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April Twenty Four

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President and Board of Trustees
The University of Chicago

Gentlemen:

In my letter written from Florida consenting that the Rawson Laboratory when completed might be used for Rush Medical College I fixed the period at some two years. It is my understanding that it is the desire and expectation of your Board to inaugurate and operate the medical schools which will displace Rush Medical College as soon as possible but I understand that provision for it can be best made for one year of the school work at a time and that a fixed period of two years might prove embarrassing, so I am willing to extend it to five years so as to provide for any unforeseen circumstances which may occasion delay in the inauguration of the plan.

However, the early taking over and operation of the laboratory by the medical school or medical schools of the University is so essential to the purpose of the gift that I desire that it be distinctly understood that, if it shall not be so taken over and operated before May 1, 1928, in that event this consent shall be considered as withdrawn and cancelled and treated and regarded in all respects as if no such consent had been given by me.

Very truly yours,

F. H. RAWSON /s/

WH:EB

Copy sent to Harold H. Swift 7/2/37

COPY

April Twenty Four
1 2 3

President and Board of Trustees
The University of Chicago

Gentlemen:

In my letter written from Florida consenting that the Rawson Laboratory when completed might be used for Rush Medical College I fixed the period at some two years. It is my understanding that it is the desire and expectation of your Board to inaugurate and operate the medical schools which will displace Rush Medical College as soon as possible but I understand that provision for it can be best made for one year of the school work at a time and that a fixed period of two years might prove embarrassing, so I am willing to extend it to five years so as to provide for any unforeseen circumstances which may occasion delay in the inauguration of the plan.

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Very truly yours,

F. H. RAWSON /s/

WH:KB

Copy sent to Harold H. Swift 7/2/27

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Chicago, Illinois,
April 27, 1923.

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00526

To The Members of the Medical Committee
of the Board of Trustees:

Messrs. Martin A. Ryerson
Julius Rosenwald
T. E. Donnelley
W. E. Post
E. D. Burton

cc - W.H.

Gentlemen:

As you know, Mr. Heckman has been conferring with the Rush Medical Board in reference to the provision in our agreement of December 15, 1917, copy attached, which provides in section 7 that at the time we are ready to build the new Rawson Laboratory on the West Side the Rush Board will deed the land to us.

Mr. Heckman has told them frankly that we are hoping to proceed promptly with the erection of this building but are not at this time in a position to take over the operation of Rush Medical College as provided in the agreement, and has asked whether they are ready to deed the land. They replied that they do not want to be charged with responsibility after deeding the land to the University but that they, as a Board, are willing to continue operating the College as agent of the University.

As you know, there has been considerable dissatisfaction on the part of this Board in that the University has not gone along on the medical project, - the time for putting the agreement into effect having been extended twice; so much dissatisfaction in fact that Mr. Rawson and some others have become quite critical of the situation. It has been pretty plainly intimated that in December at the expiration of the extension of the time for putting in the agreement that the matter would come to a show-down.

For many reasons Mr. Heckman feels that now is as good a time, perhaps a better time than December, to work out a plan of procedure and perhaps the plan proposed by the Trustees of Rush Medical College by which they will continue to operate the College as agent of the University, while the University proceeds by successive steps to put in effect the provisions of the contract is as satisfactory as any. In the meantime I am urging Mr. Heckman to get more definite information from the architects on the cost of the proposed Rawson building; and I understand from Mr. Heckman that Mr. Rawson informed him this morning that he has arranged with Mr. Marshall to go over the sketches of the building, including the exterior, on Sunday, and that on Monday morning they will proceed as rapidly as possible to complete the plans so as to secure bids and ascertain the probable cost. You remember we have Mr. Rawson's \$300,000 and a pledge from Mrs. Norman Bridge for an additional \$100,000 under certain conditions to cover a top floor laboratory on this building.

Would appreciate your considering this whole proposition and its implications and will call a meeting next week so that we may make a definite recommendation of procedure to the Board at its meeting May 8th.

Yours truly,

Harold A. Swift

00536

Chicago, Illinois
April 27, 1933

W.H.

To The Members of the Medical Committee
of the Board of Trustees:
Messrs. Martin A. Ryerson
Julius Rosenthal
T. R. Donnelly
W. T. Post
E. D. Burton
cc - W.H.

Gentlemen:

As you know, Mr. Heckman has been conferring with the Rush Medical Board in reference to the provision in our agreement of December 13, 1917, copy attached, which provides in section 7 that at the time we are ready to build the new Rawson Laboratory on the West Side the Rush Board will deed the land to us.

Mr. Heckman has told them frankly that we are hoping to proceed promptly with the erection of this building but are not at this time in a position to take over the operation of Rush Medical College as provided in the agreement, and has asked whether they are ready to deed the land. They replied that they do not want to be charged with responsibility after deeding the land to the University but that they, as a Board, are willing to continue operating the College as agent of the University.

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Would appreciate your considering this whole proposition and its implications and will call a meeting next week so that we may make a definite recommendation of procedure to the Board at its meeting May 8th.

Yours truly,

Harold H. Smith

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BOARD OF TRUSTEES MEETING - Dec. 11, 1917

This Agreement, Made this 15th day of December A.D. 1917, by and between the University of Chicago and the Trustees of the Rush Medical College, Witnesseth:

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

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

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

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

Now, Therefore, It is agreed that:

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

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

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

Fourth: The College agrees to transfer and assign to the University (with the consent of the other parties to such agreements,

This Agreement, made this 11th day of December, 1917, by and between the University of Chicago and the Trustees of the Rush Medical College, Chicago, Illinois.

That whereas, the University and the College after extended and careful consideration of existing conditions affecting the work of medical education, have decided that the existing conditions are greatly advanced and enlarged, - in securing the best of the existing resources, in making possible larger enterprises, - in providing economy and efficiency, in avoiding duplication of work and expenditure, - and in giving to the purpose of better medical education and research in Chicago, the object of promoting medical education and research in Chicago, - by a close cooperation of these two institutions, and

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

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

Whereas the University expects to establish and maintain a School for medical education on or near the site of the College, and, as a part thereof, to construct, equip and maintain a new laboratory building costing not less than \$500,000, the faculty of which said school for advanced medical education and research is to be organized either upon the full time plan or upon the part time plan, or both, as it may from time to time determine,

Now, therefore, it is agreed that:

First, in conformity with the plan existing for more than fifteen years last past (until further long or five months), a majority of the Board of Trustees of the College shall be members of the Board of Trustees of the University.

Second, the University and the College shall, severally, as to the organization and the title to property, and rights concerning the use and disposition thereof, be regulated by their respective charters as heretofore provided.

Third, the President of the University shall be ex officio President of the College, with such powers and duties as are now, and hereafter may be, provided in the charter and by-laws of the College.

Fourth, the College agrees to be governed and managed by the University, and the University agrees to be governed and managed by the College.

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Hospital, (2)
(3) the McC
Central Free
other instit
or

BOARD OF TRUSTEES MEETING - Dec. 11, 1917

This Agreement, Made this 15th day of December A.D. 1917, by and between the University of Chicago and the Trustees of the Rush Medical College, Witnesseth:

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

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

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

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Now, Therefore, It is agreed that:

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

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

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

Fourth: The College agrees to transfer and assign to the University (with the consent of the other parties to such agreements,

BOARD OF TRUSTEES MEETING - Dec. 11, 1917

This Agreement, made this 11th day of December, 1917, by and between the University of Chicago and the Trustees of the Wash Medical College, Wisconsin.

That whereas, The University and the College after extended and careful consideration of existing conditions affecting the work of medical education, have decided that the work can be greatly advanced and enlarged, - in carrying out the purpose of the University, in providing larger opportunities, - in providing economy and efficiency, in avoiding duplication of work and expenditure, - and in giving to the purpose of donors who have contributed money for the object of promoting medical education and research in Chicago, the following agreement, - by a close cooperation of those two institutions, and

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Now, therefore, it is agreed that:

First, In conformity with the program existing for more than fifty years last past (until further amended or revised) a majority of the Board of Trustees of the College shall be members of the Board of Trustees of the University.

Second, The University and the College shall, severally, as to the organization and the title to property, and rights concerning the same, be governed by their respective charters, except as herein provided.

Third, The President of the University shall be ex officio President of the College, with such powers and duties as are now, and hereafter may be, provided in the charter and by-laws of the College.

Fourth, The College agrees to be governed and managed by the University, and the University agrees to be governed and managed by the College.

respectively (1) the McCormick Hospital, (2) the McCormick Central Free D other institut or said parties,

respectively) all contracts between itself and (1) the Presbyterian Hospital, (2) the Trustees of the Otho S. A. Sprague Memorial Institute, (3) the McCormick Memorial Institute of Infectious Diseases, (4) the Central Free Dispensary of West Chicago, respectively, and (5) such other institutions as may have contractual relations with said College, or

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

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

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

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

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

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

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

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

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respectively) all contracts between itself and (1) the Presbyterian Hospital, (2) the Trustees of the Ohio S. A. Hospital Institute, (3) the Macmillan Institute of Infectious Diseases, (4) the General Dispensary of West Chicago, respectively, and (5) such other institutions as may have contractual relations with said College.

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

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

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

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

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

Tenth: This agreement shall be in force from and after receipt by the College of written notice from the University that it is ready to proceed hereunder, and shall continue in force up to and until June 30, 1917.

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

to be hereto attested the day and year first above written.
respective Board of Trustees and their respective corporate seals
only therunto authorized in accordance with resolutions of their
assented this agreement to be executed by their respective officers
in Witness Whereof, The parties hereto have severally

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Jul
T. W.
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cc - W. H.
cc - W. H.

C O P Y

DR. WILBER E. POST
1405 PEOPLES GAS BUILDING
CHICAGO

172

April 29, 1923.

Mr. Wallace Heckman,
Illinois Merchants Bank Building,
230 South Clark Street,
Chicago, Illinois.

My dear Mr. Heckman:

Following are my replies to your questions of this morning:

(1) Will the budget of the Rush Medical College carry the work if the University should assume operating responsibility of it now?

- (a) It is carrying the work now
- (b) With increased maintenance cost of the new Rawson Building more income may be necessary.
- (c) More funds are needed to carry on postgraduate study.

(2) Can the Rush Faculty be depended upon to continue in positions?

According to the terms of the agreement with Rush the Faculty automatically resigns when the University consummates the agreement. The University should preferably not assume power of appointment at this time.

(3) Will proceeding with the Contract now, but with Rush Trustees acting as agent of the University in operating Rush, embarrass the University in reorganization of Rush?

No, providing Rush Trustees retain, for the present, power of appointment to the Faculty.

(4) Will proceeding now on West Side embarrass our relationships in the East?

Yes, unless the plans are discussed with the Boards in the East and approved by them.

In addition it is apparent that the Rawson Building plans should be completed and bids taken before consummating contracts with Rush, the Presbyterian Hospital, Sprague Institute, McCormick Institute, etc.,

Very Truly yours,

Copy to Dr. E. D. Burton
WEP. MM

The University of Chicago
Office of the Counsel and Business Manager

ROOM 1204, 134 SOUTH LA SALLE ST.
TELEPHONE FRANKLIN 214

ROOM 1838, 230 S. CLARK ST.

April Thirty
1 9 2 3

Dr. Ernest D. Burton,
The University of Chicago.

My dear Dr. Burton:

I am sending with this a copy of
the record of the action of the Rush Medical
Trustees at the meeting of their Board on
Thursday, last.

Very truly yours,

WH:EB
Enc.

William H. Burton

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Mr. James S
219 W. Adam
Chicago, Ill

The University of Chicago
Department of Chemistry

April 1907
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Mr. James S. Adams,
The University of Chicago,

Chicago, Ill.

I am sending you a copy of
the report of the Board of Trustees
of the University of Chicago
for the year 1906.

Very truly yours,
John D. Durand

-copy-

RUSH MEDICAL COLLEGE

April 27, 1923.

Mr. James Simpson,
219 W. Adams St.,
Chicago, Ill.

My dear Mr. Simpson:

I am recording the action taken yesterday
at the Board meeting as follows:

"It was moved and seconded to authorize the President or Vice President of the Board of Trustees to appoint an attorney to examine the contract made with the University of Chicago in December, 1917, to determine whether the papers now being submitted by the Counsel of the University of Chicago are in accord with this contract, and if it shall prove that they are in agreement, then the proper officers of this Board are authorized to sign the necessary documents to complete the commitments of the contract provided that the contract with the University in its entirety be carried out at this time and the entire responsibility of the Trustees of Rush Medical College be transferred to the University of Chicago, and, a vote having been taken, the motion was declared adopted."

If you see no changes to make in the foregoing, will you please let me know?

Very truly yours,

Secretary.

RUSS MEDICAL COLLEGE

April 27, 1925.

Mr. James Simpson,
210 V. Adams St.,
Chicago, Ill.

My dear Mr. Simpson:

I am responding to the action taken yesterday
at the Board meeting as follows:

The Board of Trustees of the University of Chicago in December, 1914, to determine whether
an attorney to examine the contract made with the
University of Chicago in December, 1914, to determine whether
the papers now being submitted by the University of Chicago
are in accord with this contract, and if so, to
prove that they are in agreement, then the proper officers of
this Board are authorized to sign the necessary documents to
complete the commitments of the contract provided that the
contract with the University in its entirety be carried out at
this time and the entire responsibility of the Trustees of Rush
Medical College be transferred to the University of Chicago,
and, a vote having been taken, the motion was declared adopted.

If you see no changes to make in the fore-
going, will you please let me know?

Very truly yours,

Secretary.

Harold H. Swift
Union Stock Yards
Chicago

May 10, 1923

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

Dear Mr. Burton:

1. Mr. Ryerson is expected to return to the city on Saturday. I think it is very important that he be made acquainted and committed to the revised medical project. He is a member of both the Medical Committee and the Buildings & Grounds Committee and I recommend that on Friday you ask his secretary, Mr. Moss, to arrange an early appointment for you; then, asking Mr. Ryerson's cooperation on the whole plan as you outline it. Think he is now the key man in the situation, and believe a frank appeal for his support after explaining the project to him is the best method.

I believe you can handle the matter better without me than with me, putting the present situation forward as your study and that of the Faculty Committee of the whole situation, asking him to support the new program.

2. Recommend also that you see Mr. McCormick, approaching him as a member of the Buildings & Grounds Committee and asking for his support of it. This will have the double purpose of getting his favorable consideration as a member of the Buildings & Grounds Committee and will also prepare him with some intimate detail for the time when we shall have to raise funds. I believe it would be well if this could be done before any one else has an opportunity to convince him in favor of the old plans.

Yours cordially,

Harold H. Swift

* Probably Mr. Ryerson will go direct to Lake Geneva and will not be in town again before Monday or Tuesday.

H.H.S.

Officers

Wallace Buttrick
Chairman of the Board
Wickliffe Rose
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

Members

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

May 17, 1923

President Ernest D. Burton
University of Chicago
Chicago, Illinois

Dear President Burton:

To your wire yesterday I am replying as follows:

"Dr. Buttrick and Dr. Rose are in attendance upon Board meetings Tuesday, Wednesday and Thursday of next week. Regret that as your project involves two Boards it is impossible now to mature it for immediate action. Am writing."

As you recall, both the Foundation and the General Education Board have made appropriations towards your medical project. Further action would therefore require conference between the officers of the two Boards. As the dockets of both Boards for the meeting next week have already been completed, and as there is hardly a moment for conference between now and the meetings, I do not believe that it would be practicable to mature a definite proposition for action during the coming week. I do not believe, however, that your further progress need be hampered by this circumstance. At any rate, I hope very much that you will find yourselves able to proceed with your plans and proposals.

Members:
 Frederick T. Case
 J. D. Rockefeller Jr.
 Nathan Mayer
 William Brewster
 Elizabeth C. Whitman
 Henry Ford
 William Brewster
 James H. Brown
 Aaron T. B. Jones
 Abraham Lincoln
 George E. White
 Louis H. Brown
 Charles H. Brown
 James H. Brown
 James H. Brown
 James H. Brown

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1903
 61 BROADWAY
 NEW YORK

May 12, 1923

President Ernest L. Burton
 University of Chicago
 Chicago, Illinois

Dear President Burton:

In your wire yesterday I am replying as follows:
 "Dr. Entwistle and Dr. Ross are in attendance upon
 Board meetings Tuesday, Wednesday and Thursday of next week. Regret
 that at your present address two Boards it is impossible now to
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 As you recall, both the Foundation and the General
 Education Board have made suggestions towards your medical project.
 Further action would therefore require conference between the officers of
 the two Boards. As the dockets of both Boards for the meeting next week
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 between now and the meeting, I do not believe that it would be practicable
 to mature a definite proposition for action during the coming week. I
 do not believe, however, that your further progress need be hampered by
 this circumstance. At any rate, I hope very much that you will find your-
 selves able to proceed with your plans and proposals.

I
 that in your judgment
 Tuesday and Wednesday
 your associates.

If there is anything involved in this latter statement that in your judgment might be cleared up by conference, I myself am free Tuesday and Wednesday of next week and will be delighted to see you and your associates.

With warm regards,

Very sincerely yours,

Abraham H. H. H.

AF-BB

If there is anything involved in this latter statement
that in your judgment might be cleared up by conference, I myself am free
Tuesday and Wednesday of next week and will be delighted to see you and

your associates.

With warm regards,

Very sincerely yours,

W. L. Garrison

G

President Ernest D

If there is anything involved in this latter statement that in your judgment might be cleared up by conference, I myself am free Tuesday and Wednesday of next week and will be delighted to see you and your associates.

With warm regards,

Very sincerely yours,

Abraham Lincoln

AF-BB

If there is anything involved in this latter statement
that in your judgment might be cleared up by conference, I myself am free
Tuesday and Wednesday of next week and will be delighted to see you and
your associates.

With warm regards,
Very sincerely yours,

W. L. Brown

Chicago, May 13, 1923

Dear Mr. Burton:

Attach two letters herewith - the one marked "A" that we did last night, the one marked "B" being my revision of this morning. I like the form of "B" better but it is still rough and needs to be shaped. Probably you will have some more suggestions and on that account have not tried to smooth it out particularly.

Upon further consideration I incline to give them some such letter as "B", followed by the statement as per attached, and that in turn followed by a statement of the situation much like our Faculty Committee report. That implies to Mr. Flexner and the officers that they are welcome to all we know and gives them material to answer questions if asked and to support their recommendations.

Naturally, I assume that only our letter of transmittal will be read to the Board.

Please realize my views are still only tentative and are put forward for your criticism.

Yours cordially,

H.H.S.

P.S. You will note in the summary I put the Nurses Home under Maximum but not Minimum, fearing that Mr. Flexner would arbitrarily put it out of the Minimum. Think we have to be reasonably careful so that he will not think our report is padded.

H.H.S.

Mr. Ernest D. Burton,
Del Prado Hotel,
Chicago, Illinois.

Chicago, May 13, 1933

Dear Mr. Burton:

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H.H.S.

Mr. Ernest D. Burton,
Del Prado Hotel,
Chicago, Illinois.

General Education Board,
61 Broadway,
New York, N.Y.

A.

Gentlemen:

In accordance with contract entered into September 1917 between the General Education Board, the Rockefeller Foundation, and the University of Chicago, the General Education Board contributed \$1,000,000., the Rockefeller Foundation \$1,000,00., and the University raised from other sources \$3,300,000 that fall toward the establishment of a full time medical school of teaching and research at the University of Chicago.

The carrying into execution of the plan was prevented by the unexpected increase in the cost of building. The University is now eager to complete the plans and to establish the school.

After repeated consultation with the officers of the General Education Board and careful study of the whole situation by committees of the Faculty and Trustees, the University has formulated the attached statement of the present cost of carrying out the original plans. This statement shows an estimated minimim cost of.....\$11,377,440. or a more likely larger figure of.....\$12,067,440. Deducting the money raised in 1917 with its accumulated interest, it remains that there is needed to carry out the plan -

A minimum of.....\$

or a maximim of.....\$

Toward this sum the University begs leave to request the General Education Board of itself or in connection with the Rockefeller Foundation, as the General Education Board shall arrange, to contribute \$4,000,000. on condition that the University will undertake to raise \$2,000,000. additional.

General Education Board,
61 Broadway,
New York, N.Y.

Gentlemen:

In accordance with contract entered into September 1917
between the General Education Board, the Rockefeller Foundation,
and the University of Chicago, the General Education Board contributed
\$1,000,000., the Rockefeller Foundation \$1,000,000., and the University
raised from other sources \$3,500,000 that fall toward the establishment
of a full time medical school of teaching and research at the Univer-
sity of Chicago.

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A minimum of.....\$
or a maximum of.....\$

Toward this sum the University begs leave to request the
General Education Board of itself or in connection with the Rockefeller
Foundation, as the General Education Board shall arrange, to contribute
\$4,000,000. on condition that the University will undertake to raise
\$2,000,000. additional.

Much study has been given to tentative plans by both the Faculty Committee and the Trustees but because the Dean of the School has not yet been appointed, nothing definite could be decided and, therefore, we have not been able to submit working drawings which would permit of taking bids or getting accurate estimates for construction.

The University recognizes the necessity of building with the utmost measure of economy consistent with thorough efficiency, permanency, and reasonable architectural standards. If happily it should prove possible to erect the building at a sum less than the maximum estimate, any balance thus remaining will be employed for the further necessary developments of the school and hospital in the field of research and instruction.

Much study has been given to tentative plans by both the Faculty Committee and the Trustees but because the Dean of the School has not yet been appointed, nothing definite could be decided and, therefore, we have not been able to submit working drawings which would permit of taking bids or getting accurate estimates for construction. The University recognizes the necessity of building with the utmost measure of economy consistent with thorough efficiency, permanency, and reasonable architectural standards. If possibly it should prove possible to erect the building at a sum less than the maximum estimate, any balance thus remaining will be employed for the further necessary developments of the school and hospital in the field of research and instruction.

General Education Board,
61 Broadway,
New York, New York.

Gentlemen:

attach & file

As is known to your Board, in the fall of 1917 the University of Chicago raised \$3,300,000. in order to secure the pledge of \$1,000,000. each from the General Education Board and the Rockefeller Foundation to establish a Medical School of ^{research and} ~~full-time~~ teaching and ^{with full time staff} ~~research~~ at the University of Chicago. Subsequent information indicated that this amount at the time was probably inadequate. In any event, ^{no consequence of} ~~due to~~ marked increase in cost of building and administration, the amount now proves to be entirely inadequate.

The University is ~~now~~ eager to go on with the plans and establish the School, and after careful study of the situation by committees of the Faculty and of the Trustees, and with repeated conferences with the officers of the General Education Board, the attached statement of the situation has been formulated, together with an estimated ^{cost} cost of the project.

The University believes the maximum estimate is the only ^{a determined} ~~same~~ one to figure upon. Effort has been made ^{to} secure the best available man for the position ^{of} as Director of the School, but since ^{negotiations} negotiations have not yet been concluded, it has been deemed unwise to make final decision as to the proposed hospital plans ^{and on that} ~~and on that~~ account, ^{and because} ~~since~~ an expense of around \$75,000/ was involved, ~~xxxxxxxx~~ ^{needed} needed and working drawings, which would permit of taking bids and making accurate estimates for construction, have not been made, but ^{it} ~~it~~ is reasonably clear ^{however,} that the minimum estimate for the building is low and the maximum estimate more likely ^{to be correct}.

The University, while recognizing the necessity of building with the utmost measure of economy consistent with efficiency, ^{not} ~~not~~, and reasonable architectural standards, yet believes that

(B) likely to be correct.

the larger estimate is the more logical and if happily it should prove possible to ^{build at a lower cost than this} come within a smaller estimate, any balance remaining would be promptly applied to the successive steps already outlined ^{for} in the necessary ^{future} developments of the School and Hospital in the field of research and instruction.

The fund previously raised now aggregates \$6,000,000., which leaves \$6,000,000 still to be raised toward the sum. The Trustees of the University of Chicago, through the Acting President ~~and~~ of the University and the President of its Board, begs leave to request the General Education Board of itself or in connection with the Rockefeller Foundation, as the General Education Board shall arrange, to contribute \$4,000,000. on condition that the University will undertake to raise \$2,000,000. additional.

Respectfully submitted,

Harold H. Swift

President,
Board of Trustees

Ernest D. Burton

Acting President of
The University of Chicago

Summary Statement of Money Needed for the Establishment & Maintenance
of a School of Medical Science at the University of Chicago

Salaries.

<u>Capitalization</u>	
<u>Minimum</u>	<u>Maximum</u>

Medicine.....	\$60,000.	
Surgery (incl. Gynecology and Obstetrics).....	60,000.	
Pediatrics.....	25,000.	
Physiology, additional....	1,300.	
Physiological Chemistry...	9,000.	
Pharmacology.....	7,100.	
Anatomy.....	--	
Pathology.....	15,000.	
Bacteriology and Public Health.....	--	\$177,400.

Departmental Supplies..... 47,000.

Hospital Expense (200 patients
@ \$6.00 per day).....\$324,120.
Less 40% to be paid by
patients..... 129,648. \$194,472.

Total Annual Expense.....\$418,872.

Capitalization of above annual expense..... \$8,377,440. \$8,377,440.

Erection of Hospital, including provision for
Pathology and Physiology:

Minimum - 4,600,000 cu. ft. @ 60¢.....	2,760,000.	
Maximum - 4,600,000 " " @ 75¢.....		3,450,000.

Equipment of Hospital.....	150,000	150,000.
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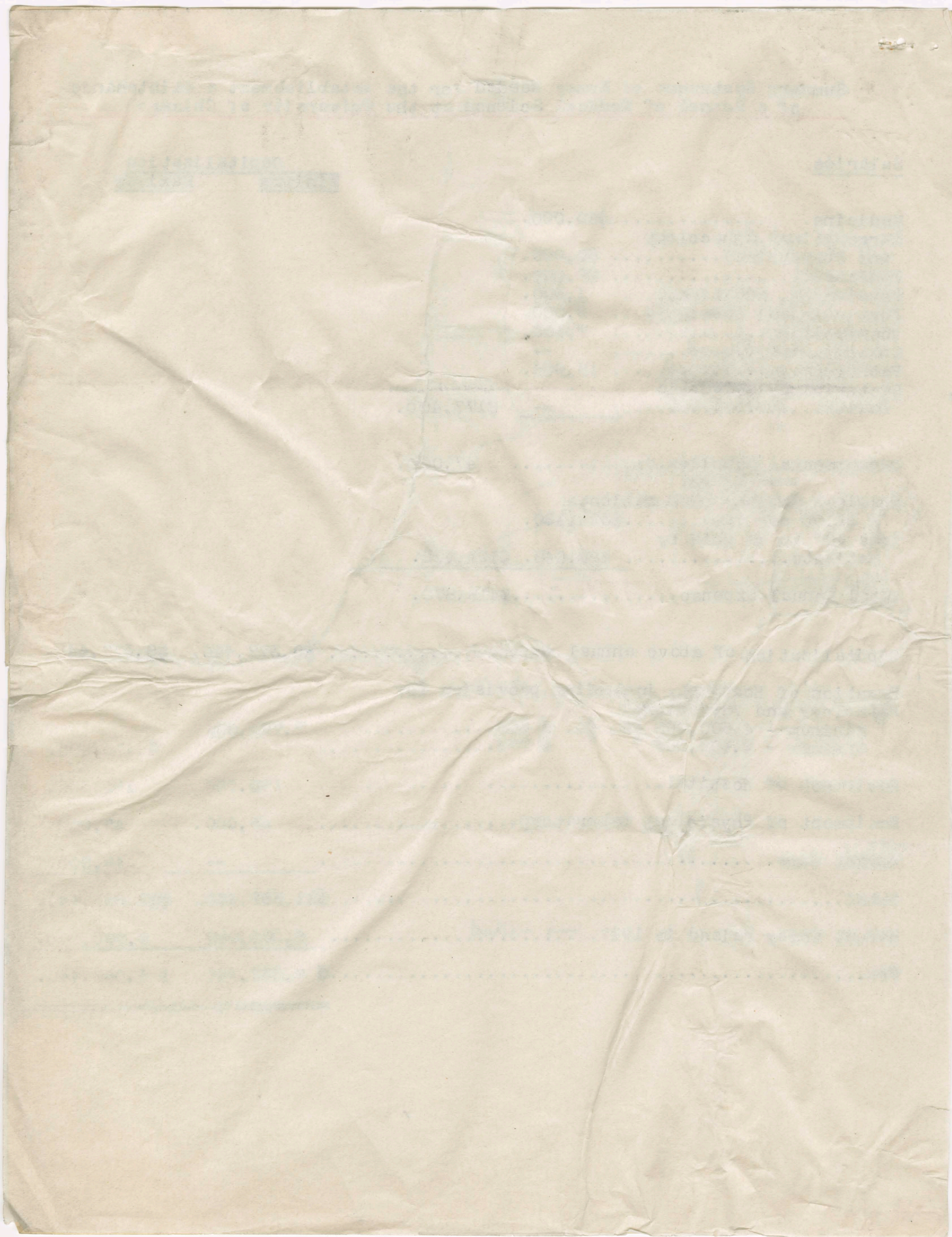
Equipment of Physiology Laboratory.....	45,000.	45,000.
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Nurses Home.....	--	45,000.
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Total.....	\$11,332,440.	\$12,067,440.
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Deduct Money raised in 1917.....	6,000,000.	6,000,000.
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Net.....	\$ 5,332,440.	\$ 6,067,440.
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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

May 13, 1923

M 2

I. Summary Statement of Money Needed for the Establishment and Maintenance of a School of Medical Science at the University of Chicago.

<u>Annual Expense</u>		<u>Capitalization</u>	
		Lower Est.	Higher Est.
Salaries	\$177,400		
Departmental Supplies	47,000		
Hospital Expense	194,472		
Dispensary (net)	15,000		
Total Annual Expense	<u>\$433,872</u>		
Capitalization of above annual expense		\$8,677,440	\$8,677,440
Erection of Hospital, including provision for Pathology and Physiology:			
Lower Est.- 4,600,000 cu. ft. at 60¢		2,760,000	
Higher Est.-4,600,000 cu. ft. at 75¢			3,450,000
Equipment of Hospital		150,000	200,000
Equipment of Physiology Laboratory		40,000	50,000
Nurses Home		<u>25,000</u>	<u>75,000</u>
Total		\$11,652,440	\$12,452,440
Deduct money raised in 1917 and interest		<u>6,000,000</u>	<u>6,000,000</u>
Net		<u>\$ 5,652,440</u>	<u>\$ 6,452,440</u>

MJ

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

May 12, 1933

I. Summary Statement of Money Needed for the Establishment and Maintenance of a School of Medical Science at the University of Chicago.

<u>Annual Expense</u>		<u>Capitalization</u>	
Salaries	\$177,400	Lower Est.	Higher Est.
Departmental Supplies	47,000		
Hospital Expense	194,472		
Dispensary (net)	15,000		
Total Annual Expense	\$433,872		
Capitalization of above annual expense		\$8,677,440	\$8,677,440
Erection of Hospital, including provision for Pathology and Physiology:			
Lower Est. - 4,600,000 sq. ft. at 80¢	3,760,000		
Higher Est. - 4,600,000 sq. ft. at 75¢	3,450,000		
Equipment of Hospital	150,000		
Equipment of Physiology Laboratory	40,000		
Nurses Home	25,000		
Total	\$11,622,440	\$12,452,440	
Deduct money raised in 1917 and interest	6,000,000		
Net	\$5,622,440	\$6,452,440	

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

II. COMMENTS AND DETAILED ESTIMATES.

1. Objectives and Organization.

As is well known to the General Education Board from previous correspondence and communications the aim of the University of Chicago Medical School will not be primarily to increase the number of practitioners. The proportion of physicians in the United States is at present one to seven hundred of the population, which is a larger ratio than in most other countries. In Great Britain, for example, it is 1 to 1100; in Scandinavian countries 1 to 2,000. American medical schools now graduate almost 3,000 annually, a number which both replaces the annual loss of 2,400 physicians through death and provides for the needs of an increased population. On the other hand further progress in medicine depends on the advance of medical knowledge, and it is believed that the University of Chicago is in a peculiarly favorable position for the promotion of research and the training of investigators in the medical sciences. and The strength of the basic departments of Physics, Chemistry, and Biology and the research spirit with which these departments are imbued; the ^{measurably} ~~more or less~~ complete organization of the pre-clinical departments which already exists; the unusual opportunity for developing hospitals, research institutions, clinical departments, and medical library, in close contiguity to

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

the present scientific laboratories: the strategic position of Chicago and its probable influence in its medical development throughout the Middle West and the South are all reasons for believing that the University of Chicago should develop a medical school having for its chief aim the advancement of medical science.

To this end it is the intention of the University

a) that appointments to the teaching staff of the Medical School be made on the same basis as other University appointments, namely on the understanding that the full working time of the appointee will be devoted to teaching and research, provided however that lecturers in special fields may also be appointed as is customary in other departments of the University; b) that admission to the Medical School be in the near future limited to graduates of approved colleges or scientific schools, or be based upon an entrance examination representing a standard not lower than this; c) that the number of students be limited for the present to a maximum of 50 in each class.

2. Salaries.

The estimates for salaries are by departments as follows:

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

The University of Chicago

CHICAGO, ILLINOIS

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(f) Pharmacology	7,100
(g) Anatomy	---
(h) Pathology	15,000
(i) Bacteriology	---
Additional	---
	<hr/>
	\$177,400

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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

The estimate of \$60,000 for the department of Surgery is that of the head of that department, and it is his strong opinion that it is none too high. It must be remembered that a new department must in the nature of the case, pay higher salaries to get strong men than departments that have been in operation for some time. It is our experience that the new man always costs more than the man on the ground.

It has not seemed wise to put the estimate for medicine lower than that for Surgery.

3. Departmental Supplies and Expense.

These are estimated by departments as follows:

(a) Medicine	\$15,000
(b) Surgery	15,000
(c) Pediatrics	5,000
(d) Physiology	2,000
(e) Physiological Chemistry	1,500
(f) Pharmacology	1,500
(g) Anatomy	2,000
(h) Pathology	4,000
(i) Bacteriology and Public Health	1,000
	<u>\$47,000</u>

4. Hospital Maintenance

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

The estimate of cost is arrived at as follows:

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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	<u>1,000</u>
	\$47,000

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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

-5-

Total number of beds	200
Number occupied by patients paying in full	15
Remainder	185
Proportion occupied	80%
Total cost per day, all expenses	\$6.00
Proportion paid by patients	40%
Balance to be paid by University	3.60
Cost per year of 80% of 185 beds at \$3.60	
per day	\$194,472

5. The Buildings

The University is of the opinion that the buildings to be erected should provide both for the hospital and for the laboratories and teaching rooms of the departments of Pathology and Physiology, and that they should be so constructed that, when enlargement becomes necessary, the whole or any part of the space at first given to these departments may be adapted to hospital purposes with a minimum of expense for alterations.

400,000
425,000

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

-5-

200	Total number of beds
15	Number occupied by patients paying in full
185	Remainder
80%	Proportion occupied
\$6.00	Total cost per day, all expenses
40%	Proportion paid by patients
3.60	Balance to be paid by University
	Cost per year of 80% of 185 beds at \$3.60
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100,000
100,000

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

III. FUTURE DEVELOPMENT.

The figures given under I "Summary Statement" above represent what the University regards as immediate needs, equipment and endowment necessary in order that the full term (four years) medical course at the University may be organized on a sound scientific basis. It scarcely needs to be said that the future development will call for additional equipment and endowment. Among such developments which are already in sight, and which it is desirable to provide within five years are

(a) Extension of the Hospital.

While it is at present contemplated that the Hospital should provide for 200 beds this number should undoubtedly be increased within five years to 300.

(b) Additional space for the development of the Library, either as a separate medical library or in connection with the University Library of Biology and Chemistry.

(c) An Institute of Pediatrics to be established in close connection with the building now to be erected or in a separate building near at hand.

(d) An Institute of Psychiatry.

(e) The Lying-in Hospital.

While temporary arrangement can probably be made with some neighboring institution which will provide students with the necessary training in obstetrics it is undoubtedly desirable

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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The University of Chicago

CHICAGO, ILLINOIS

Office of the President

-7-

that the University should expect at an early date to own and control a small Lying-in Hospital of perhaps 50 beds.

(f) Nurses Training School.

Plans should be formulated for the early organization of a Nurses' Training School of the highest standard. Contiguity of the Hospital to the other University buildings will make our situation in this respect unusually favorable for the development of the best type of nurses' training and for educational experiments in this field.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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(f) Nurses Training School.
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of the Hospital to the other University buildings will make our
situation in this respect unusually favorable for the development
of the best type of nurses' training and for educational experi-
ments in this field.

*Sent back from Gen. Ed. Board
Sat. May 26,*

The University of Chicago
CHICAGO, ILLINOIS
Office of the President

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XX*

May 18, 1923.

General Education Board,
61 Broadway,
New York, N.Y.

Gentlemen:

As is known to your Board, in the fall of 1917 the University of Chicago raised \$3,300,000 in order to secure the pledge of \$1,000,000 each from the General Education Board and the Rockefeller Foundation to establish a Medical School of research and teaching with full time staff at the University of Chicago. Subsequent information indicated that this amount at the time was probably inadequate. In any event, in consequence of marked increase in cost of building and administration, the amount now proves to be entirely inadequate.

The University is eager to go on with the plans and establish the School, and after careful study of the situation by committees of the Faculty and of the Trustees, and with repeated conferences with the officers of the General Education Board, the attached statement of the situation has been formulated, together with an estimate of the cost of the project.

The University believes the maximum estimate is the only safe one to figure upon. A determined effort has been made to secure the best available man for the position of Director of the School, but since negotiations have not yet been concluded, it has been deemed unwise to make final decision as

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

to the proposed hospital plans. On that account, and because an expense of around \$75,000 is involved, detailed and working drawings, which would permit of taking bids and making accurate estimates for construction, have not been made.

The University, while recognizing the necessity of building with the utmost measure of economy consistent with efficiency, permanence, and reasonable architectural standards, yet believes that the larger estimate is the more likely to prove correct. If happily it should prove possible to build at a lower cost than this estimate, any balance remaining would be promptly applied to the successive steps already outlined for the necessary future development of the School and Hospital in the field of research and instruction.

The fund previously raised now aggregates \$6,000,000, which leaves \$6,000,000 still to be raised toward the sum. The Trustees of the University of Chicago, through the Acting President of the University and the President of its Board, beg leave to request the General Education Board of itself or in connection with the Rockefeller Foundation, as the General Education Board shall arrange, to contribute \$4,000,000 on condition that the University will undertake to raise \$2,000,000 additional.

Harold A. Linsley

President
Board of Trustees

Respectfully submitted,

Ernest R. Burton

Acting President of
The University of Chicago.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

to the proposed memorial plan. On this account, and because
an amount of about \$15,000 is involved, detailed and working
drawings, which would permit of taking bids and having contracts
drawn for construction, have not been made.

The University, while recognizing the necessity of
proceeding with the most serious of modern buildings and
efficiency, permanence, and reasonable architectural standards,
yet believes that the larger interests of the University
are served, if it is to be able to provide for the
of a lower cost than this estimate, and without remaining
of property applied to the successive steps of the plan
for the necessary future development of the school and the
in the field of research and instruction.

The fund previously raised now amounts to \$15,000.
which leaves \$15,000.00 to be raised toward the sum. The
University of Chicago, through the Board of Trustees,
has been authorized to raise the sum of \$15,000.
to request the General Education Board to assist in connection
with the memorial foundation, as the General Education Board
has agreed to contribute \$15,000.00 on condition that the
University will continue to raise \$15,000.00 additional.

Very truly yours,
President

Harold D. Swift
Secretary

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

I Summary Statement of Money Needed for the Establishment and Maintenance of a School of Medical Science at the University of Chicago.

	Annual Expense	Capitalization	
		Lower Est.	Higher Est.
Salaries	\$177,400		
Departmental Supplies	47,000		
Hospital Expense	194,472		
Dispensary (net)	<u>15,000</u>		
	\$433,872		
Capitalization of above annual expense		\$8,677,440	\$8,677,440
Erection of Hospital, including provision for Pathology and Physiology:			
Lower Est. -4,600,000 cu. ft. at 60cents			
		2,760,000	
Higher Est. -4,600,000 cu. ft. at 75 cents			3,450,000
Equipment of Hospital		150,000	200,000
Equipment of Physiology Laboratory		40,000	50,000
Nurses Home		<u>25,000</u>	<u>75,000</u>
Total		\$11,652,440	\$12,452,440
Deduct money raised in 1917 and interest		6,000,000	6,000,000
Net		<u>5,652,440</u>	<u>6,452,440</u>

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

II. COMMENTS AND DETAILED ESTIMATES.

1. Objectives and Organization.

As is well known to the General Education Board from previous correspondence and communications the aim of the University of Chicago Medical School will not be primarily to increase the number of practitioners. The proportion of physicians in the United States is at present one to seven hundred of the population, which is a larger ratio than in most other countries. In Great Britain, for example, it is 1 to 1100; in Scandinavian countries 1 to 2,000. American medical schools now graduate almost 3,000 annually, a number which both replaces the annual loss of 2,400 physicians through death and provides for the needs of an increased population. On the other hand further progress in medicine depends on the advance of medical knowledge, and it is believed that the University of Chicago is in a peculiarly favorable position for the promotion of research and the training of investigators in the medical sciences. The strength of the basic departments of Physics, Chemistry, and Biology and the research spirit with which these departments are imbued; the measurably complete organization of the pre-clinical departments which already exists; the unusual opportunity for developing hospitals, research institutions, clinical departments, and medical library, in close contiguity to

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

-3-

the present scientific laboratories; the strategic position of Chicago and its probable influence in ^{the} its medical development throughout the Middle West and the South, are all reasons for believing that the University of Chicago should develop a medical school having for its chief aim the advancement of medical science.

To this end it is the intention of the University, (a) that appointments to the teaching staff of the Medical School be made on the same basis as other University appointments, namely on the understanding that the full working time of the appointee will be devoted to teaching and research; provided however that lecturers in special fields may also be appointed, as is customary in other departments of the University; (b) that admission to the Medical School be in the near future limited to graduates of approved colleges or scientific schools, or be based upon an entrance examination representing a standard not lower than this; (c) that the number of students be limited for the present to a maximum of 50 in each class.

2. Salaries.

The estimates for salaries are by departments as follows:

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

The University of Chicago

CHICAGO, ILLINOIS

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-4-

The estimate of \$60,000 for the department of Surgery is that of the head of that department, and it is his strong opinion that it is none too high. It must be remembered that a new department must in the nature of the case, pay higher salaries to get strong men than departments that have been operating for some time. It is our experience that the new man always costs more than the man on the ground.

It has not seemed wise to put the estimate for Medicine lower than that for Surgery.

3. Departmental Supplies and Expense.

These are estimated by departments as follows:

(a) Medicine	\$15,000
(b) Surgery	15,000
(c) Pediatrics	5,000
(d) Physiology	2,000
(e) Physiological Chemistry	1,500
(f) Pharmacology	1,500
(g) Anatomy	2,000
(h) Pathology	4,000
(i) Bacteriology and Public Health	1,000
	<hr/>
	\$47,000

4. Hospital Maintenance

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

The estimate of cost is arrived at as follows:

The University of Chicago

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Total number of beds	200
Number occupied by patients paying in full	15
Remainder	185
Proportion occupied	80%
Total cost per day, all expenses	\$6.00
Proportion paid by patients	40%
Balance to be paid by University	3.60
Cost per year of 80% of 185 beds @ \$3.60 per day	\$194,472

5. The Buildings

The University is of the opinion that the buildings to be erected should provide both for the hospital and for the laboratories and teaching rooms of the departments of Pathology and Physiology, and that they should be so constructed that, when enlargement becomes necessary, the whole or any part of the space at first given to these departments may be adapted to hospital purposes with a minimum of expense for alterations.

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

III. FUTURE DEVELOPMENT

The figures given under I "Summary Statement" above represent what the University regards as immediate needs, equipment and endowment necessary in order that the full term (four years) medical course at the University may be organized on a sound scientific basis. It scarcely needs to be said that the future development will call for additional equipment and endowment. Among such developments which are already in sight, and which it is desirable to provide within five years are

(a) Extension of the Hospital

While it is at present contemplated that the Hospital should provide for 200 beds, this number should undoubtedly be increased within five years to 300.

(b) Additional space for the development of the Library, either as a separate medical library or in connection with the University Library of Biology and Chemistry.

(c) An Institute of Pediatrics to be established in close connection with the building now to be erected or in a separate building near at hand.

(d) An Institute of Psychiatry

(e) The Lying-in Hospital

While temporary arrangement can probably be made with some neighboring institution which will provide students with the necessary training in obstetrics it is undoubtedly desirable that the University should expect at an early date to own and

The University of Chicago

CHICAGO, ILLINOIS

Office of the President

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(a) Extension of the Hospital

While it is at present contemplated that the Hospital should provide for 300 beds, this number should undoubtedly be increased within five years to 500.

(b) Additional space for the development of the Library, either as a separate medical library or in connection with the University Library of Biology and Chemistry.

(c) An Institute of Pathology to be established in close connection with the building now to be erected or in a separate building near at hand.

(d) An Institute of Psychiatry

(e) The Lying-in Hospital

This temporary arrangement can probably be made with some neighboring institution which will provide students with the necessary training in obstetrics it is undoubtedly desirable that the University should expect at an early date to own and

The University of Chicago
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Office of the President

control a small Lying-in Hospital or perhaps 50 beds.

(f) Nurses' Training School

Plans should be formulated for the early organization of a Nurses' Training School of the highest standard. Contiguity of the Hospital to the other University buildings will make our situation in this respect unusually favorable for the development of the best type of nurses' training and for educational experiments in this field.

University of Chicago
CHICAGO, ILLINOIS
Office of the President

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Donnelly
Lynn
Rosenwald
Rust

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Officers

Wallace Buttrick
Chairman of the Board

Wickliffe Rose
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

May 22, 1923.

Members

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J. D. Rockefeller, Jr.
Albert Shaw
Wallace Buttrick
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Anson Phelps Stokes
Abraham Flexner
George E. Vincent
James H. Dillard
Charles P. Howland
Trevor Arnett
James R. Angell
Raymond B. Fosdick

President Ernest D. Burton
University of Chicago
Chicago, Illinois

My dear Dr. Burton:

I beg to enclose herewith our
check No. 43412 drawn on The Equitable Trust Company of
New York, made payable to the University of Chicago for
\$12,500.00, to cover interest at the rate of 5% on the
Board's appropriation made for the establishment of a
Medical Department. Interest is figured at the 5% rate
on \$1,000,000.00 from January 1, 1923 to March 31, 1923.

Cordially yours,

Ernest A. Buttrick

Check Enclosed.
EAB/HHS.

President
 Vice President
 Secretary
 Treasurer
 Members

General Education Board

FOUNDED BY JOHN D. ROCKEFELLER 1883

30 BROADWAY
NEW YORK

May 22, 1922.

President
 Vice President
 Secretary
 Treasurer
 Members

00795

President Ernest D. Burton
 University of Chicago
 Chicago, Illinois

My dear Dr. Burton:

I beg to enclose herewith our
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Cordially yours,

Ernest D. Burton

Check Enclosed.
 EAB/HMS.

M2

MEMORANDUM OF INTERVIEW WITH Dr. Rufus Cole of
~~Rockefeller~~ Institute, Monday, May 28, 1923.

Rockefeller

This interview was held at Dr. Cole's suggestion, and mainly to supplement and in particular, modify what he previously said about Dr. Cohen. He wished to make it clear that from the point of view of scientific ability, personal character, and everything except his Jewish name and physiognomy, Dr. Cohen was preeminently fitted for the position of Professor of Medicine, and probably superior to any other available candidate.

He called Dr. Cohen into the office and we had an extended conversation, but not with reference to the possibility of Dr. Cohen's coming to Chicago. It was merely to furnish an opportunity of forming an impression of Dr. Cohen. I have no doubt that Cohen is all that Cole says of him. But I am equally clear that he is not the man to head our department of medicine. His Jewish physiognomy is not as pronounced as I had been led to expect from what Cole had said, but he does not seem to me to possess the qualities that would fit him to be Head of a department, and still less, General Director of the school.

His utterance is a bit thick and hesitant. He almost stammers. And his thinking, at least in this conversation, did not seem to me to be clear. I found it difficult to understand exactly what he was trying to say. I have no doubt that he is a specialist in his own field, and he is a genial person, but he does not seem to have the qualities of leadership.

Of the other men, Dr. Cole spoke very highly of Dr. Blake. Dr. DuBois, he said he did not know. A fact which seemed to me itself rather significant.

The conversation with Cole and Cohen brought out more distinctly than I have ever had it brought out before, the fact that the instruction in medical schools is decidedly out of date from the point of view of pedagogy. Expressing it in terms of the field with which I am most familiar, it seems to be about where theological instruction was forty years ago and where it still is in many of the more backward schools. I find it difficult to believe, but they were apparently

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more backward schools. I find it difficult to believe, but they were apparently

quite clear in their affirmations that in most medical schools, even the good ones, there was a curriculum so definitely prescribed that every student did exactly four years' work, and took in those four years, exactly the same studies; was taught very largely by a method of impartation rather than of investigation. I remember my brother's telling me that this was the case in Rush Medical College when he was a student there. But if these men are to be believed, it is still the case at Rush, and, I should judge, at most other medical schools.

Their feeling is very strong that medical education demands, from the point of view of its method, a thorough overhauling by the introduction of far greater flexibility in the selection of courses by the student and a much larger element of investigation. Of course, the premedical work is done distinctly upon the laboratory plan. But it seemed to be their understanding that there was an abrupt change when the student passed from the premedical to the medical, or at least when he passed from preclinical to the clinical field.

The whole matter is one which I judge calls for very careful inquiry.

MEMORANDUM OF INTERVIEW WITH Dr. Simon Flexner,
Monday, May 28, 1923

[Burtow]

M2

On previous visits to New York I had failed to meet Dr. Simon Flexner, he being always engaged or out of the city. I discussed with him only the question of men in medicine, but this, at considerable length.

His opinion of Cohen was entirely similar to that of his brother and of Dr. Cole. He spoke as frankly of his Jewish characteristics as did Abraham, and the same way. He marked off the slate entirely such men as McKinzie, Austin and the men from Cincinnati and Iowa. The only three men he thought really worthy of consideration, Meakins being left out, were the three discussed also by Cole. As between Blake and DuBois he was even more emphatic than the others, saying that DuBois was not at all in the same class with Blake.

Blake has worked chiefly in the infectious diseases, which are really our most important diseases. His special work has been in pneumonia and measles. He is at the right age, has executive ability, will not exaggerate the importance of building and equipment, and will be reasonable financially. Everything is in his favor.

Cohen is master of his field - diseases of circulation, heart, lung and kidneys - He has the best foundation of any of the men, knows something of infectious diseases, is a good physiologist, has administered his own department at Rockefeller Institute as well, is of broader sympathies than DuBois.

DuBois, he knows well. His work has been in nutrition, and especially in calorimetry. He is not very highly trained, but is an

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Dubois, he knows well. His work has been in nutrition, and especially in calorimetry. He is not very highly trained, but is an

able man with limited knowledge, no knowledge of infectious diseases, no foundation of knowledge in chemistry. He would do a good job, would get good men; but not in the same class with either of the other men.

On the whole, Blake is his first choice. DuBois would not be a poor choice. Intellectually, Cohen is miles ahead of DuBois. This could not be said of Cohen and Blake. Cohen is more widely cultured than either of them.

In answer to the question whether, aside from race prejudice, he would prefer Cohen to Blake, he replied, "I am not sure that I would. Blake's field is wider." On the whole he did not favor Lundsgaard. He also said, "I am not sure you would want Palmer if you could get him. He has not yet made good where he is."

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MEMORANDUM OF CONVERSATION WITH Mr. Abraham Flexner
and Mr. Trevor Arnett, in New York,
Monday, May 28, 1923.

[ERNEST BURTON]

Mr. Flexner said that the Request of the University of Chicago for a conditional gift of \$4,000,000 for the medical school could not be acted upon at present for various reasons: ^{because} first, that in the absence of Mr. Vincent, the Rockefeller Foundation was not in a position to take decisive action; and second, because the figures given for various items of the proposal were not even estimates, but only guesses, and there were no data available on the basis of which trustworthy estimates could be made.

Moreover, he said, it would be necessary to secure the men, meaning, I suppose, in particular, the heads of departments of medicine and pediatrics, before accurate estimates of cost could be made.

The next thing, therefore, ^{he said} is to secure the heads of the departments of medicine and pediatrics. These men will not demand more definite financial statements than ~~you are~~ ^{the Univ. is now} able to make. ~~You are already in a position to take this next step of securing your men.~~

What is important is not that you have a definite grant of a large sum of money, but that ~~you~~ know that you will have the necessary money for the successive steps of your development. Of this ^{we} you may be assured. The General Education Board is as much interested in the development of medical education at Chicago as the University itself. ^{The Univ. is now} You are in a position now to say to any man whom you may want that you ^{if} have the funds with which to develop his work. When, with the help of these men, you have worked out the plans for these buildings, ^{if} you find ^{in many} you have not enough money to ~~develop them and~~ build them, come to the General Education Committee and we will help you. When the buildings are up, ^{in case} operate them for a year, using for this purpose the accumulated

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are up, operate them for a year, using for this purpose the accumulated

interest on the funds ^{you} already possess, and on the basis of the accurate knowledge which you will ^{we} ² ^{in case} ^{17th Board} than have ^κ come to us again and we will help you on the financial side of the matter. In short, you may be assured of the cooperation of the General Education Board in the whole enterprise. The Board has never yet turned down a recommendation of its officers, and there is no reason to fear that it will in this case.

From another point of view, this plan of proceeding step by step rather than by the grant of a large initial sum is preferable. If it is evident that you are certainly going forward it ought to be the case, and probably will be, that various organizations in Chicago will cooperate with you. If it were possible, ^{as} ~~and~~ it probably is not, it would be desirable to move the Presbyterian Hospital ^{to} the vicinity of the University of Chicago, and thus put the maintenance of the hospital upon ^{an} ~~the~~ existing agency rather than upon the university. Since this is, however, probably impracticable, the best plan is to develop the departments of medicine and pediatrics and then gather around these departments other institutions already in existence and moveable, or still to be developed.

Washington University at St. Louis has had great success in organizing a Woman's Auxiliary which has undertaken first to support a hospital by payment of current expenses, and then to raise endowments, and the University of Chicago ought to follow some such plan as this.

But, in the whole process, the University may be assured of the cooperation of the General Education Board.

To this statement, Mr. Arnett, both before the interview and after, gave hearty confirmation, stating that the first time the University will have definite need of money is when we have our plans for building and there is no doubt that then the General Education Board will help.

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The general financial question disposed of, Mr. Flexner turned to speak of men. He emphasized the admirable qualifications of Dr. Cohen, recognizing that his Jewish race was a handicap, but that except for this he was in every respect, an admirable man for us to consider.

Meakins he indicated was out of the reckoning in view of the fact that the Rockefeller Foundation had just made a proposition for the support of his work at Edinburgh, or for work at Edinburgh which they were expecting to associate with him. He did not expressly say that we were thus debarred from seeking him, but he gave that impression.

Of the remaining men, only two seemed to him to be worth considering, namely, Blake and DuBois, and Blake he regarded as decidedly superior to DuBois.

In reference to Pediatrics, Flexner spoke at length, saying that Dr. Holt was the real originator of pediatrics as a special department of medicine. He was a successful practitioner in children's diseases and directed attention to this field as a distinct one. He was not a man of scientific attainment, but by his special attention to the field, he set other men to work who did become men of scientific attainment. The two most eminent of his pupils or followers were Howland, of Johns Hopkins, and Hess, of New York University and Bellevue Hospital.

Howland, in turn, developed pupils among whom are various men, some good; some not so good.

Hess, apparently, has been less successful in stimulating other men to work. At least Flexner did not mention any pupils of Hess.

He strongly criticises Howland as selfish, saying that he ignored Hess' work, although Hess was, perhaps, as eminent as himself. In recommending men for work, Howland recommended his own pupils whether they were good or bad. Hess, on the other hand, recognized the value of Howland's work and was much more generous and unselfish in his attitude.

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It was evidently Flexner's opinion that Howland was, for these reasons, much the less desirable man.

Of the pupils of Howland he spoke most favorably of Parke, of New Haven; Marriott, of St. Louis: the latter the better, but the former nearly equal. He mentioned also, Blackfan.

It is, perhaps, not altogether clear that Flexner's judgment in this matter is entirely unprejudiced.

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I did not get from Dr. Cole any expression of opinion on the

men in Bedlam.

Corrected Contract June 1923

M16

THIS AGREEMENT, made this _____ day of June,

A. D. 1923, by and between THE UNIVERSITY OF CHICAGO, an Illinois corporation (hereinafter called the "University") and THE TRUSTEES OF THE RUSH MEDICAL COLLEGE, also an Illinois corporation (hereinafter called the "College"),

W I T N E S S E T H, AS FOLLOWS:

WHEREAS, the University and the College, after extended and careful consideration of the subject of medical and surgical education and the existing condition of the same, and of the best course to pursue in order to advance, improve and enlarge the facilities for such education, and make same more efficient, and thereby promote the well-being of the public believe that the making and carrying out of this contract is the best course to pursue to attain the desired objects, and will render the work of the parties in connection with medical and surgical education more effective than it otherwise would be, and will broaden the scope of the same, and will also tend to economy, and greatly benefit the cause of medical and surgical education and the public; and

WHEREAS, the University of Chicago is already conducting and has for some years conducted a medical school on its campus on the south side of the City of Chicago which medical school is doing the work of the first two years of a medical curriculum for the M. D. degree, Rush Medical College doing, by agreement with the University of Chicago made in 1908, the last two years of medical work for the M. D. degree; and

WHEREAS, the University has obtained subscriptions aggregating approximately Five Million Three Hundred Thousand Dollars (\$5,300,000) to be used and applied by it to the work of medical and surgical education; and

WHEREAS, the University intends, out of the moneys obtained from said subscriptions or from other sources, to develop its Medical and Surgical School near its present campus situated on the south side of the City of Chicago, so as to provide a full four-year curriculum, and in connection therewith to construct and equip a hospital contain-

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Medical and Surgical

Contract dated June 1923

THIS AGREEMENT, made this _____ day of _____, A. D. 1923, by and between THE UNIVERSITY OF CHICAGO, an Illinois corporation (hereinafter called the "University") and THE TRUSTEES OF THE RUSH MEDICAL COLLEGE, also an Illinois corporation (hereinafter called the "College"),

WITNESSETH, AS FOLLOWS:

WHEREAS, the University and the College, after extended and careful consideration of the subject of medical and surgical education and the existing condition of the same, and of the best course to pursue in order to advance, improve and enlarge the facilities for such education, and make same more efficient, and thereby promote the well-being of the public believe that the making and carrying out of this contract is the best course to pursue to attain the desired objects, and will render the work of the parties in connection with medical and surgical education more effective than it otherwise would be, and will broaden the scope of the same, and will also tend to economy, and greatly benefit the cause of medical and surgical education and the public; and

WHEREAS, the University of Chicago is already conducting and has for some years conducted a medical school on its campus on the south side of the City of Chicago which medical school is doing the work of the first two years of a medical curriculum for the M. D. degree, Rush Medical College doing, by agreement with the University of Chicago made in 1908, the last two years of medical work for the M. D. degree; and

WHEREAS, the University has obtained subscriptions aggregating approximately five million three hundred thousand dollars (\$5,300,000) to be used and applied by it to the work of medical and surgical education; and

WHEREAS, the University intends, out of the moneys obtained from said subscriptions or from other sources, to develop its Medical and Surgical School near its present campus situated on the south side of the City of Chicago, so as to provide a full four-year curriculum, and in connection therewith to construct and equip a hospital contain-

ing approximately two hundred (200) beds, and to make all necessary and proper provision for the operation and maintenance of said Medical and Surgical School and said hospital, it being contemplated that the members of the Faculty and teaching and research force of said Medical and Surgical School shall, if and as required by the University, give their full time to the work of said School and not engage in outside medical or surgical practice or other professional or commercial activity; and

WHEREAS, the University has also been intending to establish and maintain a school for advanced medical and surgical education and research on the west side of the City of Chicago and near the present site of the College, and in connection therewith and as a part thereof, to construct, equip and maintain a new Laboratory building, costing with its equipment not less than Four Hundred Thousand Dollars (\$400,000) to be occupied and used for the purposes of such school, the Faculty and teaching and research force of said school to be organized either upon a full time plan, or the part time plan, or both, as the University may from time to time determine; and

WHEREAS, the College now owns the real estate, situated on the west side of the City of Chicago, described as follows, to-wit: all of the West two (2) feet of Lot Eleven (11) (except that part thereof occupied by the Senn Building) and all of Lots Twelve (12) to Sixteen (16), both inclusive, all in McKay's resubdivision of Block Eleven (11), in Ashland Addition to Chicago, together with that part of the South One-half (32) of vacated East and West alley lying immediately North of and adjacent to said Lots Thirteen (13), Fourteen (14), Fifteen (15) and Sixteen (16) and West of the West wall of the Presbyterian Hospital Building, in Section Eighteen (18), Township Thirty-nine (39) North, Range Fourteen (14) East of the Third Principal Meridian, in the County of Cook and State of Illinois; (and also The Senn Building and the Laboratory;) and

WHEREAS, the College has heretofore constructed a building and improvements on said above described real estate, and equipped the same as a medical and surgical school, and occupied and used the same for such purposes for a period of more than _____ years,

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purposes for a period of more than _____ years.

now occupying and using the same for such purposes, and

WHEREAS, the value of said real estate (apart from said building and improvements) does not exceed _____ Dollars, and the value of said building and improvements does not exceed _____ Dollars; and

WHEREAS, Rush Medical College desires that the work inaugurated and hitherto conducted by it shall be continued upon a permanent basis and upon the highest attainable scientific and humanitarian standards and desires to perpetuate the name of Rush Medical College in connection therewith; and

WHEREAS, the University is willing to co-operate with Rush Medical College in the achievement of these purposes,

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

1. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed to develop its said Medical and Surgical School near its said campus on the south side in the City of Chicago and to construct, equip and maintain said hospital containing approximately two hundred (200) beds, and to get the same in operation, and that it will complete such organization, equipment and construction with all convenient speed.
2. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed at its own expense to tear down the building now on said real estate and thereon construct and equip a new Laboratory building, capable of occupancy and use as a school for advanced medical and surgical education and research, said building with its equipment to cost not less than Four Hundred Thousand Dollars (\$400,000) said building and equipment to be in accordance with modern methods for the construction and equipment of laboratories for advanced medical and surgical education and research, and to be completed with all convenient speed, and the University further covenants and agrees that it will from and after its said medical and surgical school on the south side of the City of Chicago is organized and said hospital containing approximately two hundred (200) beds is constructed, as aforesaid, operate and maintain

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WHEREAS, the value of said real estate (apart from said build-
ing now occupying and using the same for such purposes, and

ing and improvements) does not exceed _____ Dollars, and the value of said building

and improvements does not exceed _____

Dollars; and

WHEREAS, Rush Medical College desires that the work inaugurat-
ed and hitherto conducted by it shall be continued upon a permanent basis
and upon the highest attainable scientific and humanitarian standards
and desires to perpetuate the name of Rush Medical College in connection
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the parties as follows:

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execution of this agreement, it will proceed to develop its said Medi-
cal and Surgical School near its said campus on the south side in the
City of Chicago and to construct, equip and maintain said hospital con-
taining approximately two hundred (200) beds, and to put the same in
operation, and that it will complete such organization, equipment and
construction with all convenient speed.

2. The University hereby covenants and agrees that, upon the
execution of this agreement, it will proceed at its own expense to tear
down the building now on said real estate and thereon construct and equip
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advanced medical and surgical education and research, said building with
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and after its said medical and surgical school on the south side of the
City of Chicago is organized and said hospital containing approximately
two hundred (200) beds is constructed, as aforesaid, operate and maintain

now occupying and using the same for such purposes, and

WHEREAS, the value of said real estate (apart from said building and improvements) does not exceed _____ Dollars, and the value of said building and improvements does not exceed _____ Dollars; and

WHEREAS, Rush Medical College desires that the work inaugurated and hitherto conducted by it shall be continued upon a permanent basis and upon the highest attainable scientific and humanitarian standards and desires to perpetuate the name of Rush Medical College in connection therewith; and

WHEREAS, the University is willing to co-operate with Rush Medical College in the achievement of these purposes,

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

1. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed to develop its said Medical and Surgical School near its said campus on the south side in the City of Chicago and to construct, equip and maintain said hospital containing approximately two hundred (200) beds, and to get the same in operation, and that it will complete such organization, equipment and construction with all convenient speed.
2. The University hereby covenants and agrees that, upon the execution of this agreement, it will proceed at its own expense to tear down the building now on said real estate and thereon construct and equip a new Laboratory building, capable of occupancy and use as a school for advanced medical and surgical education and research, said building with its equipment to cost not less than Four Hundred Thousand Dollars (\$400,000) said building and equipment to be in accordance with modern methods for the construction and equipment of laboratories for advanced medical and surgical education and research, and to be completed with all convenient speed, and the University further covenants and agrees that it will from and after its said medical and surgical school on the south side of the City of Chicago is organized and said hospital containing approximately two hundred (200) beds is constructed, as aforesaid, operate and maintain

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WHEREAS, the University is willing to co-operate with Russia

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1. The University hereby covenants and agrees that, upon the

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two hundred (200) beds is constructed, as aforesaid, operate and maintain City of Chicago is organized and said hospital containing approximately and after its said medical and surgical school on the south side of the speed, and the University further covenants and agrees that it will from the construction and equipment of laboratories for advanced medical and said building and equipment to be in accordance with modern methods for its equipment to cost not less than Four Hundred Thousand Dollars (\$400,000) advanced medical and surgical education and research, said building with a new laboratory building, capable of occupancy and use as a school for down the building now on said real estate and thereon construct and equip execution of this agreement, it will proceed at its own expense to test

new Laboratory building and equipment and pay all of the expenses of any and every kind and nature whatsoever, of such operation and maintenance.

3. The College hereby covenants and agrees that, upon the execution of this agreement, it will quit-claim and convey to the University the title in fee to the above described real estate by deed in the ordinary form, except that said deed shall contain a provision that if the contractual relations, created by this instrument, between the parties shall for any reason determine after the commencement of the destruction of the present medical building, the University shall pay to the College a sum equal to the then value of said above described real estate (exclusive of all the improvements which the University may have made thereon) and on making such payment, the University shall hold the title to said real estate as its own absolute property.

4. The College hereby covenants and agrees to, and hereby does, assign and transfer to the University, subject to the consent of the other parties to said contracts, all the following contracts between the College and other institutions, to-wit:

(1) Contract dated January 2, 1884, between
The College and the Presbyterian Hospital of Chicago;

(2) Contract dated October 20, 1916, between the
College and the Trustees of the Otho S. A. Sprague Memorial
Institute;

(3) Contract dated _____
between the College and the McCormick Memorial Institute
for Infectious Diseases;

(4) Contract dated June 9, 1875, between the
College and the Central Free Dispensary of West Chicago;

(5) Contract dated July 27, 1911, between the
College and the Home for Destitute Crippled Children;

(6) Contracts dated _____
between the College and St. Joseph's Hospital;

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new laboratory building and equipment and pay all of the expenses of any and every kind and nature whatsoever, of such operation and maintenance.

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(1) Contract dated January 2, 1884, between

The College and the Presbyterian Hospital of Chicago;

(2) Contract dated October 20, 1916, between the

College and the Trustees of the Otto S. A. Sprague Memorial Institute;

(3) Contract dated _____

between the College and the McCormick Memorial Institute for Infectious Diseases;

(4) Contract dated June 2, 1875, between the

College and the Central Free Dispensary of West Chicago;

(5) Contract dated July 27, 1911, between the

College and the Home for Destitute Crippled Children;

(6) Contract dated _____

between the College and St. Joseph's Hospital;

(7) Contract dated _____

between the College and the Orthogenic Institute;

(8) All other similar contracts between the College and other institutes.

And the University hereby assumes and agrees to perform each and all of the covenants of the College contained in each and all of said contracts mentioned in this subdivision 4 and to indemnify and save harmless the College from any and all liability on any of the same.

5. Until said Medical School is developed, as aforesaid, by the University on or near its campus on the south side of the City of Chicago, and said hospital containing approximately two hundred (200) beds is constructed and equipped, the College may give undergraduate instruction to medical and surgical students, ~~(and shall not be limited or confined to the giving of advanced medical or surgical education)~~ and, in connection therewith, the College shall have the right to occupy and use its present building and improvements on said above described real estate for medical and surgical educational purposes to the extent that such occupancy and use does not interfere with the construction of said new Laboratory building, so to be constructed thereon as aforesaid, and also, for the same purpose, to occupy and use said new Laboratory building, when completed, and such parts thereof as may from time to time during the construction of said building be available for such use and occupancy. And until said medical school of the University is developed as aforesaid, the College shall have the right to select the members of the faculty and teaching and research force who are to do work in connection with said undergraduate instruction and to confer degrees upon students who have received such instruction, in the name of the Rush Medical College.

All fees and all other moneys paid by students for such undergraduate instruction shall belong to the College.

Until the time when, as aforesaid, the University shall commence the giving of advanced medical and surgical education, the College shall pay all of the expenses of every kind and nature whatsoever attendant upon the giving of such undergraduate instruction, including all salaries

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also, for the same purpose, to occupy and use said new laboratory build- new laboratory building, so to be constructed thereon as aforesaid, and such occupancy and use does not interfere with the construction of said estate for medical and surgical educational purposes to the extent that use its present building and improvements on said above described real

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Faculty and teachers, agents, servants and employees, and all the expenses of the management and operation of its said building and improvements and of said new Laboratory building, to the extent that it occupies and uses the same.

6. When the University of Chicago shall have constructed and equipped said hospital containing approximately two hundred (200) beds, and shall have so organized and developed its medical school at or near its campus on the south side of the City of Chicago so that it shall be conducting at that site an undergraduate medical school with a full four-year curriculum or shall be prepared immediately to do so, then upon notification from the University that it is conducting such work or prepared immediately to do so, the College shall cease to conduct a school of medical education and the University shall thereafter conduct medical education both for undergraduates in medicine and for graduates in medicine; and shall maintain for a period of not less than twenty years a school for graduates in medicine on the West side of the City of Chicago, at or near the present site of Rush Medical College.

7. In case the University of Chicago shall not by October 1, 1928 have established its medical school for undergraduates in medicine with a full four-year curriculum, at or near its campus on the south side of the City of Chicago, in that case, on the request of Rush Medical College, the University shall then and thereafter until such time as it shall established its four-year medical course on the south side of the City of Chicago, assume full responsibility for the conduct and maintenance of medical education for undergraduates at the site on the west side, supplementary to its work on the south side and, together with it, to constitute a four-year medical course; such undergraduate work as is done on the west side being in addition to the advanced medical and surgical education above referred to.

8. On and after October 1, 1923, and for such period as Rush Medical College shall under its contract conduct the work of a medical school, undergraduate or advanced, it is agreed that it shall submit its budget to the University of Chicago in advance for each year, and that the University of Chicago will underwrite this budget to an amount not exceed-

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6. When the University of Chicago shall have constructed and equipped said hospital containing approximately two hundred (200) beds, and shall have so organized and developed its medical school at or near its campus on the south side of the City of Chicago so that it shall be conducting at that site an undergraduate medical school with a full four-year curriculum or shall be prepared immediately to do so, then upon notification from the University that it is conducting such work or prepared immediately to do so, the College shall cease to conduct a school of medical education and the University shall thereafter conduct medical education both for undergraduates in medicine and for graduates in medicine; and shall maintain for a period of not less than twenty years a school for graduates in medicine on the West side of the City of Chicago, at or near the present site of Rush Medical College.

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, the College continuing to receive its tuition fees paying its salaries and other obligations.

9. On and after October 1, 1928, or any earlier date at which the conditions indicated in Paragraph 6 have been fulfilled, namely, that the University of Chicago is conducting a four-year medical course on the south side and in consequence Rush Medical College shall have ceased to conduct medical courses, then, in either event, the University shall be responsible for all expenses of both medical schools, both schools being conducted in its own buildings and by faculties appointed by the University.

10. During such period as Rush Medical College shall be conducting undergraduate work on the west side it shall do so under its own name "Rush Medical College" and when the University of Chicago shall establish and conduct on the west side its aforesaid school for advanced medical and surgical instruction it shall do so under the name of "Rush Postgraduate Medical School of The University of Chicago" or other similar title including the word "Rush" and "Medical", and this title shall continue to be used so long as the conditions of Paragraph 6 exist.

11. This contract shall be in force for a period of ten years without right of cancellation by either party, and thereafter in perpetuity provided, however, that it may be terminated by either party at the end of any ten-year period, dating from July 1, 1923, on notice by that party given not later than June 30 of the ninth year of such ten-year period. Upon the termination of the contract in the manner above indicated, the University shall pay to the College a sum according to the then value of the land referred to in paragraph 2 of this contract, exclusive of all the improvements which the University may have made thereon, and on making such payment, the University shall hold the title to such real estate as its own absolute property, and the leases under which the University may have held any other buildings owned by the College shall terminate, and Rush Medical College shall be free thereafter to conduct medical education in the name of Rush Medical College, and to confer degrees in accordance with its charter, and the University shall cease to use the name "Rush" in connection with any medical school which it

the College continuing to receive its tuition fees

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which the conditions indicated in Paragraph 6 have been fulfilled,

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degrees in accordance with its charter, and the University shall cease

to use the name "Rush" in connection with any medical school which it

may conduct.

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

ATTEST:

THE UNIVERSITY OF CHICAGO

Secretary

By _____
President of its Board of Trustees

ATTEST:

TRUSTEES OF RUSH MEDICAL COLLEGE

President

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THE UNIVERSITY OF CHICAGO

ATTEST:

By _____
President of its Board of Trustees

Secretary

TRUSTEES OF RUSH MEDICAL COLLEGE

ATTEST:

By _____
President

142
June 6, 1923.

My dear Mr. Flexner:

I have been thinking seriously about your generous suggestion that you and Mr. Arnett might attend the meeting of our Board of Trustees June 14, and say to them things similar to those which you said to me on the occasion of my last visit to New York. I am reluctant to impose upon you so much of a burden especially in view of the fact that I think I am very likely a little later to need to ask for considerable of your time and possibly, if you can make it, a visit to Chicago. I wonder therefore, whether I might not prepare such a statement of what you said to me as when approved by you would meet the situation and avoid the necessity of the long journey on your part.

With this in mind I have prepared a brief report of my interview with you so far as pertains to the financial side of the matter, and am enclosing it herewith. I shall be very glad if you would correct it in any respect in which it does not represent your statements or in which you do not wish me to communicate it to the Board of Trustees.

I have not forgotten my request that you would write me a letter and your intimation that you would try to do so after Mr. Vincent's return from South America. Of course, if you are able to write such a letter embodying the attitude of your Board and of Mr. Vincent as President of the Rockefeller Foundation that would be even more to the point than approval of such a statement as I am sending you. I am sending the statement, however, in view of the possibility that Mr. Vincent's return may be so delayed as to make necessary also some delay in your letter.

If, therefore, you are willing I should be glad if you would look over the enclosed statement and give me your approval or correction of it.

One other matter: In the President's quarterly Statement to be read at Convocation, June 12, I wish, if possible, to make a statement about the Medical School that will at the same time convince the University and, so far as we reach them, the Chicago public, that we are

M-2

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MA 1911 Mr. Flexner

certainly going forward with the enterprise and yet leave strongly upon their minds the impression that we need their help financially. With this in mind I had thought that I should say something to the effect that the University is now in a position to ~~say that it would develop~~ a Medical School of the type which we have discussed, but must look to its Chicago friends for large financial cooperation. Following such a statement as this would it be permissible for me to also say that we have the assurance of the offers of the General Education Board that if the citizens of Chicago would come to our help, the General Education Board on its part will cooperate with us and with Chicago in the development of a Medical School, of which we shall all be proud. Of course I shall not feel at liberty to make such a statement as this without your permission, but I should be glad if you would authorize me to say this or something that you suggest that would have a somewhat similar effect.

Very truly yours,

E. D. B.

Acting President.

Mr. Abraham Flexner,
61 Broadway,
New York City, N. Y.

EDB/EC

certainly going forward with the enterprise and yet leave strongly upon their minds the impression that we need their help financially. With this in mind I had thought that I should say something to the effect that the University is now in a position to say that it would develop a Medical School of the type which we have discussed, but must look to its Chicago friends for large financial cooperation. Following such a statement as this would it be permissible for me to also say that we have the assurance of the efforts of the General Education Board that if the citizens of Chicago would come to our help, the General Education Board on its part will cooperate with us and with Chicago in the development of a Medical School, of which we shall all be proud. Of course I shall not feel at liberty to make such a statement as this without your permission, but I should be glad if you would authorize me to say this or something that you suggest that would have a somewhat similar effect.

Very truly yours,

3.9.18

Acting President.

Mr. Abraham Flexner,
61 Broadway,
New York City, N. Y.

EDB/EC

2 0 M2

Matters To Be Tended To In Event of Decision
That University Shall Take Over Control of "Rush" Work

1. Conference with Dr. Billings and, through him, with the faculty on their attitude and willingness to cooperate.
2. Formulation of the statement to be made to the faculty as to policy of the University, especially in reference to the tenure of office of present members of faculty, and way in which new expenses in conduct of the school will be met.
3. Study of the present budget with a view to how ascertaining/the necessary expenses for the first year under University management can be met.
4. Study of probable expenses in respect to new equipment during period in which the Rawson Building is being built.
5. Probable cost of equipment of the Rawson Building.
6. Confirmation of attitude of New York to the plan of University taking over west side work at once.

Matters To Be Tended To In Event of Decision
That University Shall Take Over Control of Law School

1. Conference with Dr. Billings and, through him, with the faculty on their attitude and willingness to cooperate.
2. Formulation of the statement to be made to the faculty as to policy of the University, especially in reference to the tenure of office of present members of faculty, and way in which new expenses in conduct of the school will be met.
3. Study of the present budget with a view to ascertaining the necessary expenses for the first year under University management can be met.
4. Study of probable expenses in respect to new equipment during period in which the Rawson Building is being built.
5. Probable cost of equipment of the Rawson Building.
6. Confirmation of attitude of New York to the plan of University taking over west side work at once.

Flexner 6/18/23

Palmer not so good. Older M2
on the same terms.

Palmer is spec. Chem - in minds
Woodward is his superior.

Palmer put nature with a
organizing new Med. Club
for J.S. (Columbia)
good not clear with brown
would not.

Just married - Mrs. Gilder
good not get him out
of N.Y.

Getting a great deal more
money than he ought to
have & more than we
ought to have
12500 for himself &
2500 - 5000 for wife.

Inaugural address

October 18/1925

Remains of 30000 lbs. of
in the same place -

Remains of 30000 lbs. of
in the same place -

Remains of 30000 lbs. of
in the same place -

Remains of 30000 lbs. of
in the same place -

Remains of 30000 lbs. of
in the same place -

H.H.S. and Posh

6/18/23

1. Report on Palmer.

2. Message to Blake?

3. Contract with Rush.

4. Sending our men abroad.
Carlson going over. Release
him for a year?

5. Ethylene and in London in
November. Search all the
British Medical journals]

6. Meeting with Max Epstein

7. Which school shall bear the
name of Rush?

8. Arnett.

Had letter to British
Supot + with Blake
abovce.

1. Report on behavior
H.H.2. and Book 1
p. 11/18/2

2. Message to Drake?

3. Contract with Bank

4. Building over the school
Cottonwood pond
from the school?

5. Efforts to be taken in
the school. Search also the
[contract with the school]

6. Meeting with the school

7. What school shall be the
name of Bank?

8. Growth of the school
the school x with the
the school x with the
the school x with the

Reason pro + con
Taking over Rush in 1923
or Jan. 1924.

Pro

1. The whole situation is simplified and the possibility of new delays + new complications avoided.

2. The agitation among the Alumni of Rush will die down, when once the issue is settled.

3. Those who are saying, Why doesn't the University do something in the Med. Situation will be answered.

4. The University can carry into effect its contracts with Sprague & Co. — unless they insist that these can go into effect only when the new hospital is actually built on the South side. In the latter case they can be so drawn, i.e. to become effective on the creation of the hospital; but in either case become contracts with the Univ. not with Rush.

5. The Univ. will be under less pressure to do things with un-

desirable haste - We do not
want to slow down, but
we do want to be free to do
things well rather than with
a sword over us -

6. It will put the Union in
much better shape to solicit
money for its medical work.
It will be one institution, with
a ~~fixed~~ future clear path
ahead - 6,000,000 in hand
& meeting more -

7. It will involve making
a new contract, with all
the perplexities involved therein -

Ans - This is involved in
any course of action -

Difficulties in taking over Rush
at once - not good to do so

1 - It will involve additional
financial responsibilities.

Query - If Rush is now self-
supporting, is there any impera-
tive reason why it should not
be to under their manage-
ment?

2. It will make a little harder
to disburse with members of
the faculty that we do not
work in the new faculty.

Ans. This is unimportant.
We shall have to face that
issue eventually when we meet
it -

3. It will involve a decision
of the question who is to be
Dean a) of the West side
undergraduate work.
b) of the West side
Postgraduate School.

Query - Can Dr. Pol
help us solve this question?

4. It will involve the
decision of which School
shall retain the name Rush.

Ans. This question may

just as well be used now
as at any time.

Council Procedure in Medicine

1. Secure Blake
2. Have him come to us as soon as possible + spend full Jan 1-1924 in consultation on plans for the school and for the building.
3. Inaugurate the policy of sending our men away for study. Begin with Carlson
4. Send Blake abroad in Jan to remain till Sept 1924 to study methods of Med Ed. Meantime finish plays.
5. Make new contract with Rusk + if possible take over their work on West Side Oct 1923.
6. Continue search for other men for South Side School.
7. Plan to break ground for new building on South Side July 1-1924.
8. Plan to begin additional work on South side Oct 1-1925. + to take it over completely Oct 1-1926

9. Continue undergraduate
work on West side as before

1923-24 - Book year

1924-25 " "

1925-26 Fourth year only

10. Begin Post graduate

work on West side Oct 1, 1925.

Cole 6/18/23

Palmer + Blake

Palmer more experienced
training more modern
has gathered good men
has not done much extra
work - carried nothing over
into a competition -
A bit too conservative
Holds back his men
Blake a little younger
fundamentally a
stronger man
More progressive

Palmer's salary probably
\$15000. - gossip.

Recently married Miss
Hades - home in Berkshire

Case 10/12

Volume 7 / 1940

There were extensive
travelling from London
the distance from London
and the time taken to travel
to the coast was 100 miles
to the coast was 100 miles
to the coast was 100 miles
to the coast was 100 miles
to the coast was 100 miles
to the coast was 100 miles
to the coast was 100 miles
to the coast was 100 miles
to the coast was 100 miles

Volume 8 / 1941
10/12/41

Volume 9 / 1942
10/12/42

Johns Hopkins Do you also
write

2 Rock, East
Sanon Hynes

3. St. Univ. of Chicago
Blake - send him abroad
Send other - men abroad.

No objection to taking over
Ruoh Med. College at once.
Bullfinch

1- You can do it better at
Rush

2. Obviate haste in
the work.

3. Silent clamor of men
who want to know why
something is not done

State in preamble that the
purpose is.

(over)

Helped
Avoid difficulty of ^{old} ~~retaining~~
faculty by retaining all of
the ~~new~~ men on the staff
of the Grad. School + ~~tell~~
letting students decide
where they want.

Mr. Buttrick not taken
with Arnold just yet.

'The Religion of the Campfire'
By a Harvard Student
Outlook June 13, 1923

