

Harold H. Swift  
Union Stock Yards  
Chicago

Private

October 19, 1922

10/21/22 M2  
Also In the Medical

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

Dear President Judson:

I very much appreciate your suggestion in reference to the possible inadvisability of appointing a member of the Rush Medical staff on our Medical Committee and have been giving the matter a very great deal of thought during the whole summer as I presumed the question would arise some time.

With this idea in view, also, for a period over the last year I have talked to Dr. Post very frankly about the medical situation as I knew it and saw it, and have pointed out to him that it was very clear that our Eastern friends were not impressed with Rush nor in this particular connection, with Dr. Billings.

When in New York two weeks ago, I also took occasion to draw out Messrs. Buttrick and Flexner in reference to Dr. Post, and received a favorable reaction.

Under the circumstances, I have about come to the conclusion that the best procedure at present is to have a perfectly frank talk with Dr. Post on the whole project, to point out certain dangers that obviously would arise if he took any but the most impersonal attitude in the Rush situation, and finally, if my meeting with him is favorable, to put him on the Committee. I believe if we establish mutual confidence between him and the Eastern folks it will be a tremendous advantage and that probably the fairer plan to him, and indeed the most likely of success, is to proceed on that basis, trusting to his bigness. After



all is said and  
until he shows  
him every court  
that he will just  
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all is said and done, he is the medical member of the Board and until he shows some disqualification, I believe we should accord him every courtesy. Frankly, I feel quite clear in my own mind that he will justify our confidence.

I very much appreciate this suggestion as I shall value any others that you may care to make.

Yours cordially,

Harold H. Swift,



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Chicago,  
Dear President

Dear Sir, I have the honor to acknowledge the receipt of your letter of the 11th inst. and in reply to inform you that the same has been forwarded to the proper authorities for their consideration. I am, Sir, very respectfully,  
Yours truly,  
Wm. H. Hunt

Wm. H. Hunt



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

M2

November 20, 1922

+174  
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  
The University of Chicago  
Chicago, Illinois

Dear Dr. Judson:

Your letters of the 16th and 17th of November are at hand. The clause in the contract which refers to "memoranda attached" is starred in our minutes, and the footnote refers to our "Documents of Record." I find that the "memoranda attached" in the Documents of Record are those contained in the enclosed "Plan for the Development of Medical Education in Chicago."

I am sorry that you do not find it practicable to attend our Board Meeting, which promises to be an interesting one.

Always cordially yours,

Wallace Buttrick

WB/LFA



Members of the Board

Frederick T. Case  
J. B. Henderson, Jr.  
Allen Jones  
William Brewster  
Edwin A. Johnson  
Henry Ford  
William Brewster  
James D. Cooper  
James H. Hays  
Alfred I. Jones  
George E. V. Jones  
John H. Jones  
Charles F. Johnson  
John A. Jones  
John R. Jones  
Howard B. Jones

# General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1890

61 BROADWAY  
NEW YORK

November 20, 1922

Officers of the Board

William Brewster  
President  
Alfred I. Jones  
Secretary

E. C. Jones  
Assistant Secretary  
J. C. Jones  
Treasurer  
L. M. Jones  
Assistant Treasurer

Dr. Henry Pratt Johnson  
The University of Chicago  
Chicago, Illinois

Dear Dr. Johnson:

Your letters of the 18th and 19th of November are at hand. The change in the contract which refers to "memoranda attached" is stated in our minutes, and the footnote refers to our "Documents of Record." I think that the "memoranda attached" in the Documents of Record are those contained in the enclosed "Plan for the Development of Medical Education in Chicago." I am sorry that you do not find it possible to attend our Board Meeting, which promises to be an interesting one.

Always cordially yours,

William Brewster

WB/LJA



M2

COPY

November 20,  
~~December 12~~, 1922.

Mr. Wallace Buttrick,  
General Education Board,  
61 Broadway,  
New York City.

My dear Mr. Buttrick:-

Under the terms of the contract between the University of Chicago on the one part and the General Education Board and the Rockefeller Foundation on the other hand, as I understand it there are three conditions involved in the payment by the Board and the Foundation respectively to the University of their contributions of one million dollars each.

These conditions I understand to be (1) that the sum of \$3,300,000 be paid over to the University of Chicago on or before January 1, 1923, by other donors than the said Board and Foundation; (2) that the University set aside from other funds than those above named \$80,000 a year for its medical work; (3) that the organization of the Medical Schools be carried out in accordance with the understanding involved in the full time plan.

With regard to point (1), I am herewith enclosing a statement in regard to the payments into the University treasury of contributions from others than the General Education Board and the Rockefeller Foundation.

In regard to point (2) I am herewith enclosing a statement from the University Auditor showing the actual appropriations for the various departments underlying the Medical School to which I understand point (2) refers. Of course these sums are actually set aside in the various budgets, and will continue to be set aside for these purposes. You will notice that the total during the last fiscal year ending June 30, 1922, was \$164,874.00, and that we estimate the appropriation of the current year for said departments at \$170,000.00.

In regard to point (3), this matter you will remember was discussed in New York in October at the conference at which were present the President of the Rockefeller Foundation, the President of the General Education Board,



M2

COPY

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December 12, 1922.

Mr. Wallace Buttrick,  
General Education Board,  
61 Broadway,  
New York City.

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Mr. Wallace Buttrick  
Secretary  
President of



Mr. Wallace Buttrick -2-

Secretary Flexner of the General Education Board, and the  
President of the University of Chicago.

This statement is submitted for such action as  
the General Education Board may think proper.

Very truly yours,

(Signed) Harry Pratt Judson,  
President, University of Chicago.

Harold H. Swift,  
President, Board of Trustees.



Mr. Wallace Buttrick -2-

Secretary Flexner of the General Education Board, and the  
President of the University of Chicago.

This statement is submitted for such action as  
the General Education Board may think proper.

Very truly yours,

(Signed) Harry Pratt Judson,  
President, University of Chicago.

Harold H. Swift,  
President, Board of Trustees.

Mr. Wallace  
General Edu



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copy.

M2  
November 24, 1922.

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

Dear President Judson:

At a meeting of the General Education Board held November 23, 1922, the officers presented your letter of November 20, whereupon the following action was taken:

"Whereas, Under the terms of an agreement between the General Education Board and the University of Chicago under date of September 17, 1917, the General Education Board agreed to pay One Million Dollars (\$1,000,000) to the University of Chicago on the following conditions:

1) Provided that it shall have set aside annually for the medical schools the sum of Eighty Thousand Dollars (\$80,000) from other income, and

2) That on or before January 1, 1923, the University of Chicago should have collected a supplemental sum of Three Million Three Hundred Thousand Dollars (\$3,300,000) for buildings, equipment and endowment for its medical schools, not including One Million Dollars (\$1,000,000) pledged by the Rockefeller Foundation, and

3) That the organization of the medical schools of the University shall have been completed to the satisfaction of the Board and the Rockefeller Foundation in general accordance with the plan set forth in memorandum annexed to the agreement, and

"Whereas, ~~It~~ appears that the first condition has been met, and the second condition will be fully met by January 2, 1923,

"Be ~~It~~ Resolved, That the Executive Officers be, and they hereby are, authorized to pay interest at the rate of five per cent (5%) for one year from January 1, 1923, on the principal of the pledge of the General Education Board which shall become due on January 1, 1923, unless the principal of the pledge is paid within that period, in which event interest shall cease on the date of such payment."

Very sincerely yours,

(Signed) Abraham Flexner.



(Signed) William Brewster.

Very sincerely yours,

Student interest must come on the part of their department.  
Principal of the Board is being written and being in action  
which must become due on January 1, 1933, unless the  
the Principal of the Board of the General Education Board  
of the Board (25) for one year from January 1, 1933, on  
and they hereby are authorized to pay interest at the rate  
"Be it resolved" that the Executive Officers be

January 5, 1933

been met, and the second condition will be fully met by  
"Whereas" it appears that the first condition has

been met

and the Board has been in communication with the Board  
the Board and the Rockefeller Foundation in General assistance  
University must have been completed to the satisfaction of

3) That the organization of the medical schools of the

the Rockefeller Foundation and

not including one million dollars (\$1,000,000) directed by  
"Whereas" the Board and the Rockefeller Foundation for the medical schools

million three hundred thousand dollars (\$3,300,000) for  
Chicago must have satisfied a requirement and of three

5) That on or before January 1, 1933, the University of

(\$30,000) from other income and

the medical schools the sum of twenty thousand dollars

1) Provided that it must have been raised annually for

University of Chicago on the following conditions:

Board agreed to pay one million dollars (\$1,000,000) to the  
under date of September 12, 1932, the General Education

the General Education Board and the University of Chicago

"Whereas" under the terms of an agreement between

of November 30, 1932, the following action was taken:

that November 30, 1932, the officers presented to the

at a meeting of the General Education Board

that President Johnson:

Chicago, Illinois.

University of Chicago.

President Harry Pratt Johnson.

November 34, 1933.

CONF.

P

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WJ



Officers of the Board

Wallace Buttrick  
*President*

Abraham Flexner  
Trevor Arnett  
*Secretaries*

E. C. Sage  
W. W. Brierley  
*Assistant Secretaries*

L. G. Myers  
*Treasurer*

L. M. Dashiell  
*Assistant Treasurer*

Ernest A. Buttrick  
*Auditor*

## General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1902

61 BROADWAY  
NEW YORK

December 30, 1922.

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. Foedick

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

My dear Dr. Judson:

I beg to enclose herewith our  
check No. 42834 drawn on The Equitable Trust Company of  
New York, made payable to the University of Chicago for  
\$3,955.48, to cover interest at 5% on \$875,000.00, from  
November 29th to January 1, 1923, 33 days on 365 day basis,  
for the establishment of a Medical Department. This pay-  
ment is in connection with the appropriation of \$1,000,000.  
which expires January 1, 1923.

Cordially yours,

*Ernest A. Buttrick*

Check Enclosed.  
EAB/HHS.

M2









S.S. 'Nubia'

Jan 2nd 1923.

M2

Dear Mr. Heckman,

I found your very welcome letter of Oct 25th on my arrival in Cairo about three weeks ago, which was some what later than I had planned. As it was impossible to secure reliable information about passage to Port Soudan we gave up the idea of entering Egypt that way and sailed from Colombo for Port Said.

Tomorrow I expect to reach Cairo having spent something

more than two weeks on this boat going up the river Nile as far as Assuan. The trip has been exceedingly interesting and very pleasant, although the weather has been somewhat colder than I had expected. I am planning to sail from Alexandria for Marseilles on the 10th and shall go directly to Paris, where I expect to get in communication with Mr. Richard Pearce who is making some studies of medical education in Germany and some of the Eastern countries of Europe.

I found travelling through India



not all pleasure as one must put up  
with many discomforts and inconveniences. It seems to be necessary to take many of the railway journeys at night and not infrequently one must change train at a very inconvenient hour in order to take connecting train. In spite of them however one feels amply repaid. I think that I enjoyed the Malay States and the little that I saw of Ceylon, more.

Exact that I felt that I had accomplished the purpose for which I went to Peking. I left China with regret. The experience was a valuable one and I shall always have pleasant recollections of my association with that institution in spite of a lack of organization with which I am not in thorough sympathy.

On my arrival in Cairo I was somewhat disappointed that I did not receive any encouraging news about the progress of our plan in Chicago from Bro. Jackson and yourself, and also that there did not seem to be any opening far me at present in one of the activities of the Foundation in which I might employ my time during the period of waiting. I am glad of the opportunity afforded of seeing some thing of the medical institutions in the large cities of Europe.

I am very sorry indeed to hear of the death of Mrs. McKinnin's mother. Please send me most kindly to her and extend





S.S.

my sympathy. You both  
must be delighted to have a  
grand daughter and I wish to  
send congratulations to your daughter  
and her husband.

With a new President of the  
Board of trustees of the University  
and the coming termination  
of Pres. Jackson's term of service,  
I sometimes wonder whether there  
may be any change with regard  
to the development of the med-  
ical department of the university.

For the present I expect to remain  
in Europe until I hear from  
Pres. Jackson that my return is  
desired.

With kindest regards and best  
wishes for the new year to Mrs.  
Hickman and yourself, I am



Very truly yours  
Ralph B. Seem

P.S. Address of American Embassy, Paris.





C O P Y

January 16, 1923.

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

My dear Mr. President:

The Committee of the Faculty of Rush Medical College,  
appointed by you to act in an advisory capacity with Architects  
Marshall and Fox on plans for the Rawson Memorial Building, beg  
to report as follows: It is the opinion of this Committee

First, that the most advisable plans developed are those  
for the building described as "Scheme I" in the  
letter from the Architects, dated January 13, 1923,  
with the following modifications -

- (a) The library to be one story in height.
- (b) The mezzanine to become an entire floor (2d floor);  
consequently the 2d to become the 3rd, etc.  
making five stories in all.
- (c) Heating plant to be installed in this building  
(unless otherwise provided)

Total estimated cost	\$415,000.00
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Second, that revision of Senn Hall should be made for which a  
subscription has been made to the University of \$30,000.00

Third, We suggest that provision for a heating plant in  
common with the Presbyterian Hospital be given earnest  
consideration.

Signed



January 16, 1923.

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

My dear Mr. President:

The Committee of the Faculty of Rush Medical College,  
appointed by you to act in an advisory capacity with Architects  
Marshall and Fox on plans for the Newton Memorial Building, beg  
to report as follows: It is the opinion of this Committee

first, that the most advisable plans developed are those

for the building described as "Scheme I" in the

letter from the Architects, dated January 13, 1923.

with the following modifications -

- (a) The library to be one story in height.
- (b) The main entrance to become an entire floor (2d floor);  
consequently the 3d to become the 3rd, etc.,  
making five stories in all.
- (c) Heating plant to be installed in this building  
(unless otherwise provided).

Total estimated cost \$415,000.00

Second, that revision of Penn Hall should be made for which a  
subscription has been made to the University of \$50,000.00

Third, We suggest that provision for a heating plant in  
common with the Presbyterian Hospital be given earnest

consideration.

Signed



Ransom Memorial Laboratory 20

DR. WILBER E. POST

1405 PEOPLES GAS BUILDING

CHICAGO

My dear President Judson,

Herewith is Copy of report which explains itself. The signatures of the Committee will be obtained as soon as possible, and the original report then forwarded to you

Very truly,

Wilber Post

Rush  
Medical

Jan 24 1923



Report of the

DR. WILBUR C. BOST

CHICAGO

Very Dear President Johnson,  
I have the honor to acknowledge the receipt of your letter of the 10th inst.

relative to the proposed amendment to the Constitution of the United States, and in reply to inform you that the same has been forwarded to the proper authorities for their consideration.

I am, Sir, very respectfully,  
Your obedient servant,

Wm. A. Rorer

Secretary of the National Union

Washington, D.C.

the use of it  
This  
post of  
the



January 25, 1926.

My dear Dr. Post:-

I have examined with interest the report of the Committee and the plans. The plans are very interesting. I have raised with Mr. Heckman an important question as to the legal status. Of course the Rawson Laboratory is a gift. The Rawson Laboratory will be the property of the University of Chicago. It would not do, therefore, for the University of Chicago to build on ground that is not its own property. We are not prepared to take over Rush Medical College as of course none of our medical funds are given for that purpose. When we establish the Graduate school the situation will be different. However, there is no reason why we should not erect the Rawson Laboratory at once, reconstruct Senn Hall at once, and allow both to be used by Rush Medical College until the medical plans are ready to put in operation. I have asked Mr. Heckman, therefore, whether the contract between the University and Rush could not in part be carried out now, namely Rush transferring title of property to the University, and in turn, the University agreeing to ~~go~~ go on with the construction in question and when completed to grant



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the medical plans are ready to put in operation. I have  
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therefore, for the University of Chicago to build on  
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My dear Dr. Post:-

January 25, 1923.

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pects of



the use of it to Rush until the graduate school is organized.

This is merely a suggestion to cover the legal aspects of the case.

Cordially yours,

Dr. Wilber E. Post,  
122 S. Michigan Ave.,  
Chicago, Ill.

HPJ:CB



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This is merely a suggestion to cover the legal as-

pects of the case.

Cordially yours,

Dr. Wilber E. Post,  
122 S. Michigan Ave.,  
Chicago, Ill.

H-1:CB

Explains



(Copy)

M2

THE UNIVERSITY OF CHICAGO  
Office of the President

January 25, 1923.

My dear Dr. Post:

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This is merely a suggestion to cover the legal aspects of the case.

Cordially yours, H. P. JUDSON

Dr. Wilber E. Post,  
122 S. Michigan Av.  
Chicago, Ill.



(Copy)

THE UNIVERSITY OF CHICAGO  
Office of the President

January 22, 1923.

My dear Dr. Post:

I have examined with interest the report of the Committee and the plans. The plans are very interesting. I have raised with Mr. Heckman an important question as to the legal status. Of course, the Rawson Laboratory fund is a gift to the University. The Rawson Laboratory will be the property of the University of Chicago. It would not do, therefore, for the University of Chicago to build on ground that is not its own property. We are not prepared to take over Rush Medical College, as of course none of our medical funds are given for that purpose. When we establish the graduate school the situation will be different. However, there is no reason why we should not erect the Rawson Laboratory at once, reconstruct Senn Hall at once, and allow both to be used by Rush Medical College until the medical plans are ready to put in operation. I have asked Mr. Heckman, therefore, whether the contract between the University and Rush could not in part be carried out now, namely Rush transferring title of property to the University, and in turn, the University agreeing to go on with the construction in question and when completed to grant the use of it to Rush until the graduate school is organized.

This is merely a suggestion to cover the legal aspects of the case.  
Cordially yours, H. P. JUDSON

Dr. Wilber E. Post,  
122 S. Michigan Av.,  
Chicago, Ill.



112

The University of Chicago

Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LASALLE ST.  
TELEPHONE FRANKLIN 214

February One  
1 9 2 3

President Harry Pratt Judson,  
The University of Chicago.

My dear President:

Concerning the question as to whether  
the University should build the Rawson Laboratory  
upon property belonging to Rush Medical college:  
I find that the agreement between the University  
and the College provides, among other things, viz:

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

Very truly yours,

WH:EB

*Walter H. Hodge*



The University of Chicago

Office of the President, University of Chicago

CHICAGO, ILL., FEBRUARY 19, 1906

February 19, 1906

President Harry Pratt Hood,  
The University of Chicago

My dear President:

Regarding the question as to whether

the University should build the new building

and whether to acquire the new building

I find that the agreement between the University

and the College provides, among other things, that

the University shall not be bound to build the new building, and in order to carry out this intention, the University shall not be bound to acquire the new building, and in order to carry out this intention, the University shall not be bound to acquire the new building.

It is the intention of the University to build the new building, and in order to carry out this intention, the University shall not be bound to acquire the new building. It is the intention of the University to build the new building, and in order to carry out this intention, the University shall not be bound to acquire the new building. It is the intention of the University to build the new building, and in order to carry out this intention, the University shall not be bound to acquire the new building.

Very truly yours,

WLB



(Copy)

M2

THE UNIVERSITY OF CHICAGO  
Office of the President

January 25, 1923.

My dear Dr. Post:

I have examined with interest the report of the Committee and the plans. The plans are very interesting. I have raised with Mr. Heckman an important question as to the legal status. Of course, the Rawson Laboratory fund is a gift to the University. The Rawson Laboratory will be the property of the University of Chicago. It would not do, therefore, for the University of Chicago to build on ground that is not its own property. We are not prepared to take over Rush Medical College, as of course none of our medical funds are given for that purpose. When we establish the graduate school the situation will be different. However, there is no reason why we should not erect the Rawson Laboratory at once, reconstruct Senn Hall at once, and allow both to be used by Rush Medical College until the medical plans are ready to put in operation. I have asked Mr. Heckman, therefore, whether the contract between the University and Rush could not in part be carried out now, namely Rush transferring title of property to the University, and in turn, the University agreeing to go on with the construction in question and when completed to grant the use of it to Rush until the graduate school is organized.

This is merely a suggestion to cover the legal aspects of the case.

Cordially yours, H. P. JUDSON

Dr. Wilber E. Post,  
122 S. Michigan Av.  
Chicago, Ill.



(Copy)

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Office of the President

January 22, 1923.

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This is merely a suggestion to cover the legal aspects of the case.  
Cordially yours, H. P. JUDSON

Dr. Wilber E. Post,  
122 E. Michigan Av.,  
Chicago, Ill.



Harold H. Swift  
Union Stock Yards  
Chicago

February 5,  
1923

Mr. Ernest D. Burton,  
Court Inn,  
Camden, So. Carolina.

Dear Mr. Burton:

I had an interesting conference with Dr. Post yesterday. While I don't know that anything of special moment developed in our conversation, I should be glad to outline it to you.

1. Under separate cover today I am mailing to you a copy of the blueprint of the proposed Rawson building. You will see that it is crude and I want to emphasize this point so the friends down East will not think we have gone far without them. The foundations are strong enough for additional floors if they shall be wanted later. You will see by the first page the smaller top floor which represents the Dr. Bridge money. You will note that the plans as worked out are exactly Dr. Buttrick's suggestions, i.e. a shell building with walls, stairways, and floors, while all of the other is to be of light construction and easily changed.

I attach herewith the committee's recommendation to President Judson. The committee consisted of -

Drs. Post  
Hektoen  
Shambaugh  
Lewis  
Billings, chairman (although Post did the work)

Following the Committee's report are the architects letter of January 13 as referred to, and another page showing a proposed distribution of space which they believe would be satisfactory as between the Rawson Building and the Senn Building. This shows their recommendation when both are in commission. Dr. Post is getting for me today a description of the way Senn Hall is used at present which I will attach to this letter or send you promptly.

2. We have considered the point about building on Rush land and our thought was to ask Rush to deed the land to us now upon our assurance that we were going ahead with the Medical School project, and allowing Rush to use it ad interim. Failing in this, we can try the plan suggested in the East, i.e. build on their land subject to their contract to turn over in 1925 or some set date.
3. The old Rush building is pretty far gone, which is the reason for haste for the Rawson building.

To follow  
tomorrow  
HHS







4. Before we can proceed on the joint plan of the two buildings, Rawson and Senn, it is necessary to expend around \$30,000 in fixing up Senn. We have this money in hand.

Collateral reasons for haste are -

- 1-(Mr. Rawson is disturbed over delay.
  - 2-(Morale becoming poor at Rush and good men there considering other affiliations. While know we don't want all of Rush men, it would be unfortunate to have only the poor ones to choose from.
5. If your mind is still to have a conference on Friday, Feb. 16, I think it is entirely O.K. to do so and presume you will get in touch with the Eastern friends and arrange that a conference be called. <sup>of course</sup> Dr. Post and I will both come East, leaving here Thursday noon, Feb. 15. I wrote you yesterday to inquire whether we might not wisely bring Mr. Donnelley also if possible. Think we want all our committee to know all that is going on if feasible.
6. We talked over the list of names that was in your second letter and without holding him to any of his opinions, I summarize Dr. Post's ideas. These are formed in some cases on personal contact and in others by reputation.

I was able to send Dr. Post a copy of this list on Friday afternoon, and fortunately, Dr. Christian, who I understand is the head of the Peter Brent Brigham Hospital, Boston, came on here for a consultation with Dr. Post on Saturday and Dr. Post spent the day with him, so that he was able to get some high class, first-hand advice on some of the Boston people.

Dr. Post's ideas are about as follows:

- (1) Woodyat Splendid A-1 man, perhaps the best of the lot. (Personal friends and knows him intimately - may be prejudiced). Thinks probably, however, we could not get him account of full time provision.
  - (2-a) Means of Harvard: Thinks unusually capable and qualified. Has met him and very well impressed.
  - (2-b) Reginald Fitz: Not on your list.  
Son of the great Dr. Fitz of Boston.  
Post tremendously enthusiastic. Says fine looking man, level headed and brilliant in his work. Has independent means but interested in medical education and a hard worker. Until last few months with Mayo Bros. at Rochester. Has just now returned to Boston to succeed Peabody as righthand man to Dr. Christian at Peter Brent Brigham Hospital.
- McLean of Peking: Thinks reasonably well of him. Understands no longer hooked up at Peking but not sure and does not know where gone.







6. continued.

Swift of Rockefeller Institute; previously of Cornell.  
Good ability but personality objectionable;  
autocratic, chilly, poor team worker. H.H.S.  
has heard these criticisms of him frequently.

Lundsgaard - doesn't know him.

Cohn - - - - No special comment.

Peabody of Harvard: Account recent developments in Boston  
Hospital situation, doubt if would be interested.

Blake of Yale - a little colorless; hardly broad enough  
experience; specialty - pneumonia germs.

Peters of Yale - No special comment.

Meakins of Edinburgh - Thinks well of him. On whole thinks  
some prejudice in Chicago against Canadians.  
Have had several in Chicago medical affairs  
who were not team workers.

Gideon Wells Extra good man; brilliant pathologist. Should  
certainly retain him. Worth considering as  
Dean.

(I am sending you for your convenience Who's Who on any that  
I have been able to find. Many of them are not represented,  
presumably too young.)

Please realize I am quoting Dr. Post largely from memory and  
his opinion in some cases of only a day or two consideration,  
so I think it only fair to consider the opinions as suggestive  
and not necessarily conclusive.

He quoted Dr. Christian, who came on from Boston Saturday, as  
genuinely enthusiastic over both Means and Fitz. Post has  
heard Fitz talk before Medical Societies where he handled  
himself remarkably well. Christian had not this project in  
mind, however; was only talking about their general proficien-  
cies.

7. Note the Eastern suggestion of possibly using Dr. Dodson as  
Dean of the West Side. Dr. Post hopes very much we can con-  
sider the name of Dr. D. J. Davis in that capacity on the  
West Side. The fact that he is a pathologist is probably  
reason for not considering him on the South Side because of  
conflict with Wells. In his pathology work he might conflict  
on the West Side with LeCount who has been there for a long  
time but is not a cooperator. Possibly he could come as Dean  
of the School and Professor of Experimental Medicine. He is  
at present at Illinois as Professor of Experimental Medicine  
and Head of the Department of Pathology. However, it is of  
course too early to consider this at the present time. We  
are concerned this minute with the South Side and not the West  
so I only mention it in passing.







7. This seems to bring me up to date again. Mr. Dickerson thinks he hardly can have your Medical Book ready before Thursday morning and I will try to get it mailed to you at that time.
8. You will remember that our Eastern friends were not in sympathy with Dr. Harper's idea on medicine nor do they now feel kindly toward having Dr. Billings influential in our new project. Have agreed with Dr. Post that it is important to soft pedal these names in talking with our Eastern friends.

Yours sincerely,

Harold H. Swift,



22

-4-

This seems to bring me up to date again. Mr. Richardson  
thinks he hasn't seen your Medical Book lately before  
Thursday morning and I will say so you is mailed to you  
at that time.

You will remember that our last year's report was not in  
agreement with Dr. Huxley's idea of medicine now in that  
our last study showed that Dr. Huxley's idea is  
our new method. I have agreed with Dr. Huxley in  
agreement to hold each these names in talking with our  
medical friends.

Yours sincerely,

*James H. Huxley*



Harold H. Swift  
Union Stock Yards  
Chicago

February 7,  
1923

Mr. Ernest D. Burton,  
Court Inn,  
Camden, So. Carolina.

Dear Mr. Burton:

In compliance with your request of January 31, Mr. Dickerson has gotten up the attached summary of the situation in connection with the Medical School. He said it was impossible to copy all of the minutes but he has dictated a connected story based upon the minutes and has appended contracts. You, of course, will want to read the summary but I think you should keep it away from our Eastern friends. First, of course, most of our trouble occurred with them because of the affiliation of Rush so that contract and arrangement should be kept in the background, and there are other matters which seem to me to require comment so that I have made some marginal notes.

The reference to the meeting of April 13, 1920 where the plans of the Billings Hospital and the Max Epstein Dispensary were accepted, brings up two or three difficulties:

- (1) These plans referred to were only the first rough drafts. This is shown by the fact that on March 8, 1921, referred to on page 9, President Judson reporting that progress had been made in preparing the plans and that they would be presented later for adoption.
- (2) It was understood that the Eastern people were in favor of the plans and we know now that they were not.
- (3) Actual building drawings never were made. This was referred at one time to a committee with power but since I then had an indication from Mr. Arnett that the Eastern friends did not approve of the line-up, I opposed and succeeded in blocking this move. I cannot find what committee this was at the moment as there seems to be no formal reference in the minutes.



10-11-40  
Chicago

Mr. J. H. Burton  
Chicago, Ill.  
Dear Mr. Burton:

In compliance with your request of January 21, 1940, I have been looking up the attached summary of the situation in connection with the Medical Society. The work is now being done by all of the members and in the District & Commercial areas. Upon the members and has been completed. You will find the summary and I think you should find it very interesting. First of course, most of our people are in the business of the situation of such as that which is being done in the business and there is a great deal of work which seems to me to be very important to the future of the medical profession.

The reference to the meeting of April 1, 1939, shows the plans of the Medical Society and the fact that the members are working on two or three different lines.

There were several references to work which was done in the past. This is a list of the work which was done in the past and is a list of the work which was done in the past.

It was suggested that the members should be given a list of the work which was done in the past and is a list of the work which was done in the past.

Actual building of a new house was made. This was a list of the work which was done in the past and is a list of the work which was done in the past.



On page 5 in quoting the agreement with the Eastern friends, about the middle of the page, occur the words -

"in general accordance with the plan set forth in the two memoranda hereto annexed."

There are none annexed to the papers we have in our files. I asked *Mylove Oct 10/1922*  
*Mr. Arnett*  
the General Education Board what memoranda were referred to and they replied that it was Mr. Flexner's *"a plan for the Development of Med Educ. in the U.S."* original study of the Chicago situation. I doubt even this statement but don't know how to check it further. *It is referred to in our records as Memorandum and memoranda, at different times, - but we have none attached HHS*

As have indicated previously, I think so much has been done by individuals in conference, of which little record has been kept, that the documents may be difficult of interpretation, so I think the thing we have to keep in mind all the time is that we are starting in fresh in cooperation with our Eastern friends and are not to be handicapped by past action which the Board or any individuals have taken. Let's get the line-up a proper one, go ahead in a forceful, cooperative fashion, and if we have to undo any formal action of the Board in the past, this can be done.

In sending this material, it seems to me to bring me up to date with everything you have requested. The material in connection with the proposed Rawson Building went to you on Monday, as did the plans under separate cover. There was left a statement from Dr. Post as to the present use of the Senn Building, which was enclosed in my letter of yesterday touching on the Merriam situation. Also, the special confidential medical file which Mr. Buttrick sent to me and which he represented as giving the whole medical situation from the beginning, went last evening; while this information today indicates that everything has been sent that you have asked for.

Yours sincerely,

*Harold H. Swift*







Harold H. Swift  
Union Stock Yards  
Chicago

February 9,  
1923

Mr. Ernest D. Burton,  
Court Inn,  
Camden, So. Carolina.

Dear Mr. Burton:

Today I told President Judson over the phone that I had a note from you; that you said you were returning by way of New York; that when you were there last time it had been suggested that if you returned that way, there might be a conference on the Medical situation; and that it seemed a good plan to me to get you into it promptly; and that I was sure he would agree it was wise for me to encourage you to go ahead on it, to which he replied, "Yes, by all means, and if that is in prospect, I want to write him my ideas on the subject." This, therefore, is the background leading up to the letter you may receive in a couple of days.

Incidentally, the President said that his thought was we ought to get funds first and the Dean afterwards, to which I made no comment. He further said that he considered the financial situation still bad in Chicago to raise funds and that he thought our Eastern friends ought to give us the major part of the additional amount necessary; that while previously they had given us around one-third of the amount, he thought this time they should give us two-thirds. I replied, "I wish they would!"

I have not yet told him that Post and I are coming East for the conference. It seemed to me best to tell him of the situation by easy steps. I will do that some time the first of the week. It seemed to me unwise to take the chance of his finding from entirely outside forces that the conference was being arranged, that he might think he was entitled to know it from one of us and I, therefore, handled as outlined above.

Yours cordially,

Harold H. Swift,



March 10, 1915  
Dear Mr. [Name]  
Chicago

Mr. [Name]  
[Address]  
[City]  
[State]

Today I said President Johnson over the phone that I had  
a letter from you; that you said you were returning by way of New York.  
I am glad to hear that. I had been expecting you for some time.

It is a long time since I saw you. I am glad to hear that you are  
well and happy. I am also glad to hear that you are still in  
the same old place. I hope you are still as well as ever.

I am glad to hear that you are still in the same old place. I hope  
you are still as well as ever. I am glad to hear that you are still  
in the same old place. I hope you are still as well as ever.

I am glad to hear that you are still in the same old place. I hope  
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I am glad to hear that you are still in the same old place. I hope  
you are still as well as ever. I am glad to hear that you are still  
in the same old place. I hope you are still as well as ever.



*Handwritten: Jackson*

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

*M2*

February 9, 1923.

My dear Mr. Burton:-

Mr. Swift tells me that you are coming back by way of New York and perhaps there having a conference on medical matters. I think, of course, you have the whole matter fully in mind. May I venture to pass on certain suggestions?

1) It is of course extremely desirable to have the right person selected as Dean of the School. He should be also a Professor of Medicine. However, it has seemed to me that it would hardly be expedient to make that selection until the funds for opening the School are in sight. Of course the matter can be in mind and the situation thoroughly canvassed. The person selected should be not merely eminent in the profession and a good administrator, but in entire sympathy with the cardinal principle of full time on which the School here is based.

2) We estimated in 1916 that \$5,300,000. would suffice. Of course we know the impossibility of that now. We cannot erect the hospital and laboratories connected with it for less than two and one-half millions. Also the whole operating expense will be on a great scale. I doubt whether a \$10,000 salary is adequate. Anyway my estimate



The University of Chicago  
CHICAGO, ILLINOIS  
Office of the President

February 11, 1933.

Mr. J. H. Johnson:

Mr. Johnson tells me that you are coming back to  
New York and perhaps there is a possibility of  
a medical career. I think, of course, you have the  
right kind of mind. May I venture to suggest that

it is of course extremely desirable to have  
the right person selected as Dean of the School. He should  
be also a professor of medicine. However, it has seemed to  
me that it would hardly be expedient to make that  
man until the time for making the school was in sight.  
Of course the matter can be in mind and the selection  
can be made. The person selected should be a man  
of the highest caliber and a good administrator. It is

to which the School has been  
in 1910 that \$2,500,000. would  
be given. Of course we know the responsibility of that  
to be a great credit to the hospital and laboratory  
also in the past two and one-half millions. Also the  
total operating expense will be of a great deal. I hope  
to have a \$10,000 salary in addition. I hope to have



The University of Chicago

CHICAGO, ILLINOIS

Office of the President

is that we should have not less than six millions more.

3) The business situation here is such that I am earnestly hoping that the Boards can see their way to providing by far the larger part of that sum. We raked the ground over in our previous campaign. There will be very few of those who contributed then whom we can ask to contribute again. We have rather a limited new field. I don't believe, therefore, that you will find it possible to get in Chicago a very large proportion of the amount in question.

It seems to me that the first large problem you have to face is that of carrying out the medical plan, and I wish you all success.

Cordially yours,

*Harry Red Judson*

Mr. Ernest D. Burton,  
Court Inn,  
Camden, S. C.

HPJ:CB



The University of Chicago  
CHICAGO, ILLINOIS  
Office of the President

1. That we should have not less than six million more.

2. The business situation here is such that

an estimate is being made that the Board can see clearly

provision for the larger part of that sum. We expect

the amount over in our previous campaign. There will be

very few of those who contributed last year who can not

contribute this year.

I am confident, therefore, that you will find it possible

to pay in full a very large proportion of the amount

proposed.

It seems to me that the time has come when you

have to face the fact of carrying out the project.

I wish you all success.

Cordially yours,

Mr. Ernest B. Parsons,

Director,

Chicago, Ill.

11-1-28



M2  
Harold H. Swift  
Union Stock Yards  
Chicago

February 13,  
1923

Mr. E. D. Burton,  
Commodore Hotel,  
New York, N.Y.

Dear Mr. Burton:

As discussed personally with you and pointed out in medical papers, we did not fulfill our contract with the General Education Board and the Rockefeller Foundation, which provided that certain things should be done before January 1, 1923. The requirements were --

- (1) We should collect \$3,300,000, exclusive of their promise. This was done.
- (2) We should show that we had put aside and were expending more than \$80,000 of the University's funds for medical education. This was done.
- (3) In which we failed.  
We should put before them a satisfactory plan for conducting the new work on full time basis.

We wrote these two Boards at their last meetings last Fall, pointed out our failure, and in effect asked for leniency. The General Education Board postponed the third requirement for a year. The Rockefeller Foundation referred to their Executive Committee with power. I assume that the Executive Committee have in mind to do the same as the General Education Board, but they have not formally told us anything as yet.

This should be cleared up before Mr. Vincent leaves for South America. Perhaps you will cover it with him when you see him in New York.

Yours sincerely,

H.H.S.



February 10,  
1933

Dr. E. S. Loring,  
Columbia University,  
New York, N. Y.

Dear Mr. Loring:

I am very sorry that I did not fulfill our agreement with the Board.

The Board and the Rockefeller Foundation, which provided the

main support for the work, have been very kind in their

(1) to should collect \$5,000.000. exclusive of their  
expenses. This was done.

(2) We should show that we had the money and were  
capable of doing the work. This was done.

(3) To show we had the money and were  
capable of doing the work. This was done.

We wrote these two letters to the Board and the

Rockefeller Foundation. They were very kind in their

response and have been very kind in their

response. The Rockefeller Foundation has been very kind in their

response. I believe that the Rockefeller Foundation have been very

kind in their response. The Rockefeller Foundation have been very

kind in their response. The Rockefeller Foundation have been very

kind in their response. The Rockefeller Foundation have been very

kind in their response. The Rockefeller Foundation have been very

kind in their response. The Rockefeller Foundation have been very

kind in their response. The Rockefeller Foundation have been very



Harold H. Swift  
Union Stock Yards  
Chicago

February 26,  
1923

Mailed 7-7.

Mr. Ernest D. Burton,  
The University of Chicago,  
Chicago, Illinois.

Dear Mr. Burton:

Thank you for yours of February 25 en route.

1. It seems to me that the special meeting of the Board, so far as medical affairs are concerned, should be understood to be for the purpose of giving information to the Board and of presenting a recommendation to be acted upon at the regular meeting, - thus, we should report our trip to New York, give our general conclusions, and recommend that the Medical Committee be authorized to -
  - (a) Estimate through the Faculty Committee and otherwise the cost of going ahead on the project and, if it seems logical,
  - (b) Make proper overtures to our Eastern friends to furnish an appreciable part of the money.I understand this procedure was agreed upon on the way home, therefore, don't see that any preliminaries need to be done except to outline the whole situation to Mr. Rosenwald and to get him to concur in the Committee's report. If you have different suggestions, please advise me frankly.
2. I hoped first to call the special meeting for some time this week but because there are some legal questions in the Rawson building project that must be studied and may take action of the Board, it seemed wise to put the meeting off as long as consistent, so I then notified Mr. Dickerson that the date would probably be March 8.
3. If this special information which is now being checked up by the Business Manager's Office, shall develop anything radically different from what we now presume to be the case, we certainly should call a meeting of the Medical Committee before the special Board meeting.
4. I attach some interesting correspondence in reference to the Hahnemann Hospital project, which you might be turning about in your mind, - to see whether we can hook it up in our plan somewhere. Their chief interest is supposed to be toward the curing of disease, ours for the study of disease, but we may be able to win over their interest to our project or to work out some place where they would be willing to fit into our scheme.
5. Yes, the question of the General Education Board making a survey of the University of Chicago can very well come up at either meeting of the Board you prefer. Since it is not germane to medical matters, I think the regular meeting of March 13 may be the better time and I suggest you ask Mr. Dickerson to include it in his docket. The logical procedure seems to me to be to give power to the two Presidents to authorize if they deem wise.

Yours cordially,

Harold H. Swift







(COPY)

THE UNIVERSITY OF CHICAGO  
Office of the Counsel & Business Manager  
Room 1204 - 134 So. La Salle Street  
C H I C A G O

February 24, 1923

Mr. Harold H. Swift,  
4848 Ellis Avenue,  
Chicago, Illinois.

My dear Mr. Swift:

At Dr. Post's suggestion, I am sending to you a copy of a memorandum of a conversation with Mr. Ross. Mr. Heckman thought I should make some reply to Mr. Ross, since my talk with him left the matter in a form which required some indication of interest or the reverse.

Dr. Post is interested. A leading member of the staff of the hospital in question has also spoken to Dr. Post.

Dr. Post suggests that before sending a note to Mr. Ross, I take your advice. I enclose a copy of a letter, which, if you approve, I propose to send to Mr. Ross.

Yours very truly,

GEORGE O. FAIRWEATHER

Told G.O.F., O.K. to send letter.

H.H.S. 2/26



(COPY)

THE UNIVERSITY OF CHICAGO  
Office of the Counsel & Business Manager  
Room 1204 - 134 So. La Salle Street  
CHICAGO

February 24, 1923

Mr. Harold H. Swift,  
4842 Ellis Avenue,  
Chicago, Illinois.

My dear Mr. Swift:

At Dr. Post's suggestion, I am sending to you a  
copy of a memorandum of a conversation with Mr. Rosa. Mr. Hochman  
thought I should make some reply to Mr. Rosa, since my talk with  
him left the matter in a form which required some indication of  
interest on the reverse.

Dr. Post is interested. A leading member of the  
staff of the hospital in question has also spoken to Dr. Post.  
Dr. Post suggests that before sending a note to  
Mr. Rosa, I take your advice. I enclose a copy of a letter,  
which, if you approve, I propose to send to Mr. Rosa.

Yours very truly,

GEORGE O. FAIRWEATHER

Told G.O.F., O.K. to send letter.

H.H.S. 2/23



(COPY)

February 26, 1923

Mr. Walter S. Ross,  
Ross and Company,  
80 East Jackson Street,  
Chicago, Illinois.

My dear Mr. Ross:

The medical questions about which you spoke to me the other day at the Union League Club are, I find, of interest to the University authorities.

If you approve, I shall be glad to ask some of the University Board members to meet with you and your associates at the Club at luncheon at an early date, for an informal conference; or I shall be glad to follow any other suggestions which you may care to make.

Yours very truly,

GEORGE O. FAIRWEATHER



(COPY)

February 28, 1923

Mr. Walter S. Ross,  
Ross and Company,  
80 East Jackson Street,  
Chicago, Illinois.

My dear Mr. Ross:

The medical questions about which you spoke  
to me the other day at the Union League Club are, I find, of  
interest to the University authorities.  
If you approve, I shall be glad to ask some of  
the University Board members to meet with you and your associates  
at the Club at luncheon at an early date, for an informal confer-  
ence; or I shall be glad to follow any other suggestions which you  
may care to make.

Yours very truly,

GEORGE O. FAIRWEATHER



(COPY)

M2

MEMORANDUM of conversation on January 24, 1923, with Walter S. Ross.

Mr. Heckman:

1. Mr. R. is chairman of the Board of Hahnemann Medical College. Other members include Edward F. Swift, John J. Mitchell, Henry M. Soper, William Wrigley, and R. M. Ashcraft.

2. This College is attempting to reestablish itself on a broader foundation, medically as well as physically. The staff includes such men as Doctors Hektoen and E. E. Irons. The present physical plant is antiquated and in an undesirable location. Their plan contemplates laboratory and teaching facilities in addition to modern hospital equipment.

3. Mr. R. believes it to be uneconomical to develop a complete plant including all other auxiliary services such as laboratories, libraries and the like, if his board could avail itself of existing and contemplated facilities offered by the University of Chicago. Such use might be on a basis of affiliation whereby his board would erect its own separate hospital adjoining University grounds or on University land; or his board might put its resources, by contract, at the disposal of the University Board and come in under the general medical plan.

4. Mr. R's Board has property and endowments worth in excess of a half million dollars, and is prepared to raise substantially an equal amount in additional capital. His board is composed of especially strong and able men, some of whom have offered to give sums ranging from \$250,000 to \$500,000 for certain purposes, at various times in the recent past. Mr. R. states that the important thing at present is the presentation to his Board of a definite, comprehensive plan which will invite the financial aid of its members and their associates.

5. Mr. R. is willing to meet with ~~xxxxxx~~ representatives of the University of Chicago to see wherein these suggestions can be worked out.

G.O.F.



(copy)

MEMORANDUM of conversation on January 24, 1935, with Walter S. Rose.

Mr. Heckman:

1. Mr. R. is chairman of the Board of Hahnemann Medical College. Other members include Edward F. Swift, John J. Mitchell, Henry M. Soper, William Wrigley, and R. M. Ashcraft.

2. This College is attempting to reestablish itself on a broader foundation, medically as well as physically. The staff includes such men as Doctors Hektoen and E. R. Irons. The present physical plant is antiquated and in an undesirable location. Their plan contemplates laboratory and teaching facilities in addition to modern hospital equipment.

3. Mr. R. believes it to be uneconomical to develop a complete plant including all other auxiliary services such as laboratories, libraries and the like. If his board could avail itself of existing and contemplated facilities offered by the University of Chicago, such use might be on a basis of affiliation whereby his board would erect its own separate hospital adjoining University grounds or on University land; or his board might put its resources, by contract, at the disposal of the University Board and come in under the general medical plan.

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5. Mr. R. is willing to meet with xxxxxx representatives of the University of Chicago to see wherein these suggestions can be worked out.

G.O.F.



Harold H. Swift  
Union Stock Yards  
Chicago

125

March 17, 1923

*File  
mes.*

Mr. E. D. Burton,  
The University of Chicago,  
Chicago, Illinois.

Dear Mr. Burton:

Thank you for letting me see the  
attached reports and Dr. Bensley's letter  
describing them. They are very interesting  
indeed.

Yours cordially,

*Harold H. Swift*



125

Wm. B. Ewing  
Chicago

March 14, 1883

10/10/10

Mr. W. B. Ewing,  
The University of Chicago,  
Chicago, Ill.

Dear Mr. Ewing:

Thank you for letting me see the  
revised report and Dr. Henshaw's letter  
describing them. They are very interesting.

Sincerely,

Yours cordially,

Charles D. Walcott

W.B.E.



M2

The University of Chicago

Department of Anatomy

March 10th, 1923

Dear Mr. Burton:

The first of these two reports is part of a report made to Dean Angell on January 23rd., 1912. It was the result of a conference called by Deans Angell, Salisbury, and Small, at the request of the President, to consider a plan for the amalgamation of Rush Medical School with the University of Chicago. This plan provided for raising the sum of one million dollars to be expended in the improvement of conditions at Rush Medical School, and constituted a virtual abandonment of our hopes for a medical school of another sort at the University. The plan was approved by the Board of Trustees notwithstanding the almost unanimous opposition of the representatives of medical science here, and only failed of consummation, as I understand, because Rush was unable to raise the necessary funds.

The second report was drawn up by the committee on medicine of the University Senate. This committee consisted of Dr. Hektoen, Chairman, and Messrs. Jordan, A. P. Mathews, Dodson, and Bensley. As far as I know it was never read to the Senate the apparent reason being that the general medical situation did not permit of its discussion without embarrassment.

I have put these reports in your hands because it seemed to me it might help you in the present situation to know that a group of members of the medical departments here have been in favor for some time of the kind of medical progress which you now propose.

I remain,

yours sincerely

*R. H. Bensley*







1912?  
Dr. Bawdrip  
Luth. Nov 12 1923

The Committee on Medical Affairs recommends that the Senate adopt the following Preamble and Resolutions as a Statement of the Policy to be followed in the further development in the University of the Biological Sciences which relate to Medicine.

#### Preamble.

These Departments of Science of the University must have the same fundamental aims and ideals as the University itself. Those ideals are: (1) Scholarship and investigation; (2) Liberty of teaching on the part of the faculty, and liberty of learning on the part of the student; The fundamental aim is the increase of knowledge and the cultivation of the spirit of inquiry.

In view of the fact that we are surrounded by medical institutions with a different aim, which are primarily technical schools, and that there is consequently pressure upon us to be influenced by them to depart consciously or unconsciously from the University ideal, we consider it desirable to place on record in the following resolutions the fundamental policies to be followed in the further development of the University departments of science related to medicine.

#### Resolutions

(1) That the fundamental aims of the University departments related to medicine are (1) The increase of knowledge of the science of medicine by investigation, and (2) the cultivation of the spirit of inquiry, or the training of students and investigators by investigation.

(2) That there should be individual freedom in the selection of subjects for investigation, teaching, and learning.

(3) That the departments of medical science should be at the University. and organized on the same basis as other scientific



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(4) That it is advisable:

(a) First to bring those departments of science which bear a direct relation to medicine, and which are already organised in the University, to full efficiency as integers of the Ogden School of Science.

(5) (b) Then to add, as funds and workers become available new departments, likewise as integers of the Ogden School of Science

(5) That, if necessary, in order to make the preceding recommendations effective, the University Charter be amended <sup>so</sup> as to secure recognition of the University as a Medical School, by the State Boards of Medical Licensure.

(6) That the degree of Doctor of Medicine be given for graduate work with substantially the same scholastic requirements as those of the degree of Doctor of Philosophy.



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1942  
Dr. B. B. B. B.  
March 10, 1923

Excerpt from a Report made to the President on  
a Proposed Plan for Medical Expansion.

The chief Reason, however, why the University of Chicago should undertake this development on its own campus is that this is the only one of the large ,privately endowed, universities which, by reason of the fact that it has not yet committed itself to the maintenance of a large separate clinical school of medicine for the training of practitioners, is in a position to erect on the foundation afforded by its strong departments of biological and physical science, and in close contiguity with them, equally strong departments of medical science. In this way medicine will have the constant and effective cooperation of the departments of science already existing at the University and all the resources of the University may be utilised for the advancement of medical science. Johns Hopkins, Columbia and Harvard are now definitely committed to a different policy.-----

Located in a great center of population, provided with ample space for the necessary buildings, its choice unhampered by an established medical policy of another nature, the University of Chicago is in a position to undertake the highest service which may be rendered by an educational institution to medical science namely (1) to maintain a body of investigators and teachers, (2) to train young men to the work of investigation and to develop the highest type of medical practitioner.

A serious problem which confronts the directors of the various institutes for medical research is involved in the question whence they are to obtain men of adequate training necessary to carry on their work. It is not that willing workers are not available, but that those who are available have not the training in the biological and physical sciences needed to attack the problems of medicine from a fundamental point



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of view. Unfortunately there is not a single school of medicine in the United States that is in a position to give this training, for the curriculum of all is dominated by the requirements for license established by state boards composed of educational amateurs and the opportunities for training are limited by an unwise and arbitrary classification of the sciences into medical and non-medical, with the practical exclusion of the latter from the medical school.

The University of Chicago may now accept, if it will, this opportunity, denied to other institutions by reason of the policy to which they are already committed. The development of this possibility requires the abandonment of such opportunism in medical education as is represented by the plan now before us. (Note: This sentence refers to a specific plan then under consideration.) It requires the formulation of a definite plan of procedure, each phase of which shall be a really constructive step in the realization of this purpose.

The committee believes that funds for this purpose may be procured, provided the University demonstrate by a statement of policy and by its course of action its fidelity to this ideal.



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March 20, 1923.

My dear Dr. Keen:-

I do not know how much, or to what extent, your attention has been directed to the plans of the University of Chicago for the development of its medical school. May I, preliminary to a matter on which I want your advice, state the principal facts?

Years ago before President Harper's death the University of Chicago entered into a contract with Rush Medical College, in accordance with which the University was to do the first two years of a four year medical course, these years being also the last two years of the course for the Bachelor's degree, and Rush, in its own building on the West Side, was to do the last two years. The two years at the University were of course pre-clinical to those on the West Side clinical. In 1916 a plan was agreed to in accordance with which the University was to take over the whole four years of the regular medical course, erect a hospital and other necessary buildings, and develop a faculty for a University school which should be conducted in close cooperation with the various departments of the Ogden School of Science, and emphasize the science of medicine. Rush Medical College, on the other hand, was to be converted into a post graduate school,



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conducted chiefly for the benefit of practising physicians who desire to go back for further study and for research work. It was expected that the classes in the school at the University would be relatively small, probably not over fifty in each class, and that most of the students would, before entering, have completed a college course for the Bachelor's degree, and that while the school would undoubtedly produce practitioners its main produce might very likely be men who would devote themselves to research or become teachers of medicine. It was thought that in view of the many schools for practitioners the larger contribution which the University of Chicago could make to medical science and the promotion of health would be through a school which would thus emphasize the science of medicine.

To carry out this plan the University has now on hand about \$6,000,000, besides the large amount already invested and expended in the support of the Departments of Pathology, Physiology, Bacteriology, etc. It became evident some time ago, however that this amount is insufficient to enable us to start the work on the new plan. The recognition of this fact and the difficulty of raising new money for some time prevented our going forward in the execution of the plan adopted in 1916. Now, however, certain obstacles to forward movement have been removed and the Board of Trustees is actively pushing forward toward the establishment of the two schools on the plan agreed to in 1916.



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This calls for activity in several directions. It means, for example, the preparation of a carefully constructed budget which would enable us to see how much money we need to add to what we now have on hand; the working out of revised plans for buildings which we hope will be considerably less expensive than those which were at first contemplated; and the selection of men for the heads of the clinical departments.

It is our expectation at the beginning to build up in addition to the above departments already named, and which we already possess, departments of medicine, surgery and pediatrics. In surgery we already have Dr. Dean Lewis who is ready at any moment to discontinue his practice in Chicago and enter upon the duties of his professorship including the organization of his department. We feel it of first importance that we should secure at the earliest possible moment a professor of medicine who would be the head of that department and also the Chairman of the Faculty or Dean of the School.

Believing as we do that our particular situation here makes it possible for us to create at the University a School, not of exceptional size, but of exceptional strength, especially on the scientific side, we are desirous of finding the best possible men to fill these two positions, and of these two, we are most concerned at this moment to find a professor of medicine.

Will you kindly give us the benefit of your wide knowledge of men in this field? The man whom we are seeking



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I shall very greatly appreciate any help that you are able to give us in the solution of this difficult problem. If you have a man to suggest for pediatrics we should be glad to have your suggestion in regard to that department.

With sincere respect,

Cordially yours,

Dr. W. W. Keen,  
1729 Chestnut St.,  
Philadelphia, Pa.

EDB:CB



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STANFORD UNIVERSITY

OFFICE OF THE PRESIDENT

M2  
STANFORD UNIVERSITY, CALIFORNIA,  
29 Mar. '23

Dear President Burton:

Glad to get your note and to  
learn that you are fully recovered.

As you probably realize I am particularly interested in the medical development in the city of Chicago and want to see just the right leadership provided in the medical staff that you get together. The great difficulty in the development of university medical schools has been the failure to realize that every professor in the medical school has a double function. He is a teacher and investigator on the one hand and the personal physician of some patient on the other. There can be no disentangling of this double responsibility without a corresponding loss in the final result obtained.

It is likely that I shall pass through Chicago again in May. If so and you care to see me, I should be glad to make a particular point of getting in touch with you.

With kind regards, I am

Very sincerely yours,

Ray Lyman Wilbur

President Ernest DeWitt Burton,  
University of Chicago,  
Chicago, Illinois.



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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Copy

M2

April 6, 1923.

My dear Mr. Swift:

May I report to you the result of my interview with the General Education Board with respect to the Medical School. They, meaning Mr. Flexner in particular, seemed much gratified that the estimates arrived at by our committee were as near to those which he had made as they were. He spoke repeatedly with appreciation of the work which our Faculty Committee had done.

He is disposed, nevertheless, to think that their figures are too high and without making any careful study of them suggested that probably what they had in mind to do could be done with four millions additional instead of six millions as they proposed in their lesser figure. This is, of course, an increase of one million over his former estimate. The item which he was most sure was too high was the Hospital expense. In view of his knowledge of how other hospitals are conducted he was very positive that if the Superintendent of the Hospital were given a margin of <sup>\$125</sup>~~\$75~~,000 and told that he must keep within that sum he could easily do so.

Of his own accord he renewed the suggestion that the General Education Board (with which he now associated the Rockefeller Foundation) should give two-thirds of this larger sum. This, I think, answers the question which we raised before I went to New York whether he was thinking of a total of two



M2

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The University of Chicago

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Reduce--

Surgery from	\$60,000	to	\$50,000
Medicine from	\$60,000	to	\$50,000
Hospital maintenance from	\$186,000	to	\$125,000
Supply and Expense from	\$57,500	to	\$48,000
Building from	\$3,015,000	to	\$2,920,000

May I raise the question whether the following is a practicable order of procedure?

1) Ask the Faculty Committee and the Auditor to restudy the matter (a) including cost of a School for Nurses on the basis of which this will have to be maintained; (b) considering whether maintenance cost can be reduced to Mr. Flexner's figure; (c) include <sup>ing</sup> current expense of heat, light, and janitor service.

2) Ask the Committee to consider the possibility of including in the building plan (a) Physiology as part of the Hospital building as they have already included Pathology, and (b) a library to be erected south of Snell.

3) Ask the Committee on Buildings and Grounds to authorize the architect to begin studies for (a) the hospital building including Pathology and Physiology on the block west of Cobb, this building to be not in Gothic architecture but probably



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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

Classic, and on much less elaborate architectural scale than the building originally planned for 60th Street. (b) a building for the extension of Chemistry and a Biology and scientific library to be erected between Snell and 58th Street to be built in a Gothic type of architecture, but with the use of broken instead of cut stone in part or whole.

May I add as bearing on the eventual plans though not on the immediate recommendation of the Committee that the men in New York quite expressly disapproved of a special research fund, believing that the whole school should be conducted from the point of view of research and the establishment of a special fund would be liable to lead to abuses. I may add also that they stated it had been found possible in New York to <sup>build</sup> ~~found~~ a hospital for \$10,000 a bed, but in smaller towns a very much <sup>smaller</sup> ~~larger~~ figure. I did not learn what was the ground of this marked difference.

Very truly yours,

Mr. Harold H. Swift,  
Union Stock Yards,  
Chicago, Illinois.

EDB/CB



The University of Chicago

CHICAGO, ILLINOIS

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EDB/CB

My dear Mr. S.



Harold H. Swift  
Union Stock Yards  
Chicago

00361

A72

April 9th  
1923.

Dear Mr. Burton:

I acknowledge yours of April 6th reporting on your conference with the General Education Board in New York with respect to our medical project. I thank you for the information contained.

Answering your question as to the practicable order of procedure, - it looks to me as though our approach to this problem should be as to what is necessary to get going on the project immediately. From your order of procedure I am not clear as to how you distinguish between the immediate program and the five year program, and I believe in dealing with your committee the differentiations should be clear.

Your Paragraph 1 of procedure is entirely logical, although believe your (a) might also ask what they would do as an alternative, and its cost, if they did not have at once a school for nurses.

Your Paragraph 2: Think these points O.K. although perhaps either (a) or (b) or perhaps both ought to be considered in the light of the five year program instead of immediately.

Your Paragraph 3:

Your (a) - Think O.K., working through Mr. Donnelley, Vice-Chairman, Buildings and Grounds Committee; in charge during absence Mr. Hutchinson. Think important this should be done immediately and make progress by the time Mr. Hutchinson returns.

You will be interested to know that Mr. Hodgdon told me last week he thought he could build Gothic buildings at sixty cents per cubic foot, which would probably make Classic less costly.



April 5th  
1953

Enclosed please find your report of April 5th report on the  
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seems to me that your report of procedure is not clear as to how  
you intend to handle the medical project and the time  
schedule. I have in mind the fact that the medical  
project should be done.

Enclosed is a schedule of activities to be done  
in the future. It also includes a list of people who are  
interested in the project. If they did not have a good  
idea.

Enclosed is a list of people who are interested in the project.  
I hope you will find it helpful.

Very truly,  
Your friend,  
John F. Kennedy



Your (b) - Did you have in mind the Extension of Chemistry and Biology and Scientific Library for immediate building or on the five year program? Unless consideration of it for the future is necessary before we can proceed with the hospital, etc. would not cloud the issue at this time. However, if it seems necessary to consider the point before can go ahead with hospital, etc. then would suggest they consider the matter in relation to the five year program.

Question advisability of suggesting anything but Gothic cut stone on location mentioned. Believe some people will feel this would spoil the whole main Quadrangles or at least many would not vote to take the chance in so small a building.

Yours cordially,

Harold I. Swift

Mr. E. D. Burton,  
The University of Chicago,  
Chicago, Illinois.

Perhaps we can discuss  
after Board Meeting Tuesday -  
HIS



1000 - Did you have to kind the extension of Chemistry and  
Biology and Scientific Library for the library building  
on the 15th year program? Unless consideration of  
the 15th year is necessary before we can proceed  
with the building, etc. would not stand the issue of  
the 15th year, however, it is seems necessary to consider  
the 15th year before we can proceed with the building, etc.  
I would suggest that we consider the matter in relation to  
the 15th year program.

Question advisability of extending the 15th year  
to the 16th year on location of the building, etc.  
I will leave this matter to the committee.

Yours cordially,

Frank L. Smith

Director  
The University of Chicago  
Chicago, Illinois

Perhaps we can discuss  
after lunch meeting

11/11/33



Copy

The University of Chicago  
CHICAGO, ILLINOIS

Office of the President

April 9, 1923.

M2

My dear Mr. Donnelley:

On the suggestion of Mr. Swift, to whom I had sent a report of my recent visit to New York, I am writing to express two or three rather strong impressions about matters affecting buildings, in the hope that we may before long get under way.

1. There seems to be a general agreement that the Medical School should be built north of 59th Street and west of Ellis Avenue, including to begin with the block just west of Cobb Hall.

2. The style of architecture for these buildings should be better adapted to hospitals and laboratories than the Collegiate Gothic. A change of style at Ellis Avenue is not objectionable artistically, and is imperative from the point of view of adaptation to purpose and finance. Adaptation to purpose is good art.

3. Our Faculty Committee recommends that Pathology be included in the hospital group, but a new building on the southwest corner of Ellis and 57th <sup>be built for Physiology</sup> They also suggest that a Science Library (Chemistry, Biology, and Medicine) be built on the east side of Ellis, south of Snell Hall.

I approve the last suggestion, but am inclined to think that Physiology should for a time at least be housed with Pathology in the Hospital Group.

4. I should like to suggest that our present Committee of



M2

Copy  
The University of Chicago  
CHICAGO, ILLINOIS  
Office of the President  
April 9, 1923.

which Mr. Jordan  
Stieglitz reprints  
the Libraries.

My dear Mr. Donnelly:

On the suggestion of Mr. Swift, to whom I had sent a report of my recent visit to New York, I am writing to express two or three rather strong impressions about matters affecting buildings, in the hope that we may before long get under way.

1. There seems to be a general agreement that the Medical School should be built north of 53rd Street and west of Ellis Avenue, including to begin with the block just west of Cobb Hall.

2. The style of architecture for these buildings should be better adapted to hospitals and laboratories than the Collegiate Gothic. A change of style at Ellis Avenue is not objectionable artistically, and is imperative from the point of view of adaptation to purpose and finance. Adaptation to purpose is good art.

3. Our Faculty Committee recommends that pathology be included in the hospital group, but a new building on the southwest corner of Ellis and 53rd. They also suggest that a Science Library (Chemistry, Biology, and Medicine) be built on the east side of Ellis, south of Shell Hall.

I approve the last suggestion, but am inclined to think that physiology should for a time at least be housed with pathology in the Hospital Group.

4. I should like to suggest that our present Committee of



On the  
MA 1001 MR. D

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

-2-

which Mr. Jordan is chairman, with the addition of Mr. Stieglitz representing Chemistry, and Mr. Henry representing the Libraries, be requested to consider the practicability of the grouping above suggested and if it is practicable to prepare a schedule of requirements for (a) a Hospital Group (including Pathology and Physiology) for the block bounded by Ellis and Ingleside, 58th and 59th, and (b) a building for Chemistry and the Science Library, south of Snell and connecting with Kent.

5. I should like further to inquire whether when these requirements are ready, the architects could be instructed to make preliminary studies for one or both of the buildings named.

a) The first to be in Classic architecture or some other non-Gothic style adapted to our purposes, probably in the form of a hollow square covering the block, the exterior of broken (not cut) stone and the interior court of brick.

b) The second to be in Gothic to conform to the style of the rest of the main quadrangle, but using broken stone in part or whole.

Very truly yours,

Mr. T. E. Donnelley,  
731 Plymouth Court,  
Chicago, Illinois.

EDB/AN



The University of Chicago  
CHICAGO, ILLINOIS

Office of the President

-2-

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part or whole.

Very truly yours,

Mr. T. E. Donnelley,  
781 Plymouth Court,  
Chicago, Illinois.

EDB/AN



*Medical matters*

*M2*

# The Presbyterian Hospital of the City of Chicago.

S.E. COR. CONGRESS AND WOOD STREETS

CHICAGO,

April 18, 1923.

President Ernest D. Burton,  
The University of Chicago,  
Chicago, Illinois.

My Dear President Burton:

Many thanks for your cordial letter  
of the 17th inst., which has my sincere appreciation.

In order that the hospital management shall work in harmony, and hearty cooperation with the authorities of the University, in the development of the medical school, it is desirable that the former should understand in the beginning exactly what will be expected or required of it. Therefore, your suggestion seems a desirable mode of action. The medical staff of the hospital has for many years taken a very deep interest in the work of the hospital, and the success of the hospital is due to the cooperation which it has received from the staff. For that reason I should like to have representatives of the staff present at such a meeting as you suggest. If it would be agreeable to you to appoint a committee from your Board to meet with, say three representatives each, of my Board and the medical staff of the hospital, it seems to me such meeting is very desirable and I will hold myself in readiness to help arrange such a meeting at your convenience.

Yours truly,

*Albert M. Day*  
PRESIDENT.

AMD:IB



# The Administration Hospital of the City of Chicago

2 E. COR. CONGRESS AND WOOD STREETS

CHICAGO,

April 16, 1902.

STANLEY C. MERRILL, M.D.,  
The University of Chicago,  
Chicago, Illinois.

My dear President:

Many thanks for your cordial letter of the 15th inst., which has my sincere appreciation.

In order that the hospital management shall work in harmony, and better cooperate with the staff of the University, in the development of the hospital, it is desirable that the former should understand the hospital exactly what will be expected or required of it. I am, therefore, sending you a pamphlet which will give you a very good insight into the work of the hospital, and the management of the hospital is one to the department which is now receiving from the staff. For that reason, I should like to have representatives of the staff present at such a meeting as you suggest. If it seems to you to require a committee from your staff to meet with the hospital representatives and, of course, the hospital staff of the hospital, it seems to me that meeting is very desirable and I will be glad to arrange to my utmost such a meeting at your convenience.

Very truly,

*Stanley C. Merrill*  
President

cc: 12



April 27, 1923.

My dear Mr. Day:-

I thank you for your very kind letter of April 18th. My delay in answering it has been due partly to absence from the city, and partly to a desire to make myself more familiar <sup>with</sup> ~~with~~ the whole situation in order that I might judge precisely what form of committee organization would be more desirable. Assuring you of my earnest desire to bring about a satisfactory cooperative organization at the earliest possible moment may I ask for a few days more before replying in detail to your letter. I hope to answer it again more adequately early next week.

Very truly yours,

Mr. Albert M. Day,  
Presbyterian Hospital,  
Chicago, Ill.

BDB:CB



April 27, 1933.

My dear Mr. Day:-

I thank you for your very kind letter of April 18th. My delay in answering it has been due partly to absence from the city, and partly to a desire to make myself more familiar <sup>with</sup> the whole situation in order that I might judge precisely what form of committee organization would be more desirable. Assuring you of my earnest desire to bring about a satisfactory cooperative organization at the earliest possible moment may I ask for a few days more before replying in detail to your letter. I hope to answer it again more adequately early next week.

Very truly yours,

Mr. Albert M. Day,  
Presbyterian Hospital,  
Chicago, Ill.

ADB:OB