

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

+3  
M2

January 28, 1921.

President H. P. Judson,  
University of Chicago,  
Chicago, Ill.

My dear President Judson:

I have just received a notification of the fact that you appointed me on a Committee of Five which is to formulate plans for our graduate medical school. As you know, the Council on Medical Education, of which I am chairman, is very actively engaged in working out a program which we are to submit to the American Medical Association. I am enclosing a copy of the preliminary program and I am also enclosing an extra proof of an article on this subject by our friend Dr. E. P. Lyon of the University of Minnesota. Lyon's paper presents pretty clearly a general plan that we are working out and if you possibly have time I would ask you to read it and if you can later have your secretary return it to me for my files, I shall be very much obliged.

The University of Minnesota and the Mayo Foundation, as you will see from Lyon's article, have taken the initiative in this work and are doing more than any other organization in the world, I think, at present to put graduate medical education on a sound basis.

I wondered if you might not be interested in going to Rochester with me and spending a day or two inspecting this work at the Mayo Clinic. I believe you would be very much interested and I believe that we could profit by some of their experiences. If some time during this winter or spring you desired to make an inspection of the work at Rochester, I should be delighted to make the trip with you.

My own conception of our own development here, however, is one that will call for a development on broader lines than has been undertaken by the University of Minnesota.

Yours very truly,

Arthur Dean Bevan



DR. ARTHUR DEAN BRYAN  
People's Gas Bldg  
Michigan Bldg and Adams St  
Chicago

January 28, 1921

President H. F. Johnson,  
University of Chicago,  
Chicago, Ill.

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Yours very truly,

Arthur Dean Bryan



February 3, 1921

Dear Dr. Bevan:

Yours of the 28th of January is received. The committee in question is not exactly entrusted with the power of making plans for our graduate medical schools. They will, however, prepare suggestions on that head which the committee will be glad to consider when the time comes. I should be very glad if I might go to Rochester with you some time and look over the clinic. Perhaps we can make an appointment.

Very truly yours,

Dr. Arthur Dean Bevan,  
People's Gas Bldg.  
Chicago, Ill.

HPJ:JN



February 3, 1921

Dear Dr. Bowen:

Yours of the 28th of January is received. The committee in question is not exactly entrusted with the power of making plans for our graduate medical schools. They will, however, prepare suggestions on that head which the committee will be glad to consider when the time comes. I should be very glad if I might go to Rochester with you some time and look over the clinic. Perhaps we can make an appointment.

Very truly yours,

Dr. Arthur Dean Bowen,  
People's Gas Bldg.,  
Chicago, Ill.

HPJ:HH



FRANK BILLINGS  
~~PEOPLES GAS BUILDING~~  
~~177 SOUTH MICHIGAN BOULEVARD~~  
CHICAGO

1550 North State Parkway

March 26, 1921.

Mr. Harry Pratt Judson,  
President The University of Chicago,  
Chicago, Illinois.

Dear Mr. Judson:

Your letter addressed to me in Washington was received, but I was unable to answer it while there. I reached home yesterday morning and will return to Washington on Sunday where I will be obliged to spend the greater part of each week for two or three weeks.

I am glad that the memorandum which I prepared concerning the organization of the diagnostic clinic has interested you. Necessarily the memorandum did not take up the details, but dealt chiefly with the principles and policies which may be adopted by the University in the organization of such a clinic.

To answer your questions definitely may be difficult. Nevertheless I may say that I had in mind the use of the fund obtained by the collection of diagnostic fees secured at the out-patient department for the purpose of maintaining and adding to the diagnostic facilities of the clinic. The phrase I used in addition to this expenditure from the fund which you quote, "to furnish a reasonable increase of the salaries of the whole personnel of the medical department," is in part explained by the first paragraph of page two of the memorandum. Such an increase in the salaries of all of the faculty of the medical school from the highest paid heads of departments of both the clinical and the fundamental branches, to the most lowly and least paid teacher in the laboratory would do much to encourage all members of the faculty and especially the younger members thereof to do team work and to perform everything with the greatest energy and efficiency. It would encourage young men to go into the scientific branches of medicine; that is, the non-clinical branches, because it would afford an opportunity for an increase of the usual salary. As you know the present trend is toward the clinical branches and in consequence there is a danger that qualified teachers in the fundamentals of medicine will not be available in sufficient number to carry on the necessary work in the fundamental departments.

I had in mind too, that the University would offer to the heads of departments and perhaps to those next in rank in the faculty, the maximum salary paid by the University. This salary even if augmented by making it ten thousand dollars per year, will not attract the best qualified men in the clinical branches. Michigan University pays the professor of surgery fifteen thousand, and offers twelve thousand dollars to the men who have been approached for the position of professor of medicine. By reasonable increase in the salary I meant that within the judgment and discretion of the University authorities the salary of a head of a department or of other important members of the faculty would be so increased as to make the position attractive to qualified men. This would afford reasonable adequate financial attraction and the greater variety of patients which such a clinic would afford would give opportunity which is also an attraction to good clinical men.



#2 Mr.  
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"the fa

FRANK HILLMAN  
1550 North State Street  
CHICAGO

March 22, 1921.

Mr. Harry Pratt Johnson,  
President The University of Chicago,  
Chicago, Illinois.

Dear Mr. Johnson:

Your letter addressed to me in Washington was received, but I was unable to answer it while there. I reached home yesterday morning and will return to Washington on Sunday where I will be obliged to spend the greater part of each week for two or three weeks.

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To answer your questions definitely may be difficult. Nevertheless I may say that I had in mind the use of the fund obtained by the collection of diagnostic fees secured at the outpatient department for the purpose of maintaining and adding to the diagnostic facilities of the clinic. The present fund is a collection of the salaries of the whole personnel of the medical department. It is in part explained by the fact that two of the pages of the memorandum. Such an increase in the salaries of all of the faculty of the medical school from the highest paid heads of departments to both the clinical and the fundamental branches, to the most lowly and least paid teacher in the laboratory would do much to encourage all members of the faculty and especially the younger members thereof to do their work and to put forth every thing with the greatest energy and efficiency. It would encourage young men to go into the scientific branches of medicine; that is, the non-clinical branches, because it would afford an opportunity for an increase of the usual salary. As you know the present trend is toward the clinical branches and in consequence there is a danger that qualified teachers in the fundamental branches will not be available in sufficient number to carry on the necessary work in the fundamental departments.

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#2 Mr. Harry Pratt Judson.

Finally, the earnings of such a clinic should in time pay practically the whole salary list of the teaching faculty of the medical school.

In the last paragraph, on page two, the paragraph you quote, "the facilities of the clinic should be at the command of the medical public if they desire it for diagnosis and for treatment of their patients." By this I meant to convey the understanding that the facilities of the clinic including diagnostic apparatus and personnel were at the command of the medical public not connected with the clinic and, of course, this would lie wholly in the hands of the hospital staff. It follows naturally that members of the profession who are not connected with the faculty would not themselves practice in the diagnostic clinic or in the hospital.

I very much hope that you will become so interested in the subject matter of the memorandum that you will present it as suggestions to be adopted or modified in the organization of the medical school at the University.

Very sincerely yours,

*Frank Buring*

*my Washington address will  
be the Arlington*







M2  
March 28, 1921

Dear Dr. Billings:

Yours of the 26th instant is received. I am sorry not to have had a chat with you while you were in Chicago. However we can probably get at things just as well in writing. You speak of increasing the salaries of the whole personnel in the Medical Department. Just what do you mean by that? Increasing as compared with what basis? Do you mean fixing a rather high scale for the Medical Department or a varying addition to a minimum scale, this variation to come from the diagnostic fees to which you refer. If the former, what is the scale you suggest? If the latter, what is the minimum scale you suggest?

Your answer to my other question is entirely clear.

With best wishes, I am,

Very truly yours,

Dr. Frank Billings,  
The Arlington Hotel,  
Washington, D.C.



March 28, 1921

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Dr. Frank Billings,  
The Arlington Hotel,  
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FRANK BILLINGS  
~~PEOPLES GAS BUILDING~~  
~~102 SOUTH MICHIGAN BOULEVARD~~  
CHICAGO  
1550 North State Parkway

17  
M2

April 2, 1921.

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

Dear Mr. Judson:

I did not have the opportunity to reply to your letter of March 28th addressed to me at Washington. I returned to Chicago this morning and shall be obliged to return to Washington, leaving here on next Monday morning.

In the outline, presenting a plan of organization of the medical department of the University, the purpose was to present principles and policies and not details. With this in mind I suppose that the salaries of the personnel of the whole medical department including both the fundamental and the clinical branches, would be of the grade now paid by the University or the grade contemplated for the clinical professors and other personnel when they shall have been appointed. Inasmuch as the salaries for the heads of departments of the clinical branches, even fixed at \$10,000, are not sufficient to attract the best men, it is my belief that the diagnostic clinic would offer a means of increasing these salaries to a sufficient degree to make the positions attractive. This financial attraction and the added opportunity of greater amount of material for investigatory and teaching purposes will, I believe, attract the best men in the country and it will cost the University no added expenditure. It will add no increase of expenditure to the University because the additional outlay required to organize and conduct the diagnostic clinic will be borne by the earnings of the clinic. By reasonable increase in salaries, I mean that that would be left to the President and Board of Trustees of the University. A not unimportant consideration which is mentioned in the plan is an increase in the salaries of the whole personnel of the medical department of the University. This will arouse the interest of the heads of departments of the fundamental branches and will encourage young men in all divisions of the medical department to do their best inasmuch as they will receive some additional financial reward which may be increased year by year within certain definite limitations.

With the hope that I have made myself clear,

Believe me

Sincerely yours,

Frank Billings



FRANK HILLMAN  
1350 North State Parkway  
CHICAGO

April 2, 1931.

Mr. Harry Pratt Johnson,  
President of the University of Chicago,  
Chicago, Ill.

Dear Mr. Johnson:

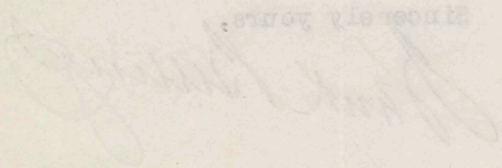
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With the hope that I have made myself clear,

Believe me

Sincerely yours,





CIRCUIT COURT OF COOK COUNTY  
JUDGE JESSE A. BALDWIN  
IN CHAMBERS

M<sup>+176</sup>  
2

CHICAGO. April 18, 1921.

Dear Dr. Judson:

On my way down to attend the meeting of the Trustees of Rush Medical College this noon, I was thinking over the relationship between the College and the University, and intended to ask you whether it would not be necessary for our University in the near future to accept and begin operations under the contract between the University and the College.

Oddly enough, as I was leaving the meeting, Mr. Glessner rode down in the elevator with me, and spoke of the same thing. I told him that I had intended to ask you about it at the meeting, and that I should certainly see that your attention was called to it, - and that possibly it would be so we could have some definite information at the next meeting of the Trustees of the College, which would occur, as I remember it, on the 13th of June next.

Yours very truly,

*Jesse A. Baldwin*

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



CHICAGO, April 18, 1921.

Dear Judge Baldwin:

Yours of the 18th

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Run Medical College

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Yours very truly,

Dr. Harry Pratt Johnson,  
President, University of Chicago,  
Chicago, Illinois.



April 19, 1921

Dear Judge Baldwin:

Yours of the 18th is received. I do not see how we can undertake anything in connection with Rush Medical College until the undergraduate school on the quadrangles is organized. Under the contract the school on the West Side was to be a graduate medical school. If the University took it over it would have to discontinue the undergraduate work altogether in the interim before we are able to organize the work on the Midway.

Very truly yours,

Judge Jesse A. Baldwin,  
Cook County Building,  
Chicago.

HPJ:JH



April 19, 1921

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Very truly yours,

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Cook County Building,  
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Following are some of my opinions and suggestions concerning the medical situation:

1. The Medical School at the Midway should be established or thoroughly assured before work at Rush is undertaken. Any modification of this should have the sanction of the principal donors to the medical fund, because of contracts and future support.
2. Assurance that Rawson Building can proceed (plans completed and bids taken) is necessary before assumption of contracts with Rush, Presbyterian, Central Free Dispensary, Sprague, and McCormick Institutes.
3. Appointment to the Faculty at Rush, and therefore to the Staff of Presbyterian Hospital, should remain in the hands of the Rush Trustees until the University can begin clinical teaching at the Midway and postgraduate work at Rush.
4. Formation of Advisory Committees, or Consummation of Contracts should be such as to leave the University not embarrassed in the matter of appointments at the time when it assumes operation of Rush Postgraduate School.



M/2

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2. Assurance that Rawson Building can proceed (plans completed and bids taken) is necessary before assumption of contracts with Ithaca, Presbyterian, Central Free Dispensary, Sprague, and McCormick Institutes.
3. Appointment to the faculty at Ithaca, and therefore to the staff of Presbyterian Hospital, should remain in the hands of the Ithaca Trustees until the University can begin clinical teaching at the Midway and postgraduate work at Ithaca.
4. Formation of Advisory Committee, or Commission of Contracts should be such as to leave the University not embarrassed in the matter of appointments at the time when it assumes operation of Ithaca Postgraduate School.



Conferences advisable now

(1) With Rush Faculty.

Statement by Pres. Burton to the Rush Faculty at its next meeting, Thursday evening, May 3, 1923, to include

- (a) Definition of purposes and plans as embodied in contracts with donors and with Rush.
- (b) Statement of unusual opportunity
  - at Midway for development of medical ~~services~~ *sciences*
  - at Rush for postgraduate study  
(?and full development of all clinical departments?)
- (c) Statement of present status and requirements.

(2) With Board of Managers of Presbyterian Hospital or with its President, or Committee.

- (a) Statement of plan for development of medical work at Rush and University.
- (b) Requirements in the situation as in "1" and "2" on preceding page.

→ (c) Plan for Joint Advisory Board

- 2 members of Hospital Board of Managers
- 2 Trustees of Rush
- 2 Trustees of University
- ✓ 1 Director Sprague Institute  
(while active at Rush)
- ✓ 1 Director McCormick Institute
- 1 Director Central Free Dispensary.

Without vote { (President of Medical Staff at Hospital  
(Dean of Rush Faculty.

(d) Approval of Rawson Building location and plans -

- X-ray equipment
- Laboratory for ward workers in Hospital.
- Communications between buildings
  - Ramps on floors 2, 3, 4.
  - Door on floor 1 to library
  - Passage in basement.
- Operating room supplies and service for clinics.
- Autopsies in Rawson Building
- Alley rights - between Rush and Presbyterian Hospital.

- (e) Allotment of beds to staff - free and private.
- (f) Organization of Staff.

(3) Formation of Advisory Committee (to President of University) of Rush Faculty / Heads of Departments (or Council - faculty of professional rank) Consider budget, policies and organization.

(4) Formation of Joint Committee of University Medical Faculty and Rush Medical Faculty



Conferences advisable now

- (1) With Irish Faculty.  
Statement by Pres. Burton to the Irish Faculty at  
it's next meeting, Thursday evening, May 3, 1933,  
to include  
(a) Definition of purposes and plans as  
embodied in contracts with donors and  
with Irish.  
(b) Statement of annual opportunity  
- at Midway for development of medical  
- at Midway for postgraduate study  
(and full development of all clinical  
departments)  
(c) Statement of present status and development
- (2) With Board of Managers of Presbyterian Hospital of  
with it's President, or Committee.  
(a) Statement of plan for development of medical work  
at Irish and University.  
(b) Requirements in the situation as in "1" and "2"  
on preceding page.  
(c) Plan for Joint Advisory Board  
2 members of Hospital Board of Managers  
2 Trustees of Irish  
2 Trustees of University  
1 Director Spence Institute  
(while active at Irish)  
1 Director McConnell Institute  
1 Director Central Free Dispensary  
Without (President of Medical Staff at Hospital  
Vote (Dean of Irish Faculty.  
(5) Approval of Rawson Building location and plans -  
X-ray equipment  
Laboratory for ward workers in Hospital  
Communications between buildings  
Ramps on floors 2, 3, 4  
Door on floor 1 to library  
Passage in basement  
Operating room supplies and service for  
clinics.  
Autoplates in Rawson Building  
Alley rights - between Irish and Presbyterian  
Hospital.  
(a) Allotment of beds to staff - free and private  
(2) Organization of staff.  
(3) Formation of Advisory Committee (to President of University)  
of Irish Faculty Heads of Departments  
(or Council - Faculty of Professors (and rank)  
Consider budget, policies and organization.  
(4) Formation of Joint Committee of University Medical Faculty and  
Irish Medical Faculty



Atto S. A. Sprague  
Memorial Institute

(7th)



classify it as a technical subject, and yet it can hardly be grouped with the distinctly non-technical work. Of the fifty-six schools reporting short courses, forty-five gave data on the English requirements in these courses. These data are given in Table XV. This report indicates that English is a subject which has secured a place even in courses so largely given to narrow utilitarian uses as the short commercial courses. A comparison of this table with Table XIII reveals some interesting facts. Table XIII indicates that 28.5 per cent of the schools giving short courses have three-year courses. Table XV shows that almost

TABLE XV

ENGLISH REQUIREMENTS OF THE SHORT COURSE  
(45 Schools Reporting)

3 YEARS		2 YEARS		1 YEAR	
Number Schools	Percentage	Number Schools	Percentage	Number Schools	Percentage



THIS AGREEMENT made this 13 day of Sept 1921, 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 the Sprague Memorial Institute), party of the second part, WITNESSETH:

WHEREAS it is desired that there shall be co-operation by and between the University and the Sprague Memorial Institute whereby the Sprague Memorial Institute, through its relations with the University, can carry out more effectively the objects of its incorporation, namely: "the investigation of the causes of diseases and the prevention and relief of human suffering," it being understood between the parties that the solution of the problems relating to neuro-psychiatry and the training of graduate students shall be the chief part of the work of the Sprague Memorial Institute for the present:

WHEREAS it is understood that the children of the founder of the Sprague Memorial Institute purpose erecting at their own cost on ground to be furnished by the University, a hospital of a capacity of 40 to 50 beds with provision for necessary laboratory space and equipment for investigative work and training of graduate students, and

WHEREAS it is understood that the Sprague Memorial Institute will co-operate with the University in an attempt to secure a minimum of One Million Five Hundred Thousand Dollars for endowment, said endowment to be held by the University in trust and the income to be used by the University during the period of this contract for the equipping of the hospital above referred to and the administration thereof and for teaching and research in connection with the same, and thereafter as provided in paragraph 5 hereof.

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

- (1) The University will furnish free of rent the use of ground suitable and adequate for the hospital and laboratories above referred to in which the Sprague Memorial Institute shall conduct its research work, such location to be in connection with the Medical School of the University between 60th and 61st streets and between Woodlawn and Ellis Avenues. The location, plans and size of such building shall be subject to the approval of the Board of Trustees of the University, and the title thereto shall be in the University.
- (2) Conditioned on the securing of the said endowment and on the erection and equipment of the said hospital and laboratories and the performance of the other covenants herein contained, a modern psychiatric clinic for research, teaching and treatment will be developed in connection with the Medical School of the University and in connection with the University departments of Anatomy, Physiology, Pathology, Chemistry and other important branches, the clinic to be an integral part of the Medical School and to enjoy co-operation with the departments mentioned.
- (3) The Sprague Memorial Institute will expend not less than 80% of its



THIS AGREEMENT made this 13 day of 1921, 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 the Sprague Memorial Institute), party of the second part, WITNESSETH:

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(Copy)  
(no. 2.)

annual income in scientific investigation in co-operation with the University in the solution of problems relating to neuro-psychiatry.

(4) The director and members of the staff of the Sprague Memorial Institute shall be appointed by the Board of Trustees of the Sprague Memorial Institute on nomination by the Board of Trustees of the University and shall be members of the faculty of the University of Chicago and the employment of any of them may be terminated, at any time, by the Board of the Sprague Memorial Institute and shall be terminated by request of the University.

(5) At the termination of this contract or of any extension of its term, the branch of research and teaching, to which the income of the endowment fund hereinbefore mentioned shall be devoted, shall be determined by the Trustees of the University of Chicago.

(6) All publications of the results of research work shall bear the name of "The Otho S. A. Sprague Memorial Institute in co-operation with the University of Chicago."

(7) This agreement shall continue for fifty years from and after the date hereof, but it may be altered, mended or terminated at any time by agreement between the parties hereto.

IN WITNESS WHEREOF the parties hereto have severally caused this agreement to be executed by their respective officers, duly thereunto authorized, in accordance with the resolutions of their respective Board of Trustees and their respective corporate seals to be hereto affixed the day and year first above written.



annual income in scientific investigation in co-operation with the University in the solution of problems relating to neuro-psychiatry.  
(4) The director and members of the staff of the Sprague Memorial Institute shall be appointed by the Board of Trustees of the Sprague Memorial Institute on nomination by the Board of Trustees of the University and shall be members of the faculty of the University of Chicago and the employment of any of them may be terminated, at any time, by the Board of the Sprague Memorial Institute and shall be terminated by request of the University.

(5) At the termination of this contract or of any extension of its term, the branch of research and teaching, to which the income of the endowment fund heretofore mentioned shall be devoted, shall be determined by the Trustees of the University of Chicago.

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

(7) This agreement shall continue for fifty years from and after the date hereof, but it may be altered, amended or terminated at any time by agreement between the parties hereto.

IN WITNESS WHEREOF the parties hereto have severally caused this agreement to be executed by their respective officers, duly thereto authorized, in accordance with the resolutions of their respective Board of Trustees and their respective corporate seals to be hereto affixed the day and year first above written.



cc President Judson ✓

November 19, 1921

Messrs. Julius Rosenwald,  
Wilber E. Post.

Gentlemen:

You will remember that you were appointed on a committee to advise with President Judson in reference to his nominations to Mr. Ryerson for membership in the fourteen University Commissions. In the hope of minimizing the time required of you gentlemen, President Judson and I have had two conferences and have agreed upon the following points as a tentative working basis:

1. Because the Medical School is not organized, some question whether to appoint the two Medical Commissions at this time.
2. President Judson will work particularly on the Faculty nominees and within a reasonable time will submit the people he thinks best suited for the respective commissions.
3. I will work particularly in connection with the Alumni and will submit recommendations,
4. In the meantime, we submit herewith the list of names which so far have been presented. You gentlemen are asked to consider these with a view of -
  - (a) The names whom you believe to be distinctly right for membership on the commissions.
  - (b) The names you think should be eliminated.
  - (c) The names you think should be added for consideration.

We realize the list is rather formidable and probably your experience will be much as ours -- that there are many concerning whom we have no opinion at all at present.

5. We believe that in appointing citizen membership we should look especially to the future on the assumption that the University is now well represented in the



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8.



5. (continued)

older generation and that we want to build looking forward to ten years from now. On this account, while we do not want to be iron-bound, feel that men under 50 rather than over should be appointed.

In connection with the attached list, I present such information as I have so far been able to obtain. This is largely taken from "Who's Who in Chicago," which is four or five years old; therefore the last few years not indicated.

I am sending this letter in case you care to consider it over Sunday, and am marking with a star those names which have sketch attached; on other names, sketch to follow as soon as compiled.

Yours truly,

HAROLD H. SWIFT

HHS:GB

cc President Judson



(continued) d.

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THE UNIVERSITY OF CHICAGO  
STATEMENT OF  
THE MEDICAL SCHOOL FUNDS

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

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

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



THE UNIVERSITY OF CHICAGO

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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



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account on the books of the University.

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

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

Dear Dr. Judson:

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

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

Yours very faithfully,

(Signed) ROGER H. WILLIAMS.

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



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so forth." There does not appear in the minutes of the Board



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

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

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

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







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

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

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

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

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

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



7  
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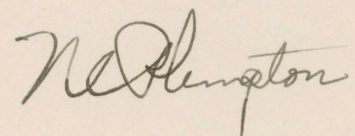
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On page 19 a statement of the investments of the Albert Merritt Billings Memorial Hospital Fund supplemented with a statement of the sources and distribution of the fund. The income includes the accrued interest on all investments up to and including November 30, 1921.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "W. D. Huntington".

December 10, 1921.







MEDICAL SCHOOL FUNDS

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



# MEDICAL SCHOOL FUNDS

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



MEDICAL SCHOOL FUNDS (Cont.)

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

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



## MEDICAL SCHOOL FUNDS (Cont.)

FOR BUILDINGS		Subscriber	Total Subscription to Nov. 30, 21	Amounts Paid	Balance Unpaid
Total	Remodeling Senn Hall Bridge, Norman		30,000.		30,000.
	Epstein Dispensary Epstein, Mr. and Mrs. Max		100,000.		100,000.
	Rawson Laboratory Rawson, F. H.		300,000.		
	Albert Merritt Billings Memorial Hospital		400,000.	370,000.	30,000.
	Rudbeck, A. B. and G. H. Billings, Frank Billings, C. K. G.		700,000.	325,000.*	375,000.*
Total			1,430,000.	1,070,000.	360,000.
SUMMARY					
Total			2,414,000.	3,019,250.	2,394,750.
For Buildings			1,430,000.	1,070,000.	360,000.
For Endowment			3,984,000.	1,949,250.	2,034,750.

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



(Copy)

January 11, 1917.

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

Dear Mr. Judson:

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

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

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

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

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







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

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

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

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

Very truly yours,

(Signed) FRANK BILLINGS.



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

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

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

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

Very truly yours,

(Signed) FRANK BILLINGS.



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

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

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

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

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







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

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



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

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



(Copy)

February 5, 1917.

To the Board of Trustees  
of the University of Chicago.

Gentlemen:

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

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

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

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

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

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

Yours very truly,

(Signed) MAX EPSTEIN.



(Copy)

February 5, 1917.

To the Board of Trustees  
of the University of Chicago.

Gentlemen:

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

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

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

Yours very truly,

(Signed) MAX EPSTEIN.



MEDICAL SCHOOL ENDOWMENT

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

November 30, 1921.



# MEDICAL SCHOOL ENDOWMENT

STATEMENT OF INVESTMENT					Annual Income	Principal	Face Value	Rate %	Maturity
Advance on Tacoma (part)					1350.	30000.	30000.	4.5	
M. A. Abrams					1650.	30000.	30000.	5.5	1922
F. Felder (part)					6321.28	90304.07	90304.	7.	1926
L. H. Bullock					75.	1500.	1500.	5.	1922
L. D. Cassell					62.50	1500.	1500.	5.5	1923
Ellen M. Grubbs (part)					7650.	160922.	170000.	4.5	1926
Kate M. Keeler					1100.	20000.	20000.	5.5	1922
G. H. W. Lurie (part)					781.25	12500.	12500.	6.25	1927
M. E. Lurie (part)					975.	15000.	15000.	6.5	1927
A. M. Wilson					500.	10000.	10000.	5.	1927
Second Liberty Loan Bonds					8566.25	194389.75	194500.	4.25	1942
Third Liberty Loan Bonds					27518.75	647500.	647500.	4.25	1928
Fourth Liberty Loan Bonds					9152.38	210367.	215350.	4.25	1938
Victory Bonds					2375.	49250.	50000.	4.75	1923
U.S. Govt. of Indebtedness					2750.	50000.	50000.	5.5	1922
Province of Saskatchewan					2040.	32847.40	34000.	6.	1925
State of South Dakota Rural					3250.	65264.83	65000.	5.	1936
Can. No. Ry. Coll. Tr. Gold Bonds					1320.	22000.	22000.	6.	1924
Can. No. Ry. Equipment Trust					1320.	21285.	22000.	6.	1927
Series "A"					1680.	27020.	28000.	6.	1928
Series "B"					1440.	23649.12	24000.	6.	1926
Carolina, Clinchfield & Ohio					250.	4925.	5000.	5.	1938
Great Nor. Ry. Series "A"					1400.	19200.	20000.	7.	1936
Interborough Rapid Trans. Sys.					6000.	73875.	75000.	8.	1922
Swift & Co. 1st mortgage					350.	6098.75	7000.	5.	1944
So. Cal. Ed. Co.					1260.	19847.50	21000.	6.	1944
C. & N. W. Ry. Pfd. 450 sh.					3150.	65268.75	45000.	7.	
Total					94007.41	1904514.17	1906154.		

November 30, 1921



FRANCIS A. HARDY FUND

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

## STATEMENT OF FUND

Gift - F. A. Hardy	10000.
Income designated	

HYDE MEMORIAL FUND

## STATEMENT OF INVESTMENT

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

## STATEMENT OF FUND

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

RAWSON LABORATORY FUND

## STATEMENT OF INVESTMENT

Building at northwest corner VanBuren & Sherman	300000.
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## STATEMENT OF FUND

Gift of above building - Frederick H. Rawson	300000.
By action of Board of Trustees the net income on this fund is paid to the donor	

November 30, 1921.



FRANCIS A. HARDY FUND

Annual Income	Principal	Face Value	Rate %	Maturity
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STATEMENT OF INVESTMENT

650.	10000.	10000.	6.5	1927	M. B. Barry (part)
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STATEMENT OF FUND

10000.					Gift - F. A. Hardy Income designated
--------	--	--	--	--	---

HYDE MEMORIAL FUND

STATEMENT OF INVESTMENT

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

STATEMENT OF FUND

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

RAWSON LABORATORY FUND

STATEMENT OF INVESTMENT

300000.					Building at northwest corner VanBuren & Sherman
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STATEMENT OF FUND

300000.					Gift of above building - Frederick H. Rawson By action of Board of Trustees the net income on this fund is paid to the donor
---------	--	--	--	--	--

November 30, 1921.



MEDICAL SCHOOL INCOME

## RECEIPTS - Including Accrued Income

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

## EXPENDITURES

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

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

## STATEMENT AND CONDITION OF INCOME ACCOUNT

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

\* Received December 2 and 3  
November 30, 1921.



## MEDICAL SCHOOL INCOME

## RECEIPTS - Including Accrued Income

Income from Investments	304607.08	340229.29
Endowment Fund	45626.21	
Invested Income		2610.87
Discount Realized	890.37	
Twiler Loan	1720.50	
Isam Loan		
General Education Board - Interest		142275.99
Rockefeller Foundation - Interest		142275.99
		627992.14

## EXPENDITURES

Purchase of Library of Dr. Mortimer Frank	3000.	570992.67
Salaries	50666.66	
Legal Services	175.	
Rawson Gift	150.	
Kaufman Estate	25.	
Expenses		3154.82
Dr. R. B. Seem	2966.47	
Miscellaneous	198.35	
		56996.47
Balance - November 30, 1921		570992.67

## STATEMENT OF INVESTMENT

Investment	Maturity	Rate %	Face Value	Principal	Annual Income
Advance to Rockefeller		6.	125000.	125000.	7500.
Advance on Tacoma Bldg.		4.5	50000.	50000.	2250.
Advance on Lees Bldg.		6.	3734.	3734.03	224.04
T. Reider (part)	1926	7.	2900.	2900.	203.
Third Liberty Loan Bonds	1928	4.25	8250.	8250.	363.37
Colo. Industrial Co.	1934	5.	11000.	11000.	550.
Jones & Laughlin Steel Co.	1939	5.	60000.	60264.21	3000.
St. Nor. Ry. Genl. Mfg. "A"	1936	7.	100000.	98500.	7000.
St. Nor. & St. Nor. Conv.	1936	6.5	83500.	80277.50	5427.50
Pa. Ry. Co. Trust Equip.	1935	6.	50000.	50795.	3000.
Total			514684.	502210.74	30277.91

## STATEMENT AND CONDITION OF INCOME ACCOUNT

Amount Invested	502210.74
Accrued Interest	31422.49
* Due from General Education Board	11027.40
* Due from Rockefeller Foundation	11027.40
Cash on Hand	15277.64
	570992.67

\* Received December 2 and 3

November 30, 1921.



ALBERT MERRITT BILLINGS MEMORIAL HOSPITAL

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

## STATEMENT AND CONDITION OF FUND

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

November 30, 1921.



# ALBERT MERRITT BILLINGS MEMORIAL HOSPITAL

Annual Income	Principal	Face Value	Rate %	Maturity	STATEMENT OF INVESTMENT
3384.	56400.	56400.	6.		Advance to Rockefeller
1800.	25000.	25000.	6.	1925	W. H. & H. G. Jackson
5397.50	127000.	127000.	4.25	1942	Second Liberty Loan Bonds
1082.50	25000.	25000.	4.25	1925	Third Liberty Loan Bonds
1772.50	35641.	37000.	4.25	1938	Fourth Liberty Loan Bonds
7537.50	153374.10	162000.	4.75	1923	Victory Bonds
4000.	50000.	50000.	8.	1941	Kingdom of Belgium ext. loan
435.	8735.45	8700.	5.	1938	So. Dakota Rural Credit
4000.	93652.50	100000.	4.	1907	A.T. & S.F. Ry. Co. Gen'l Mfg.
1380.	23000.	23000.	6.	1924	Gen. Nat. Coll. Trust
3000.	50745.	50000.	6.	1934	Pa. Ry. Co. Equip. Trust
4000.	92646.25	100000.	4.	1927	Union Pacific Convertible
350.	5000.	5000.	7.	1931	S. O. of Calif.
2500.	43375.	50000.	5.	1944	Swift & Co. 1st mortgage
1800.	30000.	30000.	6.	1931	U. S. Treas. Cert.
3000.	30000.		83.		Pac. Oil Co. 1,000 shares no par value
42519.	859869.30	852100.			Total

## STATEMENT AND CONDITION OF FUND

Income	131949.94	767500.
Gifts from Billings family		
Amount Invested	859869.30	
Construction Expense	23187.35	
Income Accrued	14493.77	
Cash on hand	1899.75	
	<u>899449.94</u>	

November 30, 1931.



DR. WILBER E. POST  
1405 PEOPLES GAS BUILDING  
CHICAGO

December 16, 1921.

*Rush Medical*

President Harry P. Judson,  
University of Chicago,  
Chicago, Illinois.

Dear President Judson:

Notice from the Secretary of the Board of Trustees of the University of Chicago is just received informing me of my appointment as chairman of a committee to take into consideration the future expansion of medical work of the University on the West side and the adequacy of the present site for the work of the enlarged Graduate School of the University. The same notice informs me that you have been appointed as another member of that committee, and I sincerely trust that you will find it possible to give us your judgment in this matter.

It would be my plan to have a personal talk with various parties who would be interested, and whose judgment we would value in the matter, such as the President of the Board of Managers of the Presbyterian Hospital, the Superintendent of the Hospital, perhaps one or more other members of the Board of Managers of the Hospital, some of the representatives of the Faculty of Rush Medical College, including Dr. Billings, Dr. Dean Lewis, and one or two others who have been asked to advise regarding donation of funds for medical purposes. After these conferences it would be my desire to ask such of these men as our committee desires to confer personally with us.

If you have any further suggestions regarding our method of inquiry in the subject, or mode of procedure, your suggestion will be very much appreciated.

Very truly yours,

*Wilber E. Post*

WEP:MM



DR. WILBER E. POST  
1405 PROCTOR GAS BUILDING  
CHICAGO

December 13, 1931.

President Harry F. Johnson,  
University of Chicago,  
Chicago, Illinois.

Dear President Johnson:

Notice from the Secretary of the Board of Trustees of the University of Chicago is just received informing me of my appointment as chairman of a committee to take into consideration the future expansion of medical work of the University on the West side and the adequacy of the present site for the work of the Chicago Graduate School of the University. The same notice informs me that you have been appointed as another member of this committee, and I sincerely trust that you will find it possible to give us your judgment in this matter.

It would be my plan to have a personal talk with various parties who would be interested, and those judgment we could make in the matter, such as the President of the Board of Managers of the Presbyterian Hospital, the Superintendent of the Hospital, perhaps one or more other members of the Board of Managers of the Hospital, some of the representatives of the University of South Medical College, including Dr. Williams, Dr. Dean Lewis, and one or two others who have been asked to advise regarding location of funds for medical purposes. After these conferences it would be my desire to ask each of these men as our committee desires to confer personally with me.

If you have any further suggestions regarding our method of inquiry in the subject, or mode of procedure, your suggestion will be very much appreciated.

Very truly yours,

Wilber E. Post



December 17, 1921.

My dear Dr. Post:-

Your note of the 16th instant just received and has crossed mine. Your suggestion is quite correct as to procedure. Doctors Billings and Lewis, as members of our Faculty, should of course have special weight in the consultation.

Cordially yours,

Dr. Wilber E. Post,  
1405 Peoples Gas Building,  
Chicago, Ill.

HPJ:CB



December 17, 1931.

My dear Dr. Post:-

Your note of the 16th instant just  
received and has crossed mine. Your suggestion  
is quite correct as to procedure. Doctors  
Billings and Lewis, as members of our Faculty,  
should of course have special weight in the  
consultation.

Cordially yours,

Dr. Wilber E. Post,  
1405 Peoples Gas Building,  
Chicago, Ill.

H2J:CB



FRANK BILLINGS  
~~PEOPLES GAS BUILDING~~  
~~102 SOUTH MICHIGAN BOULEVARD~~  
CHICAGO  
1550 North State Parkway

45  
M2

January 7, 1922.

Mr. Harry Pratt Judson,  
Office of the President,  
The University of Chicago, Chicago, Ill.

Dear Mr. Judson:

Will you please consider this a postscript to my letter  
dated January 3, 1922.

More than a year ago a conference was held in the office  
of the architects which was attended by you, Mr. Ryerson, Mr. Hutchinson,  
Mr. Coolidge, myself and others. The cost of the buildings included in  
the hospital which embraced the pathological department of the University  
and the out-patient department, was estimated by the architects to be far  
in excess of the money contributed for the building fund at the Midway.  
In the discussion the question was asked if we were justified in making such  
extensive plans and it was stated that the matter would be brought to the  
attention of the Foundation and of the Board at an early date.

After the meeting of the Boards in New York, at which time  
you brought the subject before them, the statement was made that when the  
Boards learned that the plans as presented were just what the Board of Trus-  
tees of the University desired, that the Rockefeller Foundation and the  
General Education Board said "go ahead, we will back you"; and they said  
the same thing in regard to the increased cost of administration which would  
necessarily follow.

Very sincerely yours,

*Frank Billings*



FRANK MILLER  
1550 North State Parkway  
CHICAGO

January 7, 1932.

Mr. Harry Pratt Johnson,  
Office of the President,  
The University of Chicago, Chicago, Ill.

Dear Mr. Johnson:

Will you please consider this a postscript to my letter  
dated January 3, 1932.

More than a year ago a conference was held in the office  
of the architects which was attended by you, Mr. Iversen, Mr. Hutchinson,  
Mr. Goodridge, myself and others. The cost of the buildings included in  
the hospital which embraced the pathological department of the University  
and the out-patient department, was estimated by the architects to be far  
in excess of the money contributed for the building fund at the Midway.  
In the discussion the question was asked if we were justified in making such  
extensive plans and it was stated that the matter would be brought to the  
attention of the Foundation and of the Board at an early date.

After the meeting of the Board in New York at which time  
you brought the subject before them, the statement was made that when the  
Board learned that the plans as presented were just what the Board of  
Trustees of the University desired, that the Rockefeller Foundation and the  
General Association Board said "go ahead, we will back you"; and they said  
the same thing in regard to the increased cost of administration which would  
necessarily follow.

Very sincerely yours,

Frank Miller



The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LASALLE ST.  
TELEPHONE FRANKLIN 214

February Seventeen

1 9 2 2

President Harry Pratt Judson,  
The University of Chicago.

My dear President:

For your information, I find that  
on February 10, 1920, the Board of Trustees concurred  
in the action of the Committee on Buildings & Grounds  
in its appointment of Marshall & Fox as architects  
for the Rawson Laboratory.

Very truly yours,

WH:EB

A handwritten signature in dark ink, appearing to read "William H. Miller", is written in the bottom right corner of the letter. The signature is fluid and cursive, with a long, sweeping underline.



Very truly yours,



The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

OFFICE OF THE SECRETARY  
ELLIS AVENUE AND FIFTY-EIGHTH STREET

The Board of Trustees

February 17,  
1922

President Harry Pratt Judson,  
University of Chicago.

Dear Mr. President:

At the meeting of the Board of Trustees held February 14, 1922, the following report was adopted after its presentation by Dr. Post:

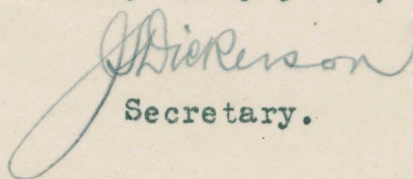
1. That the President of the University be authorized to make a statement to the West Side School to the effect that the policy of developing a post-graduate medical school on the West Side was previously determined upon and that at the present time there seems no adequate cause to change that policy.

2. That the Committee on Buildings and Grounds be authorized to secure plans for the proposed Rawson Laboratory.

3. That an advisory committee be appointed by the President of the University to confer with the architects regarding the plans for the Rawson Laboratory.

You will notice that in paragraph 3 the President of the University is requested to appoint an advisory committee.

Very truly yours,

  
Secretary.



The University of Chicago

The Board of Trustees

February 17,  
1932

President Harry Pratt Jenson,  
University of Chicago

Dear Mr. President:

At the meeting of the Board of Trustees  
held February 14, 1932, the following report was  
adopted after the presentation by Dr. Jenson:

1. That the President of the University be  
authorized to make a statement to the West Side School  
to the effect that the policy of development is  
to maintain and expand the West Side as a  
vital part of the University and that at the present time  
there seems no adequate cause to change this policy.

2. That the President be authorized to secure plans for the proposed  
laboratory.

3. That an advisory committee be appointed  
by the President of the University to confer with the  
eventual committee regarding the plans for the new labora-  
tory.

You will notice that in paragraph 3 the  
President of the University is requested to appoint an  
advisory committee.

Very truly yours,

Secretary



DR. WILBER E. POST  
1405 PEOPLES GAS BUILDING  
CHICAGO

March 20, 1922.

Dr. Harry Pratt Judson, President,  
The University of Chicago,  
Chicago, Illinois.

My dear Dr. Judson:

In reply to your favor of March 17th I shall be pleased to accept the appointment on the Advisory Committee in connection with forming plans for the Rawson Laboratory. Please command me at any time I may serve as a member of that Committee.

Yours very truly,

*Wilber E. Post*

WEP.MM



DR. WILBER E. POST  
1008 HEBBLES GAS BUILDING  
CHICAGO

MARCH 20, 1933.

Dr. Harry Pratt Johnson, President,  
The University of Chicago,  
Chicago, Illinois.

Dear Dr. Johnson:

In reply to your favor of March 17th I want to please to  
accept the appointment on the Advisory Committee in connection with forming  
plans for the Physics Laboratory. Please command me as often as I may serve  
as a member of that Committee.

Yours very truly,

Walter Dill

W.D.



PEKING UNION MEDICAL COLLEGE  
PEKING, CHINA

+46  
M2

March 29, 1922

THE HOSPITAL  
OFFICE OF MEDICAL SUPERINTENDENT

Dear President Judson:

I was very glad to receive your letter of February 16, even though you had no definite information about the plans for proceeding with the building of the Billings Hospital. I hope that matters as regard the building may be settled before long.

I do not think that the authorities here are prepared to retain my services beyond September 1, as they are making plans to secure an assistant for Dr. Sloan, who will carry on when I leave. I should like to know as soon as practical what I shall do when I leave here. When Dr. Vincent was here, I spoke to him about the possibility of doing some work for the Foundation elsewhere if I was not needed in Chicago after I had finished my work here. At the time he had nothing to suggest. If no other opportunity for employing my time presents itself, do you think that the University authorities would be willing to have me spend some time in returning to America by way of India, Suez and Europe, rather than to proceed directly to Chicago to await there for developments, it being understood, of course, that I would arrange to be in Chicago whenever considered desirable. The China Medical Board will pay my salary for one month after leaving here, the time it would ordinarily take to return to America, and after that it would be resumed by the University of Chicago.

I was sorry to hear from Dr. Heiser on his recent visit here of Mr. Ryerson's illness on his way back to America. I hope that Mr. Ryerson has entirely recovered by this time.

Will you kindly remember me to Mrs. Judson. I hope that you both have been well.

Sincerely yours,

R. B. Sreen

President Harry Pratt Judson  
University of Chicago  
Chicago

RBS:MH



PEKING UNION MEDICAL COLLEGE  
PEKING, CHINA

March 28, 1932

THE HOSPITAL  
OFFICE OF MEDICAL SUPERINTENDENT

Dear President Judson:

I was very glad to receive your letter of February 18, even though you had no definite information about the plans for proceeding with the building of the Billings Hospital. I hope that matters as regard the building may be settled before long.

I do not think that the authorities here are prepared to retain my services beyond September 1, as they are making plans to secure an assistant for Dr. Sloan, who will carry on when I leave. I should like to know as practical what I shall do when I leave here. When Dr. Vincent was here, I spoke to him about the possibility of doing some work for the Foundation elsewhere if I was not needed in Chicago after I had finished my work here. At the time he had nothing to suggest. If no other opportunity for employing my time presents itself, do you think that the University authorities would be willing to have me spend some time in returning to America by way of India, Suez and Europe, rather than to proceed directly to Chicago to wait there for developments, it being understood, of course, that I would arrange to be in Chicago whenever considered desirable. The China Medical Board will pay my salary for one month after leaving here. The time it would ordinarily take to return to America and after that it would be resumed by the University of Chicago.

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Will you kindly remember me to Mrs. Judson. I hope that you both have been well.

Sincerely yours,

*W. B. Judson*

President Harry Pratt Judson  
University of Chicago  
Chicago

RHS:MH



Officers of the Board

Wallace Buttrick  
*President*

Abraham Flexner  
Trevor Arnett  
*Secretaries*

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

April 20, 1922.

+147  
Members of the Board

Frederick T. Gates  
J. D. Rockefeller, Jr.  
Albert Shaw  
Wallace Buttrick  
Edwin A. Alderman  
Harry Pratt Judson  
Wickliffe Rose  
Jerome D. Greene  
Anson Phelps Stokes  
Abraham Flexner  
George E. Vincent  
James H. Dillard  
Charles P. Howland  
Trevor Arnett  
James R. Angell  
Raymond B. Fosdick

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

My dear President Judson:

I am sorry that I have not been able to reply sooner to your inquiry with regard to the estimated expenditures of the medical school, but, as I wrote you formerly, after my return to New York I was out of the office a week with a severe cold, and since that time have been South for two weeks, having just returned to New York at the end of last week.

I have gone over very carefully the data which you gave to me when I was in Chicago and I find it very difficult to make a complete or satisfactory estimate from the material at hand. The material consists of estimates by Mr. Flook on -

- 1) The cost of operation of the hospital building, which he places at \$96,620.
- 2) The cost of the power plant and its equipment, which he estimates at \$225,000.
- 3) Figures furnished by Dr. Seem -
  - a) A list of employees of the hospital and the estimated salaries.
  - b) The average cost per day of patients in hospitals in certain New York City, Baltimore, and Chicago hospitals.

So far as I can see Dr. Seem has not used the first table at all, but has based his estimates of the cost of the hospital entirely upon the second statement.







- 4) A list of the medical staff of the Department of Surgery.
- 5) Estimated number of cubic feet in the hospital building and its distribution among the several departments which are to use the building.

It seems to me that any estimate of expense made from the foregoing data would be at best an approximation only, and could not be used as a basis for determining the amount of funds or income necessary for the school and hospital.

I have thought the matter over very carefully and have come to the conclusion that in order to make the kind of estimate which is needed several steps are necessary. As they lie in my mind they are as follows:

1. The Medical School. A statement of

- a) The number and kinds of departments.
- b) Organization of the departments -
  - (1) On full-time basis, or
  - (2) On part-time basis, or
  - (3) Partly on full-time and partly on part-time basis.
- c) The number of persons in each department classified as to rank and service, and as to full-time and part-time basis.
- d) Number of students to be accommodated.
- e) The extent to which the present facilities of the University will be utilized without added expense to the medical school.
- f) The amount of equipment, supplies, and expense needed by each department per year.

2. The Hospital.

- a) Will it be designed to furnish the minimum number of beds needed for clinical purposes, and those mostly free? Or will it have a certain number of free and partly free beds, and a much larger number of pay beds so as to furnish the staff at a minimum cost the largest possible amount of clinical material?
- b) The number of beds to be provided -
  - (1) Free beds
  - (2) Partly free beds
  - (3) Pay beds
  - (4) Number of beds in wards
  - (5) The number of private rooms



- 4) A list of the medical staff of the Department of Surgery.  
 5) Estimated number of cubic feet in the Hospital Building and its  
 distribution among the several departments which are to use the  
 building.

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  - (3) Partly on full-time and partly on part-time basis.
- c) The number of persons in each department classified as to rank and service, and as to full-time and part-time basis.
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- b) The number of beds to be provided -
  - (1) Free beds
  - (2) Partly free beds
  - (3) Pay beds
  - (4) Number of beds in wards
  - (5) The number of private rooms



- c) The number and kinds of departments and their capacity.
- d) The organization of departments.
- e) The number of persons for each department, classified as to rank and character of service.
- f) The expenditures of all kinds for food, service, medical staff, attendants, etc.

3. The Dispensary. In like manner the policy of the dispensary should be defined, its organization and plan of operation, the personnel required, and the estimated annual expense for supplies, equipment, and sundry expenses.

4. Nurses, Nurses' Training, and Nurses' Home. A definition of the policy in respect to these matters, and a detailed plan of organization, the personnel and annual expense.

5. The Building. What are the probabilities that the quarters and equipment suggested in the present plans for the departments, whose heads are not yet selected, will meet with the approval of the heads when appointed?

After the foregoing matters have been determined the next step which I think should be taken would be the construction of a complete budget for the said departments, namely: the medical school, the hospital, the dispensary, the nurses and the nurses' home. This budget should show in detail the estimated gross receipts and expenditures for each section and item. Every kind of expenditure should be included and properly classified so that one may learn upon examination whether all expenses are provided for. The budget should then be scrutinized to ascertain if there has been a duplication of items under the several headings. For example, certain services of a janitorial character may be included in the estimates of both the superintendent of buildings and grounds and the heads of the departments. The budget summaries showing in totals the income and expenditures should then furnish the basis on which to



- c) The number and kind of departments and their capacity.
- d) The organization of departments.
- e) The number of persons for each department, classified as to rank and character of service.
- f) The expenditures of all kinds for food, service, medical staff, attendants, etc.
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4. Nurses' Training, and Nurses' Home. A definition of the policy in respect to these matters, and a detailed plan of organization, the personnel and annual expenses.
5. The Building. What are the probabilities that the quarters and equipment suggested in the present plans for the departments, whose needs are not yet selected, will meet with the approval of the heads when appointed?
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4 - HPJ

calculate the sum of money needed for endowment in addition to the funds now in the possession of the University.

In order to make these estimates it might be advisable to study very carefully the plans and policies in operation in other medical schools, and also make a careful study of the budgets of the medical schools and hospitals of the leading universities in the country. To do this might require visits to the institutions selected, in addition to a study of the statements and annual reports, and might very easily consume a period of several months. It is a task which is of enormous interest and one that I should like to undertake for the University if only the time were at my disposal. Such, however, is not the case.

I am returning herewith for your files the material which you gave me.

With cordial regards, I am

Yours very truly,

TA AM

*Trevor Arnett*



calculate the sum of money needed for endowment in addition to the funds now

in the possession of the University.

In order to make these estimates it might be advisable to study

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and also make a careful study of the budgets of the medical schools and

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require visits to the institutions selected, in addition to a study of the

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several months. It is a task which is of enormous interest and one that I

should like to undertake for the University if only the time were at my

disposal. Such, however, is not the case.

I am returning herewith for your files the material which you

have me.

With cordial regards, I am

Yours very truly,

TA AM

*Thos. Amott*



PEKING UNION MEDICAL COLLEGE  
PEKING, CHINA

M2 +11

THE HOSPITAL  
OFFICE OF THE SUPERINTENDENT

June 29, 1922.

Dr. H. P. Judson,  
University of Chicago,  
Chicago, Ill.

Dear President Judson:

Your favor of May 4th has been received about a week ago. The reduction in building costs is encouraging. I hope that they will continue to decline and that the additional funds will be secured so that our plans may go forward without further delay. With the desire to keep occupied in my line of work and also to relieve the University of the expense of a part of my salary at least, I have been talking with Mr. Embree, who is now in Peking, about the possibility of some opening for me in one of the activities conducted by the Foundation, while I am waiting for developments in Chicago. He has promised to take up the matter on his return to New York, and says I may expect to hear from him by the time I reach Cairo.

*Instructions given by this person.*  
Will you please give instructions that my salary be deposited to the credit of my account with the Harris Trust and Savings Bank. Considering maintenance as a part of my remuneration, I suppose that an equivalent in lieu of it will be provided as heretofore.

Perhaps one of the clerks in the office might open my mail which is received at the University post-office and forward only that which seems to be important. Practically all the mail forwarded has been nothing but advertising matter.

I am planning to leave here September first, and sail from Hongkong between September 15th and 20th for Calcutta. I expect to spend about a month in India, and to sail from Bombay about November 5th and to leave Cairo about November



PEKING UNION MEDICAL COLLEGE  
PEKING, CHINA

THE HOSPITAL  
DEPARTMENT OF THE SUPERINTENDENT

June 22, 1932.

Dr. E. A. Jackson,  
University of Chicago,  
Chicago, Ill.  
Dear Dr. Jackson:

Your favor of May 24th has been received about a week ago. The reduction in building costs is encouraging. I hope that they will continue to decline and that the additional funds will be secured so that our plans may go forward without further delay. The desire to keep occupied in my line of work and also to relieve the University of the expense of a part of my salary at Peking, I have been talking with Mr. Baber, who is now in Peking, about the possibility of my opening for me in one of the activities conducted by the Foundation, while I am waiting for developments in Chicago. He has promised to take up the matter on his return to New York, and says I may expect to hear from him by the time I reach Cairo.

Will you please give instructions that my salary be deposited to the credit of my account with the Harris Trust and Savings Bank. Considerable maintenance as a part of my remuneration, I suppose that an equivalent in lieu of it will be provided as necessaries.

Perhaps one of the clerks in the office might open my mail when it is received at the University post-office and forward only that which seems to be important. Practically all the mail forwarded has been nothing but advertisements. I am planning to leave here September 11th, and sail from Bombay between September 15th and 20th for Calcutta. I expect to spend about a month in India, and to sail from Bombay about November 1st and to leave Cairo about November



Dr. H. P. Judson.

-2-

June 30, 1922.

25th. Any communication should be addressed to me care of the American Consul at any of the cities mentioned. By the time I reach Cairo may I not expect to receive word from you whether I shall arrange to return to Chicago around the first of January, or if there is no need for me to do so, I shall continue to spend more time travelling in Europe. Of course, I am ready to return to Chicago at any time I may receive word from you to do so.

Sincerely yours,

*Ralph B. Soren*

RBS-P



Dr. H. P. Judson.

-2-

June 30, 1922.

Self. Any communication should be addressed to me care of the American Consul at any of the cities mentioned. By the time I reach Cairo may I not expect to receive word from you whether I shall arrange to return to Chicago around the first of January, or if there is no need for me to do so, I shall continue to spend more time travelling in Europe. Of course, I am ready to return to Chicago at any time I may receive word from you to do so.

Sincerely yours,

Robert B. Brown

RB2-P



MAILING ADDRESS.

Address all letters

c/o American Consul.

Destination	Departure	Mail letters up to
Hongkong, China	Sept. 20	August 10
Bombay, India	Nov. 5	Sept. 10
<u>Cairo, Egypt</u>	Nov. 25	October 10 ✓

R. B. SEEM.



WILLIAM J. BROWN

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of the

W. J. B.



(Copy to President Judson.)

FRANK BILLINGS

1550 North State Parkway

M2

August 9, 1922.

Dear Mr. Heckman:

Thank you for the extract from the contract between the Rockefeller Foundation, General Education Board and the University of Chicago in regard to the time of payment of the contributions made for the Medical Schools of the University.

It seems that this contract was entered into between the interested organizations on September 17, 1917, several months after the contributions had been promised. It is for that reason that I was ignorant of it.

I have written to Mr. Charles H. Ruddock, 30 East 42nd St., New York and informed him of the requirement that the subscriptions of himself and of his son Albert B. Ruddock now in Peking, China should be paid on or before the first of January 1923. I have also sent to him a copy of the extract mentioned above so that he will have an official document to guide him.

Today I shall see my cousin Mr. C. K. G. Billings and will take the matter up with him leaving with him a copy of the above named extract from the contract aforementioned.

I am sure that the Ruddocks and Mr. Billings will make arrangements for the payment of the balance of their contributions within time to meet the conditions set forth in the contract between the Foundation, The General Education Board and the University.

I shall also make arrangements for the payment of the balance of my contribution before December 31, 1922.

After my return from this trip, I shall be able I hope to let you know the definite information regarding the payment of the balance of the contributions by the Ruddocks and Mr. Billings.

Very sincerely yours,

FRANK BILLINGS

Mr. Wallace Heckman,  
Room 1204, #134 S. LaSalle St.,  
Chicago, Ill.



(Copy to President Johnson.)

FRANK BILLINGS

1550 North State Parkway

August 8, 1932.

Dear Mr. Nechman:

Thank you for the extract from the contract between the Rockefeller Foundation, General Education Board and the University of Chicago in regard to the time of payment of the contribution made for the Medical School of the University.

It seems that this contract was entered into between the interested organizations on September 14, 1917, several months after the contributions had been promised. It is for that reason that I was ignorant of it.

I have written to Mr. Charles H. Rudbeck, 20 East 42nd St., New York and informed him of the requirement that the contributions of himself and of his son Albert H. Rudbeck now in Tokyo, China should be paid on or before the first of January 1933. I have also sent to him a copy of the extract mentioned above so that he will have an official document to guide him.

Today I shall see my cousin Mr. O. K. D. Billings and will take the matter up with him having with him a copy of the above named extract from the contract aforementioned.

I am sure that the Rudbecks and Mr. Billings will make arrangements for the payment of the balance of their contributions within time to meet the conditions set forth in the contract between the Foundation, The General Education Board and the University.

I shall also make arrangements for the payment of the balance of my contribution before December 31, 1932.

After my return from this trip, I shall be able to hope to let you know the definite information regarding the payment of the balance of the contributions by the Rudbecks and Mr. Billings.

Very sincerely yours,

FRANK BILLINGS

Mr. Wallace Nechman,  
Room 1804, 4124 S. LaSalle St.,  
Chicago, Ill.



The University of Chicago  
Office of the Auditor

M2

September 22, 1922.

My dear President Judson:

I beg to acknowledge receipt at your hands  
of check of the General Education Board for  
\$11,027.40, being interest on their contribution  
to the University's Medical Funds to August 29,  
1922.

Yours very truly,

W. D. Huntington

President Harry Pratt Judson,  
Harper Library.



The University of Chicago

Office of the Auditor

September 22, 1922

My dear President Jackson:

I beg to acknowledge receipt at your hands  
of check of the General Education Board for  
\$11,027.40, being interest on their contribution  
to the University's Medical Funds to August 22,

1922.

Yours very truly,

*Robert H. Jackson*

President Harry Pratt Jackson,

Harvard Library.