that the instruction of the medical students has interfered unduly with the research activities of the biological departments. It does not seem to me that in this respect they have been more hampered than have

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It goes without saying that provision for all investigative work in all departments of the University should be abundant ^{as} as the funds of the University will permit.

The separation by distance does not offer an inseparable obstacle to the necessary conferences between the members of the faculty at the University and Rush Medical College.

It is not possible to discuss at length the plan outlined by Dr. Billings for providing a number of full-time instructors in the clinical branches, but I believe it to be a practicable scheme and the best possible one under the present conditions.

John M. Dodson

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John M. Bohannon

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J. CLARENCE WEBSTER, M.D.
104 SOUTH MICHIGAN BOULEVARD
CHICAGO

January 7, 1918.

Dr. Frank Billings,
University of Chicago,
Chicago, Illinois.

My dear Dr. Billings:

The Out-patient Obstetric service used in the instruction of students of Rush Medical College has been gradually developed, with varying fortunes, during the past eighteen years in the face of many obstacles. Funds have always been insufficient to provide a staff of physicians and nurses large enough to carry on the work properly and expeditiously or to provide the plant and equipment necessary to its satisfactory maintenance. Responsibility for the work has been divided between Rush Medical College, the Central Free Dispensary and the Presbyterian Hospital. There has been more or less constant friction among these bodies as to duties, obligations and financial support.

In spite of these unhappy conditions, the service has increased in value both to students and to the poor people of the West Side, the number of confinements now amounting to about 900 per annum. This progress is entirely due to the steady and unremitting efforts of Presbyterian Hospital Internes, Externes and Nurses under the leadership of certain members of the Department of Obstetrics and Gynecology.

The service is now too large to be well conducted under present conditions and it cannot be increased without a diminishing efficiency.

The direct supervision of confinements attended by students is in the hands of an externe, insufficiently paid, and of a Presbyterian Interne, who is not paid at all. The latter has many duties in the Presbyterian Hospital and often finds it very difficult to render himself available for the outdoor service. There are two nurses at work: one for day and one for night duty, and they are both overworked and underpaid. There is no satisfactory mechanism for calling and supervising the students, and for co-ordinating their work and that of doctors and nurses. There ought to be a motor service at their disposal so that time might be saved and the workers be properly protected from inclement weather. This feature has been introduced into hospital service in various parts of the world in

January 1, 1918.

Dr. Frank Billings,
University of Chicago,
Chicago, Illinois.

My dear Dr. Billings:

The Out-patient Obstetric service used in the instruction of students of

Kans Medical College has been gradually developed, with varying fortunes, during the

past eighteen years. In the face of many obstacles, it has always been steadily

growing and improving, and it is now in a position to carry on its work

fully and efficiently or to provide the plant and equipment necessary for its efficient

operation. Responsibility for the work has been divided between Kans Medical

College, the Central West Dispensary and the Presbyterian Hospital. There has been

more or less constant friction among these bodies as to duties, obligations and finan-

cial support.

In spite of these unhappy conditions, the service has increased in value both

to students and to the poor people of the West Side. The number of confinements now

amounting to about 500 per annum. This progress is entirely due to the steady and untiring

efforts of Presbyterian Hospital Interns, Assistants and Nurses under the leadership

of certain members of the Department of Obstetrics and Gynecology.

The service is not too large to be well conducted under present conditions

and it cannot be improved without a fundamental reorganization.

The direct supervision of confinements attended by students is in the hands

of an intern, financially paid, and of a Presbyterian intern, who is not paid at all.

The latter has many duties in the Presbyterian Hospital and other fields of very different

to render himself available for the outdoor service. There are few nurses of rank; one for

day and one for night duty, and they are both overworked and untrained. There is no

laboratory facilities for teaching and supervising the students, and for co-ordinating their

work and plans of doctors and nurses. There ought to be a better service of their disposal

so that time might be saved and the workers properly protected from infectious diseases.

This lecture has been introduced into hospital service in various parts of the world.

J. CLARENCE WEBSTER, M.D.
104 SOUTH MICHIGAN BOULEVARD
CHICAGO

recent years and has led to much greater comfort and efficiency in work. To send out a nurse or doctor at night, it may be in rain or storm, on foot, or with only the help of an uncertain street-car service, to find their way to an obscure house in a distant and badly lighted street in the poorer quarters of the west side is a practice which is not creditable to any institution of learning or philanthropy. Immediate improvements in the service are urgently needed.

1. Responsibility and management should be centered in one Institution.
2. Two externes and three nurses should be provided. They should be housed and paid properly.
3. Automobile service should be provided for them.
4. There should be a Central Office with day and night telephone service, through which shall be coordinated all the various activities of the outdoor work.
5. Provision should be made for efficient ambulance service, which can be depended upon when needed to transfer cases to hospital.

In considering the outlook for the future, attention must be drawn to the fact that when the plans for the new medical school are completed, the under-graduate department on the Midway will have no outdoor obstetric department and the West-side Post-graduate School will not need one. There is no poor district near the Midway in which one can be established. South Chicago or the stockyards district might be developed in the course of years, but they are too far away to be utilized by students carrying on their regular work. Rush students at the present time thus enjoy a great advantage. It is quite evident that the new Midway school must adopt the plan now followed in Northwestern University whereby students give up their classes for a fortnight in order to give their entire attention to the out-door work of the Lying-In Hospital now situated on the West Side.

As a new out-door obstetric department in Chicago suitable to the needs of the Midway School could not well be established in less than six or eight years (and I presume that the experience required of the student would be at least that of the best European schools, a standard higher than in most American schools). I would respectfully suggest

recent years and has led to much greater comfort and efficiency in work. To send out a nurse or doctor at night, if they be in rain or storm, or late or when only the help of an uncertain street-car service, to find their way to an obscure house in a distant and badly-lighted street in the poorer quarters of the west side is a practice which is not creditable to any institution of learning or philanthropy. Immediate improvements in the service are urgently needed.

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J. CLARENCE WEBSTER, M.D.
104 SOUTH MICHIGAN BOULEVARD
CHICAGO

that the University of Chicago could best provide for the future by now taking charge of our present out-door department and establishing it on a basis of such efficiency as that it may be developed into an essential and very valuable educational asset of the Midway school. It would probably need an annual expenditure of Five Thousand Dollars at least to carry on the work properly. Half of this could easily be raised from students' fees. The balance would need to be furnished by the University. The work could be carried on for the present by the Department of Obstetrics and Gynecology in Rush Medical College and could later be transferred to the Midway school. The burden on the University would not be great and the annual outlay would be a fair expenditure, considering that it would acquire a going concern with a good reputation which has been established by slow and painstaking effort extended over a long period of years. It will cost the University much more money to start such a department de novo, and to provide a clientele as large as that which we now have on the west side will require years of great effort.

As an indication of the reputation which has been gained by the West Side Out-door Obstetric work of Rush Medical College, I beg to state that the Grand Jury of Chicago, after an official inspection, has praised it in the highest terms and referred to it as a model worthy of adoption by other institutions in the city.

J. C. Webster

M2

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

January 9, 1918.

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

My dear Mr. Flexner:

I have your valued favor of January 3. There are three matters with which the letter is concerned. The first, that which refers to the interpretation of the phrase, "advanced medical education", will receive the attention of President Judson. The subject to which Mr. Murphy calls attention and which is covered by paragraph 7 of the agreement will be explained to you by Mr. Heckman, Counsel and Business Manager of the University.

There remains Mr. Murphy's comment upon the dates when interest on the several instalments begins.

By reference to the statement of Mr. Arnett accompanying my letter of December 28, 1917, you will notice that by May 29, 1917, the University had received \$423,000 in payment of subscriptions to the Medical Fund of the University, and that by November 1, 1917, it had received \$826,166.67 of paid subscriptions. According to the terms of the contract between the General Education Board, the Rockefeller Foundation, and the University of Chicago, the University is entitled to interest, to be paid by the Foundation and the Education Board, at the rate of 5% per annum on instalments of \$250,000 in proportion as payments of \$412,500 are made on subscriptions to its Medical Fund. Each total payment of \$412,500 to the Medical Fund of the University (being one-eighth of the total subscriptions to the University's fund) entitles the University to interest on \$250,000 (being one-eighth of the total subscriptions of the Board and the Foundation) from the date of the receipt of such instalments by the University.

You will notice, therefore, by reference to the Auditor's statement that the University had received more than one-eighth of its fund by May 29, and by November 1, 1917, it had received more than a second one-eighth of its fund. The University, therefore, was entitled to interest on one-eighth of the General

January 2, 1915.

Mr. [Name]
[Address]

I have your letter of January 2, 1915, regarding the [subject] which has been referred to the [committee]. The [committee] has considered the matter and has decided to [action]. I am enclosing herewith a copy of the [report] for your information. I am sure that you will find it of interest.

I am, Sir, very respectfully,
Your obedient servant,
[Signature]

The [subject] of your letter of January 2, 1915, has been referred to the [committee] for their consideration. The [committee] has decided to [action]. I am enclosing herewith a copy of the [report] for your information. I am sure that you will find it of interest.

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

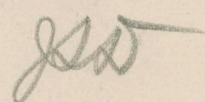
Mr. A. Flexner - 2 -

Education Board and the Rockefeller Foundation subscriptions commencing with May 29, and on two-eighths commencing with November 1.

I now take pleasure in enclosing you an additional statement certified by the Auditor, showing that to and including January 4, 1918, the University has received a total of \$1,281,166.67 of payments on subscriptions to the Medical Fund, and that from and after that date it is entitled to interest from the General Education Board and the Rockefeller Foundation at 5% per annum on three-eighths of their subscriptions, or on \$750,000.

I trust that with the information contained in the letter of President Judson and that of Mr. Heckman, together with the foregoing, I have answered your queries.

Very sincerely yours,



The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
540 EAST 58TH STREET
CHICAGO, ILL. 60637

W. A. Rorer - 2 -

Enclosed for the Board and the Rockefeller Foundation are
certificates commencing with May 29, and on two separate
occasions with November 1.

I have been pleased to receive from you an

interesting letter dated January 2, 1935, and the
fact that you had received a total of \$1,251,165.75 of your
share of the Rockefeller Foundation's income, and that
from the date of the letter it is entitled to interest
from the Rockefeller Foundation Board and the Rockefeller
Foundation at 2 1/2 per annum on three-eighths of the
contribution, or on \$750,000.

I am sure that with the information furnished
in the letter of December 1, 1934, and that of May
1, 1935, together with the foregoing, you are
fully satisfied.

Very respectfully,
W. A. Rorer

THE UNIVERSITY OF CHICAGO

PAYMENTS ON SUBSCRIPTIONS TO MEDICAL SCHOOL TO JANUARY 4, 1918

<u>Date Received</u>	<u>Name of Donor</u>	<u>Paid in Cash</u>	<u>Paid in Securities</u>
<u>1917</u>			
	Total as per list sent to Dr. Flexner, Dec. 29, 1917		\$ 887166.67
	Received Since		
Dec. 29	H. C. Grey	250.	
31	J. G. Shedd	25000.	
	A. D. Thomson	15000.	
<u>1918</u>			
Jan. 2	F. H. Rawson, Real Estate		300000.
2	F. W. Parker	250.	
3	Robert L. Scott	1000.	
4	J. Ogden Armour	50000.	
	T. E. Donnelley		
	Bonds		2421.25
	Cash	78.75	
		<hr/>	<hr/>
		91578.75	302421.25
			<hr/>
			394000.00
	Total		\$ 1281166.67

Note: Extract from memorandum of agreement between the General Education Board, the Rockefeller Foundation, and the University of Chicago:

"As soon as, and as often as \$412,800. 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 per annum on the sum of \$128,000."

The University has collected from other sources sums as follows:

To and including May 29, 1917 \$423,000.
 To and including November 1, 1917 826,166.67
 To and including January 4, 1918 1,281,166.67

And has therefore received on the dates mentioned the first, second, and third instalments of \$412,800. and is entitled to interest from those dates on the sum as specified in the agreement.

Certified Correct

Chicago, January 9, 1918.

Auditor.

THE UNIVERSITY OF CHICAGO

INSTITUTE OF TECHNOLOGY IN CHICAGO, ILLINOIS

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M2
Chicago, January 10, 1918

Dear Mr. MacLeish:

I am enclosing herewith copy of the plan for the organization of the University medical work as approved last week by the Committee on Instruction and Equipment. I have sent Mr. Holden also a copy and copies to Mr. Hamill's Committee of the Board of Trustees of the Rush Medical College. Mr. Holden will doubtless confer with you when the time comes for a conference of the two Committees.

Very truly yours,

H.P.J. - L.

Mr. Andrew MacLeish
Carson, Pirie, Scott & Company, Chicago

512

Chicago, January 10, 1912

Dear Mr. MacLellan:

I am enclosing herewith copy of the plan for the organization of the University Medical Work as approved last week by the Committee on Instruction and Equipment. I have sent Mr. Holden also a copy and copies to Mr. Hamill's Committee of the Board of Trustees of the Rush Medical College. Mr. Holden will doubtless confer with you when the time comes for a conference of the two Committees.

Very truly yours,

H. P. J. - L.

Mr. Andrew MacLellan
Carson, Pirie, Scott & Company, Chicago

M2

Chicago, January 10, 1918

Dear Judge Baldwin:

Herewith I am enclosing copy of the plan for the organization of the University medical work as approved last week by the Committee on Instruction and Equipment of the Board of Trustees of the University. I have sent copies to the special Committee of the Board of Trustees of Rush Medical College of which Mr. Hamill is Chairman. This represents in my opinion the most that the University ought to be called on to do in the matters in question.

I am returning the clipping with regard to Mr. Cram. He is undoubtedly a great architect of the Gothic, and undoubtedly a scholar of Gothic architecture. I am inclined to think, however, that he is somewhat pedantic. The old firm, you remember, was "Cram, Goodhue, and

MS

Ferguson.
Some of th
by Mr. Goo
good work

Chicago, January 10, 1918

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and Equipment of the Board of Trustees of the University.
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is Chairman. This represents in my opinion the most
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He is undoubtedly a great architect of the Gothic, and
undoubtedly a scholar of Gothic architecture. I am
inclined to think, however, that he is somewhat pedantic.
The old firm, you remember, was "Gram, Goodhue, and

Ferguson." Mr. Ferguson I believe was an engineer. Some of the finest work of the firm I think was done by Mr. Goodhue. Anyway, he has done some extraordinarily good work since the dissolution of the firm. The Fourth Presbyterian Church in Chicago was done by Cram; the First Baptist Church in Pittsburgh was done by Goodhue. I have not seen the latter, but those who have seen it - and I think Mr. Hutchinson is one - have spoken of it in the highest terms.

Very truly yours,

H.P.J. - L.

Hon. Jesse A. Baldwin
412 County Bldg., Chicago

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by Mr. Goodhue. Anyway, he has done some extraordinarily
good work since the dissolution of the firm. The Fourth
Presbyterian Church in Chicago was done by Green; the First
Baptist Church in Pittsburgh was done by Goodhue. I have not
seen the latter, but those who have seen it - and I think
Mr. Hutchinson is one - have spoken of it in the highest
terms.

Very truly yours,

H. P. J. - L.

Hon. Jesse A. Baldwin
412 County Bldg., Chicago

Folio 17

XXVII

See at
copy
following this

XXV

De la

Patron

17

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

The Board of Trustees

*This is part
deals with same
mentioned in no. 10 + 11*

24

Instruction & Equipment.

ACTION OF THE BOARD OF TRUSTEES

AT MEETING HELD JULY 9, 1918.

*Miss Johnson
for Medical
Board*

*2-10-17
+
5-8-17*

"The Secretary on behalf of the Committee on Instruction and Equipment presented a plan for the organization of the medical work of the University as recommended by the Committee, accompanied by the following communication from the President of the University:

July 6, 1918.

To the President of the Board of Trustees:

Herewith I beg to submit recommendations for the organization of the medical work of the University, to take the place of those which were referred back to the Committee on Instruction and Equipment. The fundamental differences as between this and the former recommendations are:

1. That, contrary to the previous action of the Board, it is recommended that the name of the postgraduate school on the West Side be the "Rush Postgraduate Medical School of the University of Chicago." For the reasons given in the plan, I am convinced that it is advisable to adopt this name.

2. Various matters of detail relating to alumni of Rush Medical College are omitted. All these things can safely be left to the discretion of the faculty.

3. A final paragraph has been added, calling attention to the hope that there may be a development of instruction in public health in the future. It is desirable that this be adopted, to indicate the intention of the Board.

The recommendations are herewith respectfully submitted:

(Signed) Harry Pratt Judson,
President.

The plan recommended by the Committee on Instruction and Equipment follows:

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.

ACTION ON THE BOARD OF TRUSTEES

AT MEETING HELD JULY 9, 1918.

"The Secretary on behalf of the Committee on

Instruction and Equipment presented a plan for the organization

of the medical work of the University as recommended by the

Committee, accompanied by the following communication from

the President of the University:

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To the President of the Board of Trustees:
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the place of those which were referred back to the Committee
on Instruction and Equipment. The fundamental differences as
between this and the former recommendations are:
1. That, contrary to the previous action of the
Board, it is recommended that the name of the postgraduate
school on the West Side be the "Rush Postgraduate Medical
School of the University of Chicago." For the reasons given
in the plan, I am convinced that it is advisable to adopt this
name.

2. Various matters of detail relating to the
of Rush Medical College are omitted. All those things can
safely be left to the discretion of the faculty.
3. A final paragraph has been added, calling
attention to the hope that there may be a development of
instruction in public health in the future. It is desirable
that this be adopted, to indicate the intention of the Board.
The recommendations are herewith respectfully

submitted.

(Signed) Harry East Johnson,
President.

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and Equipment follows:

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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, 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.

I. In the preparation of the Medical School there will be a medical school with the primary purpose of training students for the degree of Doctor of Medicine. The hospital's degree from a reputable college will be required for admission. Provision will be made for about 150 students. Location of the faculty in the laboratory department 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 hospital 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 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. General practitioners of medicine will be sought for faculty positions, without interfering with their private practices. 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 hospital when the direction of their several departments.

As both of the medical schools will be private schools, but in a different sense, for the same of citizenship the school on one side will be known as the Presbyterian school. The Trustees of Rush Medical College will come to give the degree of Doctor of Medicine, and the hospital's school as the purpose and location, and in the selection of the 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 institutions, in recognition of that fact and of the long history of the college which now comes to and has provisioned to the provision, the school will be known as "The University of Chicago Medical School".

III. Provision in medical schools will be carried on in connection with both medical schools, as certain persons may warrant. The existing contracts with the University of Chicago Medical School and with the Presbyterian Hospital will be revised at some future date for better and for ill, and it is expected for certain understandings of this character, and it is expected that from time to time other agreements will be made for research when 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."

Medical research will be under the general direction of a University Board, consisting of the President of the University or 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.

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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.

Plan of organization

17
Extract from Minutes of the Meeting of the
Board of Trustees
held
July 9, 1918.

17
The Secretary on behalf of the Committee on Instruction and Equipment presented a plan for the organization of the medical work of the University as recommended by the Committee, accompanied by the following communication from the President of the University:

July 6, 1918.

To the President of the Board of Trustees:

Herewith I beg to submit recommendations for the organization of the medical work of the University, to take the place of those which were referred back to the Committee on Instruction and Equipment. The fundamental differences as between this and the former recommendations are:

1. That, contrary to the previous action of the Board, it is recommended that the name of the postgraduate school on the West Side be the "Rush Postgraduate Medical School of the University of Chicago." For the reasons given in the plan, I am convinced that it is advisable to adopt this name.

2. Various matters of detail relating to alumni of Rush Medical College are omitted. All these things can safely be left to the discretion of the faculty.

3. A final paragraph has been added, calling attention to the hope that there may be a development of instruction in public health in the future. It is desirable that this be adopted, to indicate the intention of the Board.

The recommendations are herewith respectfully submitted.

(Signed) Harry Pratt Judson,
President

Extract from minutes of the meeting of the

Board of Trustees

held

July 9, 1918.

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(Signed) Harry Pratt Johnson,
President

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

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.

1. 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,

July 9, 1918.

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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.

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".

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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.

September 24, 1919

Dear Mr. Flexner:

Yours of the 11th came while I was out of the city. I quite agree with you in your view of the sequence of developments.

I am very glad that matters turned out so well at the Buckwood Inn. Certainly it is a good place.

Very truly yours,

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

of the Board

Wallace Buttrick
President

Abraham Flexner
Secretary

E. C. Sage
Assistant Secretary

L. G. Myers
Treasurer

L. M. Dashiell
Assistant Treasurer

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Treasurer

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Assistant Treasurer

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

37
Members of the Board

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Starr J. Murphy
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Frank E. Spaulding
Charles P. Howland

September 11, 1919

Dr. Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear Dr. Judson:

I have received from you the letter of the 4th from Professor Jordan on the subject of the establishment of a school of public health in Chicago. Unquestionably, this ought to follow in the wake of the medical school, and for important developments of this kind the time is always "opportune, not to say critical." I am passing the letter on to Doctor Rose, for I know he will be interested in it, but for the moment the great thing, it seems to me, is to launch your medical school project. The school of public health is impossible without that as a basis. In due course the other proposition ought undoubtedly to be taken into consideration.

We did have a splendid time at Buckwood. It was unanimously agreed that we need never again investigate places. Your suggestions on that head will answer for all time.

With warm regards,

Very sincerely yours,

AF:T

Abraham Flexner

Members of the Board

President T. G. ...
Vice President ...
Secretary ...
Treasurer ...
Members ...

General Education Board

INCORPORATED IN THE STATE OF NEW YORK

21 BROADWAY

NEW YORK

Officers of the Board

President ...
Vice President ...
Secretary ...
Treasurer ...
Members ...

September 11, 1912

Dr. Harry Pratt Johnson
University of Chicago
Chicago, Illinois

Dear Dr. Johnson:

I have received from you the letter of the 4th from Professor Jordan on the subject of the establishment of a school of public health in Chicago. In response to this report to follow in the wake of the medical school, and for important developments of this kind the time is always "opportune, not to say critical." I am sending the letter on to Doctor Howe, for I know he will be interested in it, but for the moment the great thing, it seems to me, is to launch your medical school project. The school of public health is impossible without that as a basis. In the course the other proposition ought naturally to be taken into consideration.

We did have a splendid time at Woodstock. It was unanimously agreed that we need never again investigate places. Your suggestions on that head will answer for all time.

With warm regards,

Very sincerely yours,

William Howard Taft

WHT

COPIES OF CONTRACTS
Between the University of
Chicago and other organizations
also related Agreements

#####

- 12-15-17 University of Chicago and Rush Medical College (1917) ✓
- 12-15-17 University of Chicago and McCormick Memorial Institute ✓
- 12-11-17 University of Chicago and Sprague Memorial Institute ✓
- 11-11-19 University of Chicago and Children's Memorial Hospital ✓
- 11-11-19 University of Chicago and Rush Medical College (consent ✓
concerning Children's Memorial Hospital, 1919)
- 12-15-17 Rush Medical College transfer of to University of Chicago ✓
rights under contract of College with Presbyterian
Hospital *dated 12-15-17*
- 6-26-08 Agreement of Rush Medical College with Children's Memorial ✓
Hospital
- 1-2-84 Agreement of Rush Medical College with Presbyterian Hospital ✓

TABLE OF CONTENTS
Between the University of
Chicago and other institutions
also related persons

1917

University of Chicago and Rush Medical College (1917)
University of Chicago and Northwestern Memorial Institute
University of Chicago and Sprague Memorial Institute
University of Chicago and Children's Memorial Hospital
University of Chicago and Rush Medical College (cont'd)
concerning Children's Memorial Hospital (1917)
Rush Medical College transfer of to University of Chicago
rights under contract of College with Presbyterian
Hospital
Agreement of Rush Medical College with Children's Memorial
Hospital
Agreement of Rush Medical College with Presbyterian Hospital

M18 X

THIS MEMORANDUM OF AGREEMENT entered into this 19th day of December, A. D. 1919 by and between the RUSH MEDICAL COLLEGE, party of the first part, and THE UNIVERSITY OF CHICAGO, party of the second part, is executed to evidence the following:

FIRST: That the party of the first part has transferred to The University of Chicago all the rights and privileges hitherto vested in Rush Medical College growing out of a contract between the Rush Medical College and the Children's Memorial Hospital, and by this action cancels from this date the agreement heretofore existing between Rush Medical College and the Children's Memorial Hospital.

SECOND: That the contract between The University of Chicago and the Children's Memorial Hospital dated the 18th day of November, A. D. 1919 by which The University of Chicago is to make the Children's Memorial Hospital a center for post graduate work in the study and treatment of diseases of children involving the making of the staff of the hospital an important teaching body, the University having the right to nominate to the Board of the hospital the members of the medical and surgical staff of the hospital, including the pathologist, the Board of the hospital to appoint only persons so nominated as members of the staff, the Board of the hospital to have the right to refuse to appoint any person a member of the hospital staff not satisfactory to the Board of the hospital, is hereby consented to, ratified and approved by the party of the first part.

IN WITNESS WHEREOF the parties hereto have by their respective Boards of Directors duly authorized the same to be executed and the same are executed in their behalf by the Presidents of their respective Boards of Trustees.

RUSH MEDICAL COLLEGE

BY (Signed) John J. Glessner
President of its
Board of Trustees

SEAL

(Signed) J. Spencer Dickerson
Secretary

THE UNIVERSITY OF CHICAGO

BY (Signed) Martin A. Ryerson
President of its
Board of Trustees

(Signed) J. Spencer Dickerson
Secretary

SEAL

THIS MEMORANDUM OF AGREEMENT entered into this 18th day of December, A. D. 1919 by and between the RUSH MEDICAL COLLEGE, party of the first part, and THE UNIVERSITY OF CHICAGO, party of the second part, as executed to evidence the following:

FIRST: That the party of the first part has transferred to the University of Chicago all the rights and privileges hitherto vested in Rush Medical College growing out of a contract between the Rush Medical College and the Children's Memorial Hospital, and by this action cancels from this date the agreement heretofore existing between Rush Medical College and the Children's Memorial Hospital.

SECOND: That the contract between The University of Chicago and the Children's Memorial Hospital dated the 18th day of November, A. D. 1919 by which The University of Chicago is to make the Children's Memorial Hospital a center for post graduate work in the study and treatment of diseases of children involving the making of the staff of the hospital an important teaching body, the University having the right to nominate to the Board of the hospital the members of the medical and surgical staff of the hospital, including the pathologist, the Board of the hospital to appoint only persons so nominated as members of the staff, the Board of the hospital to have the right to refuse to appoint any person a member of the hospital staff not satisfactory to the Board of the hospital, is hereby consented to, ratified and approved by the party of the first part.

IN WITNESS WHEREOF the parties hereto have by their respective Boards of Directors duly authorized the same to be executed and the same are executed in their behalf by the Presidents of their respective Boards of Trustees.

RUSH MEDICAL COLLEGE

BY (Signed) John T. Gleason
President of its
Board of Trustees

SEAL
(Signed) J. Spencer Dickerson
Secretary

THE UNIVERSITY OF CHICAGO

BY (Signed) Martin A. Ryerson
President of its
Board of Trustees

(Signed) J. Spencer Dickerson
Secretary

SEAL

Children's
Memorial Hospital

termed the "General Academic Subjects," and into it are put all subjects not enumerated in the first two groups.

An examination of Table XVI shows clearly that the short courses are not planned to do much else than train along technical lines. Of the fifty-six schools reporting short courses, approximately 75 per cent require something in the way of science, but only twenty-four, 42 per cent, require at least one social-business subject, and only thirteen, 22.7 per cent, require at least one general academic subject. A closer examination of Table XVI, however, reveals the infrequency with which any comprehensive demands are made in the fields of general training. Science has apparently made some small claim. Commercial geography, which in this discussion is classed as science, is required more universally than any other subject, and yet it is required in the commercial short courses in but twenty-three cases, 40 per cent of those reporting. Hygiene or physiology, doubtless owing to state law in many cases, is required in twelve of the short courses, 21 per cent of those reporting. Four schools,

These Articles of Agreement entered into as of the eighteenth day of November, A.D. 1919 by and between the University of Chicago and the Children's Memorial Hospital, are executed to evidence the following as the basis of affiliation and co-operation under which relations between said two corporations shall be entered into and maintained, each corporation expressly retaining and maintaining its several responsibility and sole and separate obligations with respect to the carrying out of the purposes for which it has been organized.

First: The University will make the Children's Memorial Hospital a center for post-graduate work in the study and treatment of diseases of children.

Second: As this will involve the making of the staff of the Hospital an important teaching body, the University will have the right to nominate to the Board of the Hospital the members of the medical and surgical staff of the Hospital including the pathologist, and the Board of the Hospital will appoint only persons so nominated as members of the staff. The Board of the Hospital will, however, have the right to refuse to appoint any person a member of the Hospital staff not satisfactory to the Board of the Hospital. It is assumed that the enlargement of the functions of the medical and surgical staff will require some changes in the organization of such staff.

Third: The Hospital now has a contract with Rush Medical College under which the faculty of Rush Medical College nominates candidates for the medical and surgical staff of the Hospital, and the Hospital appoints members of the staff from the persons so nominated. As Rush Medical College is already affiliated with the University it will follow that the right of nomination hitherto vested in Rush Medical College will be transferred to the Board of Trustees of the University, and the agreement with Rush Medical College will be cancelled.

Fourth: This agreement between the University and the Hospital will be terminable at the election of either party upon one year's notice.

In Witness Whereof, the parties to these Articles of Agreement have, by their respective Boards of Directors duly authorized the same to be executed and the same are executed in their behalf by their respective Presidents.

CHILDREN'S MEMORIAL HOSPITAL

BY THOMAS D. JONES (SIGNED)
Its President

Attest:

GEORGE PACKARD (SIGNED)
Secretary of the Children's Memorial Hospital.

THE UNIVERSITY OF CHICAGO

Attest:

J. SPENCER DICKERSON (SIGNED) BY MARTIN A. RYERSON (SIGNED)
Secretary President of its Board of Trustees

These Articles of Agreement entered into as of the
eighteenth day of November, A.D. 1919 by and between the University
of Chicago and the Children's Memorial Hospital, are executed to
evidence the following as the basis of affiliation and co-operation
under which relations between said two corporations shall be entered
into and maintained, each corporation expressly retaining and
maintaining the several responsibility and sole and separate
obligations with respect to the carrying out of the purposes for
which it has been organized.

First: The University will make the Children's Memorial Hospital
a center for post-graduate work in the study and treatment of diseases
of children.

Second: In this will involve the making of the staff of the
hospital to include the University. The University will have the
right to nominate to the Board of the Hospital the members of the
medical and surgical staff of the Hospital including the attending
and the Board of the Hospital will appoint only persons so nominated
as members of the staff. The Board of the Hospital will, however,
have the right to refuse to appoint any person a member of the
Hospital staff not satisfactory to the Board of the Hospital. It
is understood that the enlargement of the functions of the medical
and surgical staff will require some changes in the organization
of the staff.

Third: The Hospital now has a contract with Rush Medical College
under which the faculty of Rush Medical College nominates candidates
for the medical and surgical staff of the Hospital, and the Hospital
appoints members of the staff from the persons so nominated. As
Rush Medical College is already affiliated with the University it
will follow that the right of nomination heretofore vested in Rush
Medical College will be transferred to the Board of Trustees of
the University, and the agreement with Rush Medical College will be
cancelled.

Fourth: This agreement between the University and the Hospital will
be terminable at the election of either party upon one year's notice.

In witness whereof, the parties to these Articles of Agreement have
by their respective hands of attorneys duly authorized the same to
be executed and the same are executed in their behalf by their
respective attorneys.

CHILDREN'S MEMORIAL HOSPITAL

BY THOMAS D. JONES (SEAL)
Its President

Attest:

JOHN JACKSON (SEAL)

Secretary of the Children's Memorial Hospital

THE UNIVERSITY OF CHICAGO

Attest:

BY [Name] (SEAL)
President of the Board of Trustees

Officers of the Board

Wallace Buttrick
President
Abraham Flexner
Secretary
E. C. Sage
Assistant Secretary
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

186
Members of the Board

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Starr J. Murphy
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Frank E. Spaulding
Charles P. Howland

January 23, 1920

Dr. Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear President Judson:

I have your kind letter of January 22 in reference to the Medical School budget. I have not forgotten your request for some suggestions on that subject, but I have found myself halted by the realization that further steps in the matter of working out a detailed budget would inevitably bring up the whole question of organization, and that the budget aspect of the problem cannot at this stage be separately considered.

Needless to say, I shall be happy to participate in a conference on the subject almost any time that you may select. I can, of course, be reached by the wire, should you so desire.

Very sincerely yours,

Abraham Flexner

AF/LFA

any day

what day

General Education Board

61 BROADWAY
NEW YORK

January 23, 1930

Dr. Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear President Judson:

I have your kind letter of January 23 in reference to the Medical School budget. I have not forgotten your request for some suggestions on that subject, but I have found myself halted by the realization that further steps in the matter of working out a detailed budget would inevitably bring up the whole question of organization, and that the budget aspect of the problem cannot at this stage be separately considered.

Needless to say, I shall be happy to participate in a conference on the subject almost any time that you may select. I can, of course, be reached by the wire, should you so desire.

Very sincerely yours,

AP/THA

any day next week. Perhaps you will kindly telegraph me

January 26, 1920

Dear Mr. Flexner:

Your favor of the 23rd instant is received.

I am anxious to go over with you the general plan of organization of the Medical School budget. You remember that our initial undertaking was based on the budget you drafted. A somewhat detailed budget should now be made based on that and the financial situation in general.

The question of organization is involved, but not necessarily the question of personnel. We have thus far appointed only the Professor of Surgery and the Superintendent of the Hospital. I have been unwilling to recommend further appointments until we know what further funds are needed, and what further funds can be secured. I should like to go over these matters with you at your convenience. I could not leave Chicago this week and while I ventured to suggest your coming on here at the same time if you are tied up in New York I shall be glad to come to New York. It would be entirely convenient for me to be in New York any day next week. Perhaps you will kindly telegraph me

any day next week. Perhaps you will kindly telegraph me

January 28, 1920

Dear Mr. Flexner:

Your favor of the 23rd instant is received. I am anxious to go over with you the general plan of organization of the Medical School Budget. You remember that our initial undertaking was based on the budget you drafted. A somewhat detailed budget should now be made based on that and the financial situation in General. The question of organization is involved, but not necessarily the question of personnel. We have thus far appointed only the Professor of Surgery and the Superintendent of the Hospital. I have been unwilling to recommend further appointments until we know what further funds are needed, and what further funds can be secured. I should like to go over these matters with you at your convenience. I could not leave Chicago this weekend while I ventured to suggest your coming on here at the same time if you are tied up in New York I shall be glad to come to New York. It would be entirely convenient for me to be in New York next week. Perhaps you will kindly telegraph me

what day will be convenient

--2--

Dr. Abraham Flexner,
General Education Board,
61 Broadway, New York City

-2-

what day will be convenient for you.

Very truly yours,

Dr. Abraham Flexner,
General Education Board,
61 Broadway, New York City.

HPJ:JN

perh

Dr. Henry D.

-2-

What day will be convenient for you.

Very truly yours,

Dr. Abraham Flexner,
General Education Board,
61 Broadway, New York City.

HBT:JN

Officers of the Board

Wallace Buttrick
President
Abraham Flexner
Secretary
E. C. Sage
Assistant Secretary
L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

Members of the Board

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Starr J. Murphy
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Frank E. Spaulding
Charles P. Howland

January 28, 1920

President Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear President Judson:

I have yours of the 26th. Dr. Buttrick and I realize clearly that the question of personnel is secondary, but the question of organization of the school and of its relationships is fundamental, and these fundamental considerations will not in the end be without their bearing on the choice of persons, though with that we have no immediate concern.

I am wiring you that I shall leave New York Thursday afternoon, January 29, on a late train reaching Chicago Friday evening. I shall hope to be at your office Saturday morning.

With warm regards, in which Dr. Buttrick joins,

I am

Very sincerely yours,

Abraham Flexner

AF/ESB

Members of the Board

James A. Smith
John A. Smith
William A. Smith
George A. Smith
Charles A. Smith
Edward A. Smith
Frederick A. Smith
Henry A. Smith
Robert A. Smith
Thomas A. Smith
John A. Smith
William A. Smith
George A. Smith
Charles A. Smith
Edward A. Smith
Frederick A. Smith
Henry A. Smith
Robert A. Smith
Thomas A. Smith

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1903

61 BROADWAY
NEW YORK

Officers of the Board

William D. Boyce
Stephen D. Boyce
E. C. Boyce
L. C. Boyce
L. M. Boyce

January 28, 1906

President Harry Pratt Judson
University of Chicago
Chicago, Illinois

Dear President Judson:

I have your of the 20th. Dr. Bristow and I
realize clearly that the question of personnel is secondary,
but the question of organization of the school and of its
relationships is fundamental, and these fundamental consid-
erations will not in the end be without their bearing on the
choice of persons, though with that we have no immediate
concern.

I am writing you that I shall leave New York
Thursday afternoon, January 28, on a late train reaching Chicago
Friday evening. I shall hope to be at your office Saturday
morning.

With warm regards, in which Dr. Bristow joins,

I am

Very sincerely yours,

Richard D. Boyce

RD/200

Officers of the Board

Wallace Buttrick
President

Abraham Flexner
Secretary

E. C. Sage
Assistant Secretary

L. G. Myers
Treasurer

L. M. Dashiell
Assistant Treasurer

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY
NEW YORK

2/1/20 MZ
Members of the Board

Frederick T. Gates
J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
Starr J. Murphy
Edwin A. Alderman
Harry Pratt Judson
Wickliffe Rose
Jerome D. Greene
Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Frank E. Spaulding
Charles P. Howland

January 30, 1920

President Harry Pratt Judson
The University of Chicago
Chicago, Illinois

Dear President Judson:

Your telegram received yesterday morning rather reinstates the difficulties of which I have been conscious. I have no recent data on the subject of hospital costs and I am really not the person to consult on that subject. The hospital costs and estimates embodied in my original figures were derived from competent experts whose advice on that subject I naturally took. The situation in these matters has changed, but to what extent I am unable to say.

As to the other points, I admit that I am deeply troubled, and, as an honest confession is good for the soul, I am going to explain my perplexity frankly, trusting, as I do fully, to your friendship not to misunderstand my position or to take exception to my candor.

I may be wrong, but I cannot see that, in so far as the expense of conducting the medical school is concerned, much, if any, headway can be made without considering first and foremost questions of organization. Questions of personnel are, it is true, secondary, but they are apt to bob up and must, I fear, come into the discussion before definite results can be reached.

H.P.J.--2

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education, j

General Education Board

61 BROADWAY
NEW YORK

January 30, 1930

President Harry Pratt Johnson
The University of Chicago
Chicago, Illinois

Dear President Johnson:

Your telegram received yesterday morning rather late in the afternoon of which I have been conscious. I have no recent data on the subject of hospital costs and I am really not the person to comment on that subject. The hospital costs and estimates embodied in my original figures were derived from competent experts whose advice on that subject I naturally took. The situation in these matters has changed, but to what extent I am unable to say.

As to the other points, I admit that I am deeply troubled, and, as an honest confession is good for the soul, I am going to explain my position frankly, frankly, as I feel, to your friendliness not to misunderstand my position or to take exception to my answer.

I may be wrong, but I cannot see that, in so far as the expense of conducting the medical school is concerned, much, if any, better can be made without considering first and foremost questions of organization. Questions of personnel are, it is true, secondary, but they are apt to pop up and make, I fear, some into the discussion before definite results can be reached.

I can make the point clear, perhaps, by an illustration. The Board is now seeking to coöperate with Vanderbilt University in medical education, just as we started out to coöperate with the University of Chicago. Chancellor Kirkland, Dr. Buttrick and I have had long conferences that began with finance and in their course have sooner or later involved organization, scope, personnel, etc. I believe that Chancellor Kirkland will tell you that we have not obtruded our views or urged our own way; on the contrary, he has repeatedly asked us to take a kind of responsibility that we have been entirely unwilling to assume.

This then is the dilemma in which I find myself. On the one hand, a mainly financial discussion, as far as I can see, would be futile; on the other, I think I am not mistaken in feeling on your part a certain reserve in dealing with other aspects of the matter. In this you are absolutely within your rights. As you well know, it has been the uniform policy of the General Education Board not to intrude upon those charged with academic responsibilities the views or ideas of the officers of the Board. I am therefore simply adhering to the consistent policy of the office in not putting myself into a situation in which it would be extremely difficult for me to avoid expressing opinions or perhaps urging views which would run beyond the limits within which, I think, you prefer to confine discussion.

Let me add that the conclusions which I am expressing represent not only my own judgment, but the judgment of my associates with whom I am accustomed to take counsel.

Please believe me when I say that my interest in the medical school is as strong as ever and that you have my very best wishes in everything that pertains to it.

Sincerely yours,

AF/ESB

Abraham Flexner

L. G. Myers
Treasurer
L. M. Dashiell
Assistant Treasurer

I can make the point clear, perhaps, by an illustration. The
Board is now seeking to cooperate with Vanderbilt University in medical
education, just as we started out to cooperate with the University of
Chicago. Chancellor Kirkland, Dr. Butler and I have had long conferences
that began with finance and in their course have become or later involved
organization, scope, personnel, etc. I believe that Chancellor Kirkland
will tell you that we have not obtained our views or urged our own way;
on the contrary, he has repeatedly asked us to take a kind of responsibility
that we have been entirely unwilling to assume.

This then is the dilemma in which I find myself. On the one
hand, a mainly financial discussion, as far as I can see, would be futile;
on the other, I think I am not mistaken in feeling on your part a certain
reserve in dealing with other aspects of the matter. In this you are
absolutely within your rights. As you well know, it has been the uniform
policy of the General Education Board not to intrude upon those charged with
academic responsibilities the views or ideas of the officers of the Board.
I am therefore simply stating what is the consistent policy of the Board in
not putting myself into a situation in which it would be extremely difficult
for me to avoid expressing opinions or perhaps stating views which would run
beyond the limits within which, I think, you prefer to confine discussion.
Let me add that the conditions which I am expressing represent
not only my own judgment, but the judgment of my associates with whom I
am accustomed to take counsel.

Please believe me when I say that my interest in the medical school
is as strong as ever and that you have my very best wishes in everything that
pertains to it.

Sincerely yours,
L. G. Myers

THE JOHNS HOPKINS HOSPITAL

M2

WINFORD H. SMITH, M. D.
SUPERINTENDENT

RALPH B. SEEM, M. D.

AGNES C. HARTRIDGE, R. N.

CARLISLE S. LENTZ, M. D.
ASST. SUPERINTENDENTS

Baltimore, February 18, 1920 19

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

Dear President Judson:

Your letter of the 14th at hand. I am glad to hear that the professor of medicine is soon to be appointed, and that you have decided to go ahead with construction of the new hospital at the earliest possible moment.

You state "as far as pathology goes the judgment of Dr. Hektoen and Dr. Wells will be sufficient". I agree with this only on one condition that either Dr. Hektoen or Dr. Wells is to be in charge of this department. If another man is to be in charge of this department it may be that the plans of Drs. Hektoen and Wells will suit him, but if so it will be an unusual experience. I do not wish to seem too persistent, but I feel that I must repeat that the final plans for the laboratory department cannot be satisfactorily developed without the collaboration of the man who is to be actually in charge of the department, and it should not be attempted. You will pardon my insistence on this point, but long experience in dealing with such matters has convinced me of the necessity of certain lines of procedure.

With best wishes and kindest regards, I remain,

Very sincerely yours,

Winford Smith

WHS/EC

The Johns Hopkins Hospital

Baltimore, February 18, 1930

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

Dear President Judson:

Your letter of the 14th was received. I am glad to hear that the prospect of working in your department is so bright, and that you have decided to accept the position of the new hospital at the earliest possible moment.

You state "as far as pathology goes the judgment of Dr. Judson and Dr. Wells will be sufficient." I agree with this only on one condition that either Dr. Judson or Dr. Wells is to be in charge of this department. It is not possible for me to be in charge of this department if it may be that the plans of Dr. Judson and Wells will suit him, but if so it will be an unusual experience. I do not wish to make too general a statement, but I feel that I am in a position to make a statement that the collaboration of the two who is to be actually in charge of the department and it should not be attempted. You will pardon my insistence on this point, but long experience in dealing with such matters has convinced me of the necessity of certain lines of procedure.

With best wishes and kindest regards, I remain,

Very sincerely yours,

Walter D. Miller

WDM:K

142

February 20, 1920

My dear Dr. Peabody:

Some time ago I spoke to you in reference to the Medical plans of the University of Chicago. I have been keeping this matter under advisement for some time pending the decision of certain matters connected with finance. However these matters are all settled satisfactorily and we are proceeding all along the line.

You understand that our organization involves first, a Medical School on the Midway which in connection with the Albert Merritt Billings Hospital trains students for the degree of Doctor of Medicine; second, the Graduate Medical School on the West Side in connection with the Presbyterian Hospital which received students who already have the degree of Doctor of Medicine, most of whom probably are practitioners; third, the research work connected with the McCormick Memorial Institute and with the Sprague Institute, both reorganized for such other research work as may from time to time be provided.

M2

February 20, 1920

My dear Dr. Peabody:

Some time ago I spoke to you in reference to the Medical plans of the University of Chicago. I have been keeping this matter under advisement for some time pending the decision of certain matters connected with finance. However these matters are all settled satisfactorily and we are proceeding all along the line.

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ment as pro
I am now

I am now writing to ask if you will accept an appointment as Professor of Medicine and Dean of the Medical School on the Midway. The Headship of the Department of Medicine is of course extremely important to settle at this time as the Hospital plans wait only the study on the part of the Professor. The Deanship is important as of course we must proceed with the determination of the personnel of the Faculty. Thus far the only appointment made is that of Dr. Dean DeWitt Lewis Head of the Department of Surgery.

I may say that we are prepared at this time to offer the Professor of Medicine \$7000 and the Dean's salary will be an additional \$1000. It is my idea that the appointment should take effect the first of July next in order that you may have ample time to give to matters connected with the Hospital plans and to organization in consultation with me. I shall hope to see you on Tuesday next and talk over matters at length.

With cordial regards to yourself and the charming bride,

I am,

Very truly yours,

Dr. Francis Weld Peabody,
Boston, Mass.

HPJ:JN

I am now writing to ask if you will accept an appoint-

ment as Professor of Medicine and Dean of the Medical
School on the Midway. The Headship of the Department of
Medicine is of course extremely important to settle at this
time as the Hospital plans wait only the study on the part
of the Professor. The Deanship is important as of course
we must proceed with the determination of the personnel
of the Faculty. Thus far the only appointment made is that
of Dr. Dean Dewitt Lewis Head of the Department of Surgery.

I may say that we are prepared at this time to offer
the Professor of Medicine \$7000 and the Dean's salary will
be an additional \$1000. It is my idea that the appointment
should take effect the first of July next in order that you
may have ample time to give to matters connected with the
Hospital plans and to organization in consultation with me.
I shall hope to see you on Tuesday next and talk over matters
at length.

With cordial regards to yourself and the charming bride,

I am,

Very truly yours,

Dr. Francis Weld Peabody,
Boston, Mass.

HRJ:JH

172

February 21, 1920

My dear Dr. Smith:

Yours of the 18th is received. Please don't
trouble yourself about the matter of Pathology.

Very truly yours,

Dr. Winford Smith,
Johns Hopkins Hospital,
Baltimore, Md.

HPJ:JN

February 21, 1920

My dear Dr. Smith:

Yours of the 18th is received. Please don't

trouble yourself about the matter of pathology.

Very truly yours,

Dr. Winford Smith,
Johns Hopkins Hospital,
Baltimore, Md.

WFS:JN

The University of Chicago

Office of the President

B

Albert Menitt Bellings
Hospital

Dr. Seem's Plan of Organization
& Administration
Estimate of Costs.
