

At the request of the President of the University an informal committee, consisting of Dr. Oliver S. Ormsby, Dr. George E. Shambaugh, and Dr. Ernest E. Irons, has considered the "Formulation of a Plan for the development of the Rush Postgraduate School of Medicine."

In conformity with the letter of the President, the following points are considered:

- a) the type of school which we could expect eventually to develop,
- b) the steps, if any, that can be taken in that direction immediately,
- c) the process by which we may pass from b) to a).

The following is a statement of the tentative plans and aims of the school and organization.

A. Type of school and object.

1. Object: to promote the advancement of medical knowledge and scholarship.

The school should promote investigation and higher scholarship in medicine, both experimental and clinical and cooperate in affording facilities for the prosecution of work in the several departments of the University, such as Physiology, which may be able to profit by clinical cooperation. The school should provide conditions favorable to the production and contributions to our knowledge of methods of prevention and cure of diseases.

Specific objectives.

- a. Clinical work of the postgraduate school of medicine should center in work by graduates in medicine who are prepared to spend from one to three years in the study of one or more of the divisions of medicine. This study should include
 - a) investigation in the special field
 - b) advanced study in fundamental branches

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- a) investigation in the special field
- b) advanced study in fundamental branches

such as anatomy, physiology, chemistry,
the particular line of study to be
determined by its relation to the clinical.

- c) the study in dispensary and hospital of
patients belonging in the groups of the
special field of investigation.

The major study may often with advantage be
supplemented by a minor group, e.g., a special field of
internal medicine by neurology;-dermatology by neurology.
A student working in some field of internal medicine would
avail himself of opportunities to grow in knowledge of other
fields of internal medicine. He might profitably take some
graduate courses in other departments in the school and thus
broaden his viewpoint.

This work should result in

- 1) Promotion of investigation
- 2) Training of teachers
- 3) Training of men in special fields of practice.

In addition to this central idea of training
of students who remain in school for one to
three years, the postgraduate school should
ultimately make provision for

- 4) Opportunity for practitioners to improve their
knowledge of one or more branches of medicine

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by periods of study of perhaps three to six months.

5) Combined short courses for practitioners.

The latter (4 and 5) will be undertaken as a contribution to the welfare of the community and medical profession after the more important features of the school, (1, 2, and 3) are established.

Of the first named points (1 to 3) the promotion of investigation is the most important and should be the central idea; numbers 2 and 3 will then surely follow.

To insure good educational growth, some teaching may be done by graduate students.

b. Academic -

To afford facilities for advanced work in physiology, pathology, and in other departments of the University along lines which can be better followed in close relation to hospital and patients. While the University will eventually develop increased hospital facilities on the south side, the wealth of pathological and other material on the west side will for many years be a welcome and necessary contribution to both west and south side schools.

Standards - equivalent to standards in other graduate schools of the University.

Degrees

Master of Science

Doctor of Philosophy

Number of students.

The number of students taking work for longer periods, one to three years, will for several years be necessarily small, and increased only as the available facilities permit increase without interfering with quality of work or individual opportunity.

B. It appears that the following steps may be taken immediately.

1. Organization of the Rush Postgraduate faculty as provided in the statutes of the University.
2. The development of postgraduate teaching along the lines outlined above for very small numbers of students.

The departments and number of students suggested follow:

Internal medicine)	-	8
Neurology)		
Pediatrics	-	4
Ophthalmology	-	4
Laryngology and Otology		8
Dermatology	-	4
Obstetrics and Gynecology		4
Surgery	-	8

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4	-	Pediatrics
4	-	Ophthalmology
8	-	Laryngology and Otolaryngology
4	-	Dermatology
4	-	Gynecology and Obstetrics
8	-	Surgery

Pathology - 4

Growth of work in number of students and effectiveness will vary in different departments.

Work of the character described, approximating more or less closely in quality that outlined above, is now being carried on in the following departments:

Laryngology and Otology - 8.

Dermatology - 4

Ophthalmology - 4

Other departments have under consideration plans of varying definiteness.

- C. The passage from work that may be established immediately, including those features already in operation, to the more complete plans outlined in A will be a matter of development governed by the amount of financial support available, facilities acquired, and the development of the necessary men required to man the departments.

PRESENT PLANT

Rawson Building - under construction

Senn Building

Laboratory Building (south of Harrison street)

Hospital and Dispensary affiliations

a) Presbyterian Hospital -

Teaching and investigation can be further developed in this hospital either in conjunction with or independently of undergraduate teaching. Increase in residents and fellows whose work would be wholly or in part with patients in the hospital.

b) Central Free Dispensary -

Double Function -

- (1) Contribution to community welfare
- (2) Source of patients for teaching and study. Types and groups of diseases not seen in hospitals can be here studied. Presents great opportunity for graduate study.

c) Durand Hospital and the John McCormick Institute.

Hospital training, contagious diseases and investigation.

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c) Durand Hospital and the John McCormick Institute.

Hospital training, contagious diseases and investigation.

d) Cook County Hospital (2500 beds)

Establishment of relations of mutual benefit.

The advances in character of work in Cook County Hospital of past ten years can be greatly exceeded in the future.

e) Other hospitals and institutes.

DR. GEORGE E. SHAMBAUGH
PEOPLES GAS BUILDING
CHICAGO

September 10, 1924.

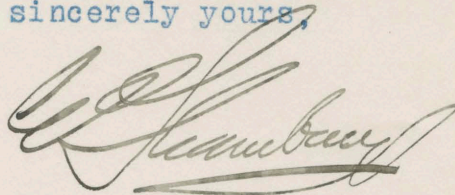
Dr. Ernest E. Irons
122 South Michigan Avenue
Chicago

My dear Dr. Irons:

Replying to yours of the fifth: I think you have made a very excellent summary of the ideas which we have talked over regarding the graduate school in medicine.

I have attempted to dictate a short statement which would set forth in as crystallized a manner as I am able to do, the answer to points a, b and c, in President Burton's communication.

Very sincerely yours,

A handwritten signature in dark ink, appearing to read "G. E. Shambaugh", with a long horizontal flourish extending to the right.

September 10, 1924.

DR. GEORGE E. SHAMBAUGH
PEOPLES GAS BUILDING
CHICAGO

Dr. Ernest E. Evans
122 South Michigan Avenue
Chicago

My dear Dr. Evans:

Replying to yours of the 11th: I think you have made a very
excellent summary of the ideas which we have talked over regarding
the graduate school in medicine.

I have attempted to dictate a short statement which would set
forth in an organized manner as I am able to do, the answer to
points a, b and c, in President Burton's communication.

Very sincerely yours,



a) The type of school which we could expect eventually to develop:

The central idea should be to develop a plan in which it is possible to provide proper training for men preparing for advanced fields of medical work such as general surgery, internal medicine, dermatology, otolaryngology, etc., etc. As secondary considerations facilities should be added as the work progresses for providing

1. Review courses in each of these special fields for men who are already practicing in these lines;

2. Some review courses for the general practitioner. Short courses of perhaps two to four weeks.

In carrying out the central idea, that of preparing men for special practice, two considerations have to be met. First, facilities for special work in the fundamental sciences. Opportunities for this already exist at the University. Second, the development of an institution with equipment and facilities for providing the most advanced type of clinical work both in the dispensary and the hospital. In order to accomplish this, each department must functionate as a unit, having the assurance of definite facilities both in the dispensary and in the hospital.

b) The steps, if any, that can be taken in that direction immediately:

The method for training men in advanced fields of medicine is by taking into each department as clinical assistants the number actually necessary in the proper carrying out of the work of each department. This plan assures two things - first, that the work of the department is properly taken care of, and second, that those who are taking care of this work under direction and supervision are securing by the best possible method the training necessary for independent work in these fields. This plan for graduate training is already going on in some of our departments.

The aim should be to so equip and organize the work both in the hospital and in the dispensary, in each department - internal medicine, neurology, pediatrics, ophthalmology, otolaryngology, dermatology, obstetrics and gynecology, orthopedics, genito-urinology, surgery and pathology - that a small group of clinical assistants can be taken on whose length of service shall be from one to three years. In this connection I wish to point out that similar methods are now being employed in several other institutions. For example, at the Mayo Clinic it has been necessary to take on a number of clinical assistants in order to have the clinical work properly taken care of. Incidentally, these clinical assistants are finding this an admirable place to secure their graduate training. At such institutions as the Universities of Iowa and Michigan, similar plans have been introduced for securing the proper care of the clinical work. All these institutions here mentioned have found it necessary, in order to secure these men, to offer them fellowships. At the Mayo Clinic alone such fellowships to the number of ~~are~~ are already provided.

This plan for training men for advanced fields of medicine by taking them in the department as actual clinical assistants is the plan, moreover, that Europeans have always relied upon for this training. The greatest need in medical education in this country today is the proper working out of such plans as will assure adequate training for

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graduates in medicine who are looking forward to specializing in some particular field.

In solving this problem our one aim should be to develop the highest type of clinical work. As soon as the work in each department is developed to the point where proper facilities exist for securing graduate clinical training, clinical assistants, that is, graduate students, to man these departments will be forthcoming. It will not be possible to attract graduate students until this goal is reached.

c) The process by which we may pass from b) to a):

The introduction of the plans here presented for graduate clinical work in no way interfere, with but facilitates the work now going on with undergraduate students. If the time comes when it would seem advantageous to give up entirely the training of undergraduate students on the West Side, the plan for graduate work will not be hampered in any way provided means are forthcoming for providing the necessary budget to offset the income derived from the undergraduate students.

Fees from the graduate students serving as clinical assistants can never amount to very much because the number of such graduate students will always be limited. Perhaps not more than 40 or 50 can be provided for for many years to come. Furthermore, there should be available for each department, one or two fellowships which will take care of such students as are not able to pursue this work without financial assistance.

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Memorandum of Meeting of the Committee on Medical
Affairs Held at the Quadrangle Club on Tuesday.

December 4, 1923

A meeting of the Board of Trustees Committee on Medical Affairs was held in the Quadrangle Club after the adjournment of a joint meeting of the Senate Committee on Medical Science, the Committee on Organization and Development of the Medical School, and the members of the Committee on Medical Affairs of the Board of Trustees.

There were present Mr. Swift, President Burton, Mr. Donnelley and Dr. Post.

President Burton presented a communication from Dr. McLean concerned with the character, size, arrangement and cost of the proposed hospital and other medical buildings.

After discussion,

It was voted that the Committee does not favor reducing the size of the hospital or eliminating portions of the plans as tentatively suggested in the latter portion of the report of Dr. McLean.

It was voted that it is desirable to consider the advisability of changing the architectural character of the proposed hospital from Gothic to some other school if such change shall insure economy in the building and if the new style of architecture shall sufficiently preserve the esthetic characteristics of the new building in comparison with other buildings on the adjacent quadrangles.

It was voted that the matter of providing funds with which to build the hospital be considered in conference with

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Mr. Arnett, of the General Education Board, upon the basis of Dr. McLean's estimate of cost of the building.

President Burton presented a letter from Dr. Billings of which the following is a copy:

November 10, 1923.

Mr. Ernest D. Burton,
President of the University of Chicago.

On March 16, 1922, the Board of Trustees of the University of Chicago authorized the President of the University to appoint a committee to act in an advisory capacity with the architects in making building plans for the Rawson Laboratory to be erected by the University on the present site of the old building of Rush Medical College. Mr. Judson appointed Drs. Dean D. Lewis, Wilber E. Post, Ludvig Hektoen, George E. Shambaugh and Frank Billings (Chairman) members of the committee.

The committee has held many conferences with the architects and has submitted tentative floor plans from time to time, to the present heads of departments and other members of the faculty of Rush Medical College, to the President and some members of the Board of Managers of the Presbyterian Hospital, and to Mr. Frederick H. Rawson, Dr. Norman Bridge and others. On November 8, 1923, the committee held a conference with the architects and passed the following resolution: "Resolved, that the prepared plans for the Rawson Laboratory building are so far completed and satisfactory that the advisory committee approves them for submission and consideration to the President and Board of Trustees of the University of Chicago."

The vote of approval of the plans is coupled with the unanimous opinion of the advisory committee that the President and Board of Trustees of the University of Chicago should attempt to secure the adoption of necessary fundamental principles and policies in the conduct of the entire plant comprising the buildings of the Presbyterian Hospital, Senn Hall and the Rawson Laboratory in the treatment of the sick and injured, in medical teaching and in investigatory medical work as necessary procedures before the plans of the Rawson Laboratory building are finally approved.

The efficient functioning of the West Side plant will demand broadminded, sympathetic cooperation of the various organizations interested if the work of the plant is to be efficient. Therefore it is the unanimous opinion of the advisory committee that a joint committee of representatives of the Boards of Trustees of the University of Chicago, Rush Medical College, the Presbyterian Hospital and the Central Free Dispensary should be appointed to consider and adopt the necessary fundamental principles and policies which should govern these institutions and insure cooperation. This joint committee would consider all of the questions relating to the work of the plant, both of a business and professional nature. The advisory committee suggests that the joint committee of members of the Boards of Trustees would be aided in their task by an advisory medical committee composed of representatives of the faculty of the University and of Rush Medical College.

Dr. Post and I will be very glad to confer with you upon the suggestions if you desire.

(Signed) Frank Billings

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(Signed) Frank Billings

It was voted that the Committee favors compliance with the request of the Advisory Committee on the Rawson Laboratory (consisting of Drs. Billings, Hektoen, Shambaugh, Lewis and Post) on the basis of the proposal made in Dr. Billings' letter as above, and that President Burton be requested to communicate this action to the several groups interested.

It was voted that President Burton be requested to ask prominent members of the faculty of Rush Medical College to advise with him as to the administration of Rush Medical College after the University assumes responsibility for the work now carried on by the College.

In conformity with the report of a Committee consisting of Drs. McLean, Jordan, Billings, Seams and Post, appointed to consider the advisability of acceptance by the University of the Convalescent Home for Crippled Children,

It was voted that it is advisable to recommend to the Board of Trustees the acceptance of the proposal of the Convalescent Home for Crippled Children on the following two conditions and expression of an understanding: (1) That the present Board of Trustees of the Convalescent Home give its consent to the enlargement of the scope of the institution's work in accordance with its charter in particular to the inclusion of all physically disabled children in the scope of its work; (2) that sufficient endowment shall be provided so that the institution will not be a financial burden to the University, and (3) with the understanding that there shall be a development of the function of the institution from three points of view, education, medical care, and scientific investigation.

It was voted that the Committee favors compliance with the request of the Advisory Committee on the Rawson Laboratory (consisting of Drs. Billings, Hektoen, Shambaugh, Lewis and Post) on the basis of the proposal made in Dr. Billings' letter as above, and that President Burton be requested to communicate this action to the several groups interested.

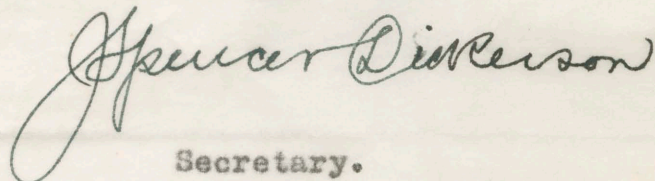
It was voted that President Burton be requested to ask prominent members of the faculty of ^{the} Utah Medical College to advise with him as to the administration of Utah Medical College after the University assumes responsibility for the work now carried on by the College.

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Report was made by Dr. Post of an informal suggestion that the Chicago Memorial Hospital be affiliated in some manner with the University in order that the million dollar fund in the possession of the Chicago Memorial Hospital may be utilized to provide a building in connection with and adjacent to the University hospital, the suggestion being that members of the staff of the Chicago Memorial Hospital shall be the staff of the hospital to be erected in connection with the University hospital and that the members of this staff shall be permitted to engage in outside practice.

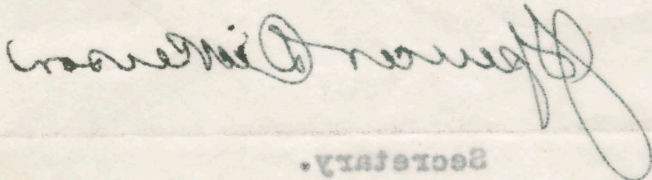
It was voted that in the opinion of the Committee the University should welcome contribution of funds from the Chicago Memorial Hospital toward its medical school or hospital, provided the conditions of the gift do not contravene the fundamental principles for the conduct of the hospital and the Medical School to which principles the University is committed.

A handwritten signature in cursive script, reading "Spencer Dickerson".

Secretary.

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Secretary.

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MINUTES OF FIRST MEETING OF JOINT COMMITTEE
OF BOARDS OF TRUSTEES OF THE UNIVERSITY OF
CHICAGO, RUSH MEDICAL COLLEGE, PRESBYTERIAN
HOSPITAL AND CENTRAL FREE DISPENSARY, FRIDAY,
MARCH 28, 12:30 P. M., UNIVERSITY CLUB.

Present:

President Burton)	
Mr. T. E. Donnelley)	The University of Chicago
<u>Mr. John T. Pirie</u>)	
Mr. F. S. Shaw)	
Mr. Charles H. Hamill)	The Presbyterian Hospital
Mr. H.W. Armstrong)	
Mr. John J. Glessner)	
Mr. James Simpson)	Rush Medical College
Dr. Frank Billings)	
Dr. George E. Shambaugh)	
Dr. E. E. Irons)	Central Free Dispensary
(Vice - Dr. J.B. Herrick))	

President Burton presided.

It was understood that the meeting was informal, called for preliminary discussion of plans for further development of medical education, in which the four institutions represented may participate, and that no formal action should be taken in view of the fact that an appeal in the friendly suit is still under consideration by the Supreme Court. It was pointed out, however, that the consummation of the plans proposed is believed to be desirable and feasible in the event either of favorable or unfavorable decision of the Court.

Dr. Billings presented the points noted in the statement submitted. These are:

1. Immediate allocation of ward beds to the several departments.

MINUTES OF FIRST MEETING OF JOINT COMMITTEE
OF BOARD OF REGENTS OF THE UNIVERSITY OF
CHICAGO, ROSS MEDICAL COLLEGE, PHARMACEUTICAL
HOSPITAL AND CHICAGO FREE DISPENSARY, TWENTY
MARCH 22, 12:30 P. M., UNIVERSITY CLUB.

Present:

President: Dr. J. E. Bennett
The University of Chicago

Dr. J. E. Bennett
The Presbyterian Hospital

Dr. J. E. Bennett
North Medical College

Dr. J. E. Bennett
Central State Dispensary

President: Dr. J. E. Bennett

It was understood that the meeting was informal.

Dr. J. E. Bennett presented a plan for further

development of medical education, in which the four hospitals

were represented by participants, and that no formal action

should be taken in view of the fact that an appeal in the

friendly will be still under consideration by the trustees

of the University. It was pointed out, however, that the consideration

of the plan proposed is believed to be desirable and feasible

in the event of a favorable or unfavorable decision of

the Board.

Dr. J. E. Bennett presented the points noted in the

statement submitted. These were:

1. Immediate allocation of funds to the several

departments.

2. Agreement to the establishment of clinical teaching beds to the ultimate number of 200.
3. The establishment of rotation service for internes in the Presbyterian Hospital.
4. Recognition of the necessity of full-time paid residents and non-resident assistants.
5. Recognition of the principle of central professional control of laboratories.
6. Approval of a plan whereby ultimately the attending staff of the Dispensary will be members of the attending staff of the Hospital.
7. The consideration of a plan whereby space will be available for offices of the staff so that a larger portion of their time can be devoted to the interests of the Hospital and College.
8. The formulation of a joint or cooperative budget to provide for the expense involved in the carrying out of the above plans.

Mr. Shaw, President of the Board of Managers of the Presbyterian Hospital, presented the views of the Board:

The Presbyterian Hospital has been built up by many years of service of many interests. In addition to the work of the staff, much has been done by Presbyterian agencies,

2. Agreement to the establishment of clinical teaching beds to the number of 600.

3. The establishment of rotation service for interns in the Presbyterian Hospital.

4. Recognition of the necessity of full-time paid residents and non-resident assistants.

5. Recognition of the principle of central professional control of laboratories.

6. Approval of a plan whereby ultimately the attending staff of the Hospital will be members of the attending staff of the Hospital.

7. The consideration of a plan whereby space will be available for offices of the staff so that a larger portion of their time can be devoted to the interests of the Hospital and College.

8. The formation of a joint or cooperative budget to provide for the expenses involved in the carrying out of the above plans.

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notably by the Board of Women of the Presbytery. Many endowments have been received, and other gifts are provided for the future.

The Board feels that the individuality of the Hospital as an institution must be safe-guarded and the authority of the Board of Managers over the activities of the Hospital maintained. With this understanding the Board of Managers of the Hospital desire to cooperate with the University of Chicago in making a great institution of which the Presbyterian Hospital will be a part. Financial questions will require very careful consideration.

President Burton stated that the University of Chicago wishes to cooperate with the Presbyterian Hospital, and recognizes the justice of the attitude of the Hospital.

Mr. Glessner expressed the desire of Rush College to participate in plans for development but desired to emphasize the preliminary agreement of the group that no action should be taken until the decision of the Supreme Court is announced.

A sub-committee was named by President Burton to further consider plans and report:

For the Presbyterian	(Mr. Shaw
Hospital	(Mr. Charles H. Hamill
	(Mr. H.W. Armstrong

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President Burton stated that the University of

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and recognizes the justice of the attitude of the Hospital.

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to participate in plans for development but desired to

express the preliminary agreement of the group that no

action should be taken until the decision of the Board

is announced.

A sub-committee was named by President Burton to

further consider plans and report.

For the Presbyterian Hospital
(Mr. Shaw
Mr. Charles E. Smith
Mr. E. W. Armstrong)

For the Central (Dr. Shambaugh
Free Dispensary (Dr. Irons
(In the absence of Dr. Herrick)

For the University (Dr. W. E. Post
of Chicago (President Burton or representative
to be named by him.

The meeting adjourned.

ERNEST E. IRONS

Secretary.

For the University of Chicago {
For the Central {
Free Library {
(In the absence of Dr. Huxford)
Dr. Huxford
Dr. Huxford

For the University of Chicago {
President Huxford or representative
to be named by him.
Dr. W. E. Post

The meeting adjourned.

ERNEST E. IRONS

Secretary.

M7

December 6, 1928

My dear Dr. Shambaugh:

At the request of the Committee of the University of Chicago on the erection of the Rawson Laboratory, of which Committee Dr. Billings is chairman, and by the authority of the Committee of the University of Chicago on Medical Affairs, I write to suggest that you ask your Board of Trustees to appoint three of its members, of which you yourself shall be one, to serve as members of a joint committee representing the Central Free Dispensary, Rush Medical College, the Presbyterian Hospital, and the University of Chicago, which committee made up of representatives of these various bodies, shall consider the necessary principles and policies which should govern these institutions in their relations to one another and to insure their cooperation. It is suggested that this committee should consider all of the questions relating to the work on the plant on the West Side, both of a business and professional nature.

I am sending a letter of similar purport to the President of the Board of Trustees of Rush Medical College and to the President of the Presbyterian Hospital.

The University of Chicago has designated as members of its own committee on this matter the President of the Board, the President of the University, and Dr. Fost.

December 8, 1933

My dear Dr. Shambaugh:

At the request of the Committee of the University of Chicago on the erection of the Rawson Laboratory, of which Committee Dr. Billings is chairman, and by the authority of the Committee of the University of Chicago on Medical Affairs, I write to suggest that you ask your Board of Trustees to appoint three of its members, of which you yourself shall be one, to serve as members of a joint committee representing the Central Dispensary, Rush Medical College, the Presbyterian Hospital, and the University of Chicago, which committee made up of representatives of these various bodies, shall consider the necessary principles and policies which should govern these institutions in their relations to one another and to insure their cooperation. It is suggested that this committee should consider all of the questions relating to the work on the plant on the West Side, both of a business and professional nature.

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I should be glad to hear from you at your convenience respecting these appointments. I hope that a meeting of the joint committee may be possible early in January.

Very truly y urs,

Dr. George E. Shambaugh
President, Central Free Dispensary
Chicago, Illinois

EDB:HP

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Very truly y mrs,

Dr. George E. Shambaugh
President, Central Free Dispensary
Chicago, Illinois

EDS:HP

M 7

December 7, 1923.

My dear Dr. Billings:

At a meeting of the Committee on Medical Affairs of the University of Chicago Trustees, held on Tuesday December 4th, your letter of November 10th was considered, and it was agreed to authorize the President of the University to invite the Trustees of the Presbyterian Hospital and of Rush Medical College and of the Central Free Dispensary to appoint members of a joint committee to consider all matters pertaining to the relations of these bodies to one another.

I am accordingly writing to the President of each of these corporations, requesting the appointment of their members of such a joint committee.

The University will be represented by Mr. Swift, Dr. Post and myself.

The Committee also authorized me to invite representatives of the Faculty of Rush Medical College to meet me informally for discussion of the future plans of the University in relation to work on the West Side. This I am proposing to do within a few days. You will, of course, be included in this number.

With hearty appreciation of all that you have been doing for years in these matters and of my privilege in entering in a measure into your labors, I am , Very truly yours,

Dr. Frank Billings,
1550 North State Parkway,
Chicago, Ill.

December 7, 1923.

My dear Dr. Billings:

At a meeting of the Committee on Medical Affairs of the University of Chicago Trustees, held on Tuesday December 4th, your letter of November 10th was considered, and it was agreed to authorize the President of the University to invite the Trustees of the Presbyterian Hospital and of Rush Medical College and of the Central Free Dispensary to appoint members of a joint committee to consider all matters pertaining to the relations of these bodies to one another. I am accordingly writing to the President of each of these corporations, requesting the appointment of their members or such a joint committee. The University will be represented by Mr. Swift, Dr.

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With hearty appreciation of all that you have been doing for years in these matters and of my privilege in entering in a measure into your labors, I am,
Very truly yours,

Dr. Frank Billings,
1550 North State Parkway,
Chicago, Ill.

Harold H. Swift
Union Stock Yards
Chicago

January 9, 1924

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

Dear President Burton:

I was under the impression that we had taken to the Board the question of appoint a joint committee of representatives from our Board, the Rush, Presbyterian, and Central Free Dispensary Boards, but upon checking up I find that we discussed the matter with the Medical Committee and suggested that you write the other Boards accordingly but that we did not officially take it to our Board. Now, I think we should, of course, and I suggest that you present the matter at the meeting tomorrow, asking authority to appoint.

Am under the impression that when we discussed it we suggested up to three from each Board, thinking of yourself, Dr. Post and myself. In considering the matter further, however, you are the only one I consider essential and my general inclination is to stay off committees rather than go on them. Since it is so distinctly a medical problem and Dr. Post is best equipped on the needs of the situation and has been most influential in working up the plans, it seems to me logical for him to be there. I don't believe embarrassment will arise from the fact that he is thus made of equal voting power to his superiors of the Rush and Presbyterian Boards, but think you might consider this matter. It might equally prove a reflection on him if he is not appointed.

Incidentally, I do not subscribe to Mr. Glessner's point of view as to their hesitancy to join in the conference. We

are not of necessity discussing the new order of things but as much working out the old order, which will probably be continued if the new is not approved by the Courts. Perhaps it might be well to make this point some time if you have a favorable opportunity.

Yours cordially,

Harold H. Sins

M7

The University of Chicago

FOUNDED BY JOHN D. ROCKEFELLER

The Board of Trustees

OFFICE OF THE SECRETARY
ELLIS AVENUE AND FIFTY-EIGHTH STREET

January 15, 1924.

President E. D. Burton,
Faculty Exchange.

Dear President Burton:

Permit me to notify you that you have been appointed a member of the joint committee representing the Boards of Trustees of the Presbyterian Hospital, Rush Medical College, Central Free Dispensary, and the University of Chicago. The other members of the committee from the Board of Trustees of the University are Mr. T. E. Donnelley, and Dr. W. E. Post.

Yours very truly,

J. Dickerson
Secretary.

The University of Chicago

TO WHOM IT MAY CONCERN

The Board of Trustees

THE UNIVERSITY OF CHICAGO

OFFICE OF THE SECRETARY
5215 AVENUE AND FIFTH STREET
CHICAGO, ILL.

January 15, 1924.

President, D. Burton,

Faculty Exchange.

Dear President Burton:

Permit me to notify you that you have

been appointed a member of the joint committee

representing the Boards of Trustees of the Presbyterian

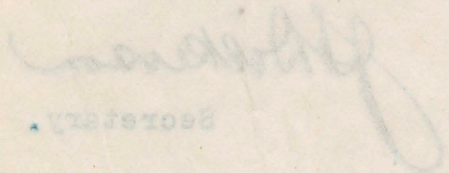
Hospital, Rush Medical College, General Free Dispensary,

and the University of Chicago. The other members of

the committee from the Board of Trustees of the

University are Mr. T. E. Donnelly, and Dr. W. E. Post.

Yours very truly,


Secretary.

M7

DR. ERNEST E. IRONS
1441 PEOPLES GAS BUILDING
CHICAGO

13
March ~~27~~th, 1924.

Pres. Ernest D. Burton,
University of Chicago,
Chicago, Illinois.

Dear Mr. Burton:-

Attached is a proposed draft of statement for the Joint Committee of Board of Trustees. I have endeavored to cover the points raised at the meeting on Saturday. This is forwarded for corrections or additions.

If you think it advisable, I will have copies of the corrected statement mimeographed and forwarded to the members of the Committee before the meeting, or copies can be presented to them at the meeting.

Very sincerely yours,

Ernest E. Irons
ERNEST E. IRONS.

EEL/E

MM

DR. ERNEST E. IRONS
NATIONAL BUREAU OF BUILDING
CHICAGO

March 27th, 1934

Prof. Ernest E. Irons
University of Chicago
Chicago, Illinois

Dear Mr. Irons:-

Attached is a proposed draft of
minutes for the Joint Committee of Board of
Trustees. I have endeavored to cover the points
raised at the meeting on Saturday. This is forwarded
for your consideration on April 1st.

If you think it advisable, I will
have copies of the corrected statement rephotographed
and forwarded to the members of the Committee be-
fore the meeting, so copies can be presented to them
at the meeting.

Very sincerely yours,
Ernest E. Irons
ERNEST E. IRONS

MM

M7
15

JOHN J. GLESSNER
4TH FLOOR HARVESTER BUILDING
MICHIGAN AVE. & HARRISON ST.
CHICAGO

March 22, 1924.

My dear Dr. Burton:-

I have had your letters about the meeting of the Committee from the University, Presbyterian Hospital, and other institutions, that has now been postponed until next Saturday, March 29th. I understand that it is quite difficult for Mr. Simpson, who is one of our committee, to attend on Saturdays, and I ~~was~~ wondering whether it would be just as convenient for you and the other gentlemen to appoint a different day. If not, we will at any rate have representatives (though unofficial) at the meeting.

With high regards,

Very sincerely yours,

John J. Glessner

Dr. Ernest D. Burton,

President, University of Chicago,

58th Street and Ellis Avenue, Chicago.

JOHN J. GLESSNER
47 FLOOR HARVARD BUILDING
NICHOLS AVE & HARRISON ST.
CHICAGO

March 22, 1934.

My dear Dr. Burton:-

I have had your letters about the meeting of the Committee from the University, Presbyterian Hospital, and other institutions, that has now been postponed until next Saturday, March 23rd. I understand that it is quite difficult for Mr. Simpson, who is one of our committee, to attend on Saturday, and I am wondering whether it would be just as convenient for you and the other gentlemen to appoint a different day. If not, we will at any rate have representatives (though unofficial) at the meeting.

With high regards,

Very sincerely yours,

John J. Glessner

Dr. Ernest D. Burton,

President, University of Chicago,

58th Street and Ellis Avenue, Chicago.

M7

Rush Medical College
IN AFFILIATION WITH
The University of Chicago
Chicago

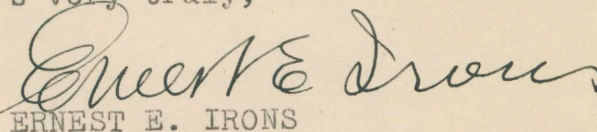
April 1, 1924.

President Ernest D. Burton
University of Chicago
Chicago
Illinois.

Dear Mr. Burton:

Attached is a summary of proceedings of the Committee
from the Boards of Trustees which met last Friday.
I shall be glad to know of your approval, ^{and} whether it
would be well to have copies sent to each member of
the group present at that time.

Yours very truly,


ERNEST E. IRONS

Acting Dean of Students.

Kash Medical College
The University of Chicago
Chicago

April 1, 1924.

President Ernest D. Burton
University of Chicago
Chicago
Illinois.

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Ernest E. Irons
ERNEST E. IRONS

Acting Dean of Students.

MINUTES OF FIRST MEETING OF JOINT COMMITTEE
OF BOARDS OF TRUSTEES OF THE UNIVERSITY OF
CHICAGO, RUSH MEDICAL COLLEGE, PRESBYTERIAN
HOSPITAL AND CENTRAL FREE DISPENSARY, FRIDAY,
MARCH 28, 12:30 P. M., UNIVERSITY CLUB.

Present:

President Burton)	
Mr. T. E. Donnelley)	The University of Chicago
Mr. John T. Pirie)	
Mr. F. S. Shaw)	
Mr. Charles H. Hamill)	The Presbyterian Hospital
Mr. H.W. Armstrong)	
Mr. John J. Glessner)	
Mr. James Simpson)	Rush Medical College
Dr. Frank Billings)	
Dr. George E. Shambaugh)	
Dr. E. E. Irons)	Central Free Dispensary
(Vice - Dr. J.B. Herrick))	

President Burton presided.

It was understood that the meeting was informal, called for preliminary discussion of plans for further development of medical education, in which the four institutions represented may participate, and that no formal action should be taken in view of the fact that an appeal in the friendly suit is still under consideration by the Supreme Court. It was pointed out, however, that the consummation of the plans proposed is believed to be desirable and feasible in the event either of favorable or unfavorable decision of the Court.

Dr. Billings presented the points noted in the statement submitted. These are:

1. Immediate allocation of ward beds to the several departments.

MINUTES OF FIRST MEETING OF JOINT COMMITTEE
OF BOARDS OF TRUSTEES OF THE UNIVERSITY OF
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Mr. John J. Gieseler
Mr. James Simpson
Dr. Frank Billings
Dr. George H. Shambaugh
Dr. E. E. Irons
(Vice - Dr. J. B. Herrick)
The University of Chicago
The Presbyterian Hospital
Rush Medical College
Central Free Dispensary

President Burton presided.

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in the event either of favorable or unfavorable decision of
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Dr. Billings presented the points noted in the

statement submitted. These are:

I. Immediate allocation of ward beds to the several

departments.

2. Agreement to the establishment of clinical teaching beds to the ultimate number of 200.
3. The establishment of rotation service for internes in the Presbyterian Hospital.
4. Recognition of the necessity of full-time paid residents and non-resident assistants.
5. Recognition of the principle of central professional control of laboratories.
6. Approval of a plan whereby ultimately the attending staff of the Dispensary will be members of the attending staff of the Hospital.
7. The consideration of a plan whereby space will be available for offices of the staff so that a larger portion of their time can be devoted to the interests of the Hospital and College.
8. The formulation of a joint or cooperative budget to provide for the expense involved in the carrying out of the above plans.

Mr. Shaw, President of the Board of Managers of the Presbyterian Hospital, presented the views of the Board:

The Presbyterian Hospital has been built up by many years of service of many interests. In addition to the work of the staff, much has been done by Presbyterian agencies,

notably by the Board of Women of the Presbytery. Many endowments have been received, and other gifts are provided for the future.

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President Burton stated that the University of Chicago wishes to cooperate with the Presbyterian Hospital, and recognizes the justice of the attitude of the Hospital.

Mr. Glessner expressed the desire of Rush College to participate in plans for development but desired to emphasize the preliminary agreement of the group that no action should be taken until the decision of the Supreme Court is announced.

A sub-committee was named by President Burton to further consider plans and report:

For the Presbyterian	(Mr. Shaw	
Hospital	(Mr. Charles H. Hamill	105 Mr.
	(Mr. H.W. Armstrong	(alternate)

For the Central (Dr. Shambaugh
Free Dispensary (Dr. Irons
(In the absence of Dr. Herrick)

For the University (Dr. W. E. Post
of Chicago (President Burton or representative
to be named by him.

The meeting adjourned.

ERNEST E. IRONS

Secretary.

*At meeting 4-20-24 Mr. Irons suggested J. J. Glesner to
represent "Rush".*

(Dr. Shambaugh
(Dr. Irons For the Central
(Free Dispensary (In the absence of Dr. Herrick)

For the University (Dr. W. E. Post
(President Burton or representative of Chicago
to be named by him.

The meeting adjourned.

ERNEST E. IRONS

Secretary.

*Dr. Irons suggested J. W. ...
reference to ...*

Friday Mar 28
12:30 pm,

M7

Statement to the Joint Committee of
Boards of Trustees of the University
of Chicago, Rush Medical College,
Presbyterian Hospital and Central Free
Dispensary at a meeting to be held
at the University Club, 12:30 P. M.,
Saturday, March 29, 1924.

At the request of President Burton of the University, a committee of representatives of the faculty of Rush Medical College and of the University has been formulating plans for the further development of medical education at Rush College.

While these plans presuppose a favorable action in the friendly suit now on appeal in the Supreme Court, the desirability and general feasibility of consummation of that portion of these plans discussed below would not be altered in the event of an unfavorable decision by the Court. In case of favorable action, undergraduate teaching will continue at Rush College for an undetermined period; a conservative minimum estimate is four years. Meanwhile postgraduate teaching will be developed, and this will require the same kind of facilities.

It is understood that the Presbyterian Hospital is planning on further extension and rearrangement of its facilities.

The University, of which Rush Medical College will be a part, has larger plans for the improvement of medical education as carried on at Rush College.

Immediate consideration of further development is, therefore, advisable and proper at this time and a meeting for this

Dr. J. H. ...
of Chicago, Rush Medical College,
Presbyterian Hospital and Central Free
Dispensary at a meeting to be held
at the University Club, 12:30 P. M.,
Saturday, March 24, 1934.

At the request of President ... of the University,
a committee of representatives of the Faculty of Rush Medical College
has been formed to study the
development of medical education at Rush College.
This group proposes a favorable action in the
friendly and not an appeal in the future. The desirability
and general feasibility of consideration at this point of these
plans discussed would not be altered in the event of an
unfavorable decision by the Board. In case of favorable action,
unfavorable decision will continue at Rush College for an undeter-
mined period, a conservative minimum estimate is four years.
Favorable consideration of the faculty will be developed, and this will
regulate the same kind of facilities.
It is suggested that the President's Committee be organized
to study the situation and report to the Board.
The University, of which Rush Medical College will be a
part, has many plans for the improvement of medical education
as carried on at Rush College.
Favorable consideration of further development is, there-
fore, suggested and hoped at this time and a meeting for this

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purpose has been called to meet at the University Club at 12:30 P. M., Saturday, March 29th.

The matters to be considered include the following:

1. The immediate allocation of all ward beds to the several departments. This involves no new financial obligations.

This allocation would include an increase of obstetrical beds from 12 to 24 or 30, already approved in principle by the Board of Managers of the Hospital through the President of the Board. The allocation of ward beds will allow of symmetrical development of departments and a strengthening of the hospital service.

2. Agreement to the establishment of clinical teaching beds under the control of the staff to the ultimate number of 200, allocated to the several departments.

Patients for these beds will all be available for teaching purposes and may be derived from (a) Dispensary, (b) Hospital examining room, (c) through the staff. These patients may be (1) unable to pay (free), or (2) able to pay part, or (3) all of the hospital charge. Most of these patients will be unable to pay for professional services, but all fees so paid will not be accepted by the physician or surgeon, but will be paid into a fund, which will be used for defraying part of the cost of these beds or to other activities of the clinic. The intent is to establish a real university teaching clinic.

It is recognized that the establishment of such beds to the number of 200 is probably not possible immediately. It is believed that a portion of these can be provided for by a suitably arranged budget.

3. Establishment of rotation service for internes in the Presbyterian Hospital.

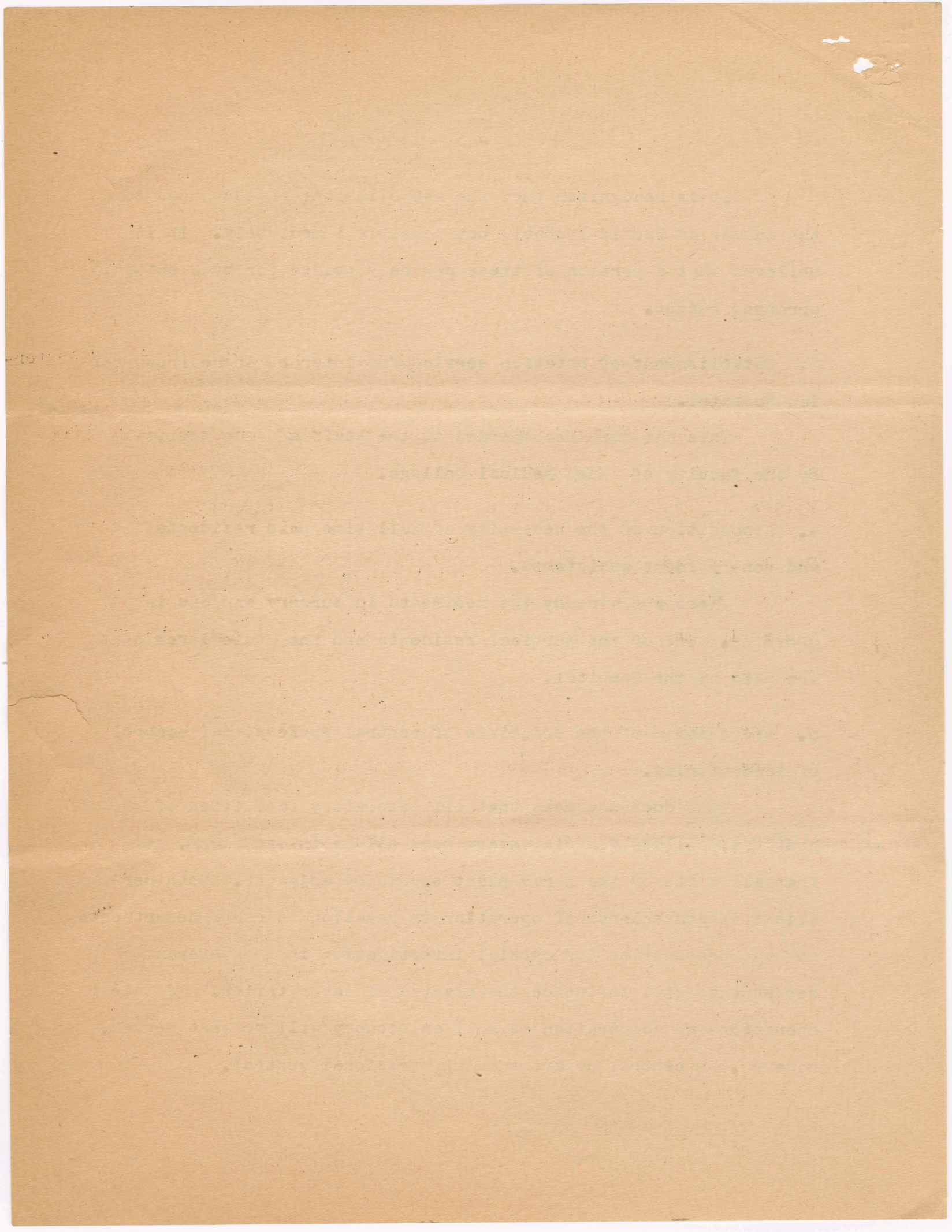
This has been recommended to the staff and the Hospital by the faculty of Rush Medical College.

4. Recognition of the necessity of full time paid residents and non-resident assistants.

There are already two residents in surgery and one in medicine. One of the surgical residents and the medical resident are paid by the Hospital.

5. Recognition of the principle of central professional control of laboratories.

This does not mean that all laboratory facilities of hospital, college and dispensary need all be in one place, nor that all units of the X-ray plant should be adjacent. Considerations of convenience of operation in relation to other departments and the necessities for special investigation in the several departments will influence the placing of laboratories. Efficient operation and cooperation as well as economy will be best served, however, by central departmental professional control.



6. Approval of a plan whereby ultimately the attending staff of the Dispensary will be on the staff of the Hospital.

This plan will not involve any radical change from existing conditions, and is merely an extension of present practice so as to allow the men who have cared for patients in the Dispensary to follow and observe them during their hospital treatment.

7. The consideration of a plan whereby space will be available for offices for members of the staff so that a larger portion of their time can be devoted to the interests of the Hospital and College.

8. The formulation of a joint or cooperative budget to provide for the expense attendant on the carrying out of the above plans.

ERNEST E. IRONS

Secretary.

1. Difference of plans but. Reason and Pass. Work.
able can - to consider the question

2. Mr. Shaw

desire to cooperate in every
way possible, with

W.C.

Expense involved. This
must be considered.

Can McLean
Amoswell men
Committee +
Jens & all
meeting in

Can -
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Amoswell
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JAN 21 1924

MEMORANDA FOR PRESIDENT BURTON

FUNDAMENTAL PRINCIPLES AND POLICIES TO BE CONSIDERED BY THE JOINT COMMITTEE COMPOSED OF REPRESENTATIVES OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF CHICAGO, RUSH MEDICAL COLLEGE, THE PRESBYTERIAN HOSPITAL OF CHICAGO AND THE CENTRAL FREE DISPENSARY OF WEST CHICAGO, WITH THE ADVICE AND ASSISTANCE OF THE MEDICAL ADVISORY COMMITTEE IN THE ESTABLISHMENT OF COOPERATION IN THE WORK AT RUSH MEDICAL COLLEGE, PRESBYTERIAN HOSPITAL AND THE CENTRAL FREE DISPENSARY. THE MAIN FACTORS TO BE CONSIDERED ARE THE FOLLOWING:

- I. The general educational and medical programs.
- II. Establishment of financial responsibility for personnel, equipment and facilities for teaching and research.

I EDUCATIONAL AND MEDICAL

(1) At the Presbyterian Hospital:

(a) Two hundred clinical beds and their allocation to the departments in the hospital.

(b) Division of services.

(c) Expansion of hospital facilities and offices for heads of departments and others.

(d) Practical cooperation in use of clinical material and laboratory facilities and also of autopsies, in teaching and investigation.

(e) Practical cooperation with Central Free Dispensary through the attending staff and the patients of the Dispensary.

(f) Resident medical staff.

II FINANCIAL PROBLEMS

(1) Including Presbyterian Hospital, Rush College and the Central Free Dispensary.

- (a) Salaries of residents.
- (b) Financial administration of x-ray plant.
- (c) Financial administration of physical therapy including hydrotherapy.
- (d) Financial administration of clinical laboratories.
- (e) Maintenance of 200 clinical beds; how many of these may be free.
- (f) Salaries of nurses in hospital and dispensary clinics.
- (g) Financial responsibility for surgical dressings, anaesthetics and other materials used in hospital clinics and dispensary.
- (h) Budget of Central Free Dispensary.
- (i) Salaries of teachers for nurses.
- (j) Salaries of social workers in hospital and dispensary.
- (k) College budget.

MEMORANDUM FOR PRESIDENT BURTON

FUNDAMENTAL PRINCIPLES AND POLICIES TO BE CONSIDERED BY THE JOINT COMMITTEE COMPOSED OF REPRESENTATIVES OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF CHICAGO, RUSH MEDICAL COLLEGE, THE PRESBYTERIAN HOSPITAL OF CHICAGO AND THE CENTRAL FREE DISPENSARY OF WEST CHICAGO, WITH THE ADVICE AND ASSISTANCE OF THE MEDICAL ADVISORY COMMITTEE IN THE ESTABLISHMENT OF COOPERATION IN THE WORK AT RUSH MEDICAL COLLEGE, PRESBYTERIAN HOSPITAL AND THE CENTRAL FREE DISPENSARY. THE MAIN FACTORS TO BE CONSIDERED ARE THE FOLLOWING:

- I. The general educational and medical programs.
- II. Establishment of financial responsibility for personnel, equipment and facilities for teaching and research.

I. EDUCATIONAL AND MEDICAL

- (1) At the Presbyterian Hospital:
 - (a) Two hundred clinical beds and their allocation to the departments in the hospital.
 - (b) Division of services.
 - (c) Expansion of hospital facilities and offices for heads of departments and others.
 - (d) Practical cooperation in use of clinical material and laboratory facilities and also in autopsies, in teaching and investigation.
 - (e) Practical cooperation with Central Free Dispensary through the attending staff and the patients of the dispensary.
 - (f) Resident medical staff.

II. FINANCIAL PROBLEMS

- (1) Including Presbyterian Hospital, Rush College and the Central Free Dispensary.
 - (a) Salaries of residents.
 - (b) Financial administration of x-ray plant.
 - (c) Financial administration of physical therapy including hydrotherapy.
 - (d) Financial administration of clinical laboratories.
 - (e) Maintenance of 300 clinical beds; how many of these may be free.
 - (f) Salaries of nurses in hospital and dispensary clinics.
 - (g) Financial responsibility for surgical dressings, anesthetics and other materials used in hospital clinics and dispensary.
 - (h) Budget of Central Free Dispensary.
 - (i) Salaries of teachers for nurses.
 - (j) Salaries of social workers in hospital and dispensary.
 - (k) College budget.

POLICIES TO BE DISCUSSED

I. Cooperation of the Presbyterian Hospital, Rush Medical College, Central Free Dispensary of Chicago and the University of Chicago in:

- (a) Treatment of the sick and injured.
- (b) Investigation of the cause of disease and injury.
- (c) Teaching and training of students of medicine.
- (d) Teaching and training of nurses.
- (e) Teaching and training of hospital social workers.
- (f) Teaching and training of dietitians.
- (g) Teaching and training of clinical and laboratory technicians.
- (h) Education and training of hospital administrators and other personnel.

II.

- 1. Undergraduate medical students. (2 clinical years
(1 interne year)
 - (a) Clinical and pathological work in laboratories.
 - (b) Ward service in Presbyterian Hospital.
 - (c) Work in Central Free Dispensary.
 - (d) Amphitheatre clinics.
 - (e) Cook County Hospital, small clinics.
 - (f) Work in Home for Destitute Crippled Children.
 - (g) Fifth year or internships.
- 2. Postgraduate medical students.
 - (a) Fellowships for recent graduates.
 - (b) Courses for practitioners in pathology, medicine, surgery, obstetrics and the specialties of medicine and surgery.
 - (c) Courses for specialists in internal medicine, general surgery, obstetrics and the several specialties of medicine and surgery.
- 3. Pupil nurses, hospital social workers and others.
 - (a) Recognized didactic training and education.
 - (b) Bedside work and selected clinics.
 - (c) Laboratory work.
 - (d) Work in the dispensary.

POLICIES TO BE DISCUSSED

I. Cooperation of the Presbyterian Hospital, Rush Medical College, Central Free Dispensary of Chicago and the University of Chicago in:

- (a) Treatment of the sick and injured.
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- (d) Teaching and training of nurses.
- (e) Teaching and training of hospital social workers.
- (f) Teaching and training of dietitians.
- (g) Teaching and training of clinical and laboratory technicians.
- (h) Education and training of hospital administrators and other personnel.

II.

1. Undergraduate medical students. (1) Intern year
(2) 2 clinical years

- (a) Clinical and pathological work in laboratories.
- (b) Ward service in Presbyterian Hospital.
- (c) Work in Central Free Dispensary.
- (d) Ambulatory clinics.
- (e) Cook County Hospital, small clinics.
- (f) Work in Home for Destitute Crippled Children.
- (g) Fifth year or internship.

2. Postgraduate medical students.

- (a) Fellowships for recent graduates.
- (b) Courses for practitioners in pathology, medicine, surgery, obstetrics and the specialties of medicine and surgery.
- (c) Courses for specialists in internal medicine, general surgery, obstetrics and the several specialties of medicine and surgery.

3. Pupils nurses, hospital social workers and others.

- (a) Recognized didactic training and education.
- (b) Bedside work and selected clinics.
- (c) Laboratory work.
- (d) Work in the dispensary.

ORGANIZATION AND ADMINISTRATION

1. Contracts of Rush Medical College with:

- (a) Central Free Dispensary.
- (b) Presbyterian Hospital.
- (c) Home for Destitute Crippled Children.

To be assumed by the University of Chicago.

- 2. The faculty of Rush Medical College to become through the action of the Board of Trustees of the University of Chicago, the faculty of the Rush Medical College of the University of Chicago until the date when only postgraduate work will be carried on at the West Side; then the faculty to be made the faculty of the Rush Postgraduate Medical School of the University of Chicago.
- 3. The relationship of the faculty of Rush Medical College to the Central Free Dispensary to remain as it is now.
- 4. The relationship of the Central Free Dispensary to the Presbyterian Hospital is to be made more intimate so that in practice the dispensary becomes the out-patient department of the Presbyterian Hospital, through which there will be admitted to the hospital ward patients and of private patients when this may become feasible.
- 5. The relationship of the faculty of Rush Medical College to the staff of the Presbyterian Hospital to remain as it is now.
- 6. The relationship of the faculty of Rush Medical College to the Home for Destitute Crippled Children to remain as it is now.
- 7. Hospital Organization:

- (a) To set aside 200 beds for clinical purposes; allocating these beds to
Medicine and the specialties of medicine,
General surgery and the specialties of surgery,
Obstetrics and gynecology;

Control of these beds to lie in the staff.

Fees which may be collected from patients occupying the clinical beds to be funded for the purpose of teaching and investigation.

- (b) Division of Services:

All services to be continuous.

Pathology 1

General medicine 4 ;) 1 attending physician to act as chief of service
General surgery 4 ;) 1 attending surgeon to act as chief of service
Obstetrics and gynecology 1;) 1 attending obstetrician to act as
chief of service,

(Over)

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chief of service.

(over)

(7 Hospital organization continued)

(b) Division of services continued)

Neurology,
Dermatology
Pediatrics
Genitourinary diseases
Orthopedics
Oral surgery

(c) Expansion of Hospital:

Increase of private room beds which permit a lower per diem cost.
Expansion of clinical beds when feasible.

(d) Hospital Residents:

In medicine under control of head of medical staff.
In surgery under control of head of surgical staff.
In obstetrics and gynecology under control of head of department.
Full-time assistants performing the duties of residents may serve in the specialties of medicine and surgery while living outside the hospital.

(e) Staff Organization:

Of the hospital with representative of the Board of Managers or the Superintendent of the hospital included.
Of the dispensary with a representative of the Board of Trustees or the superintendent included.

(f) Ward Teaching:

To be under the responsible charge of the resident in each department; the associate attendants of the several services assisting in the ward teaching of each department.

(g) Associate attending members of the staff to serve in:

Ward teaching.
General clinics in dispensary.
Special clinics in dispensary.
Clinical investigation.

(h) Organization for college administration:

Officers - Dean of Faculty, Dean of Students, Secretary of Faculty, Registrar of Students, office personnel.

(i) Organization for education and investigation:

Pathology, autopsies to be held in college;
Laboratories of pathology to be located in hospital and in the Rawson Building.
Biological chemistry,
Facilities to be available to all departments of the hospital and the dispensary.

(v) Hospital organization continued

(c) Division of services continued

Neurology.
Dermatology
Pediatrics
Genitourinary diseases
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GENERAL REMARKS

It is obvious to anyone interested in the education of medical students, nurses, social workers, dieticians, hospital administrative officers and others and in the investigation of disease that efficient and productive work can be done only with the wholehearted, broadminded and unselfish cooperation of the agencies engaged in the work. To bring about this cooperation of the University of Chicago, Rush Medical College, Presbyterian Hospital and the Central Free Dispensary the program of procedure by the two committees has been suggested in the memoranda prepared for the President of the University.

The financial problem is one which will need to be carefully considered in relation to the Presbyterian Hospital. Experience has shown that the Presbyterian Hospital has prospered financially in direct ratio to the character of the treatment of the sick and injured and of the investigatory work carried on at Rush Medical College and the Presbyterian Hospital. It is rational to believe that the financial prospects of the Presbyterian Hospital will improve in direct ratio to the improvement in all of the work done at the hospital, the college and the dispensary.

The Advisory Medical Committee should study and plan the best sort of organization of the Rush Medical Postgraduate School of the University of Chicago. If this organization is completed in the near future, it will furnish information which may be applied practically in the final adoption of details of the building plan of the Rawson Building. The work and planning for the organization of the Postgraduate School should include the organization of the faculty; the organization and planning for review courses for general practitioners of medicine; the preparation of a curriculum for each department for the teaching and training of graduate students in general surgery, internal medicine, in obstetrics, in pathology and in the specialties of medicine and surgery; the organization planning for various types of fundamental research, clinical investigation, etc. In this connection due consideration should be given to the establishment of Fellowships for recent graduates who are qualified to take up investigatory work and also those who desire training to become efficient practitioners in the several specialties of medicine and surgery including general surgery and internal medicine.

In the organization for medical teaching and investigation agreements should be reached which will insure wholehearted, broadminded and practical cooperation between the clinical departments, between the clinical departments and pathology and biochemistry in teaching and in investigation. The head of the department of pathology in the college and in the hospital should be encouraged to cooperate with the staff of the hospital in the clinical pathological conferences and in holding autopsies in the college building.

With 200 clinical beds made available for the staff to control, the chief of the medical service, of the surgical service and of the obstetrical service should give opportunity to the younger men of the three departments mentioned and of the several specialties in medicine and surgery, to have fixed assignments of beds which give opportunity for professional advancement in a study of patients, in opportunity for investigation and for the purpose of teaching. Proper, broadminded, unselfish and sympathetic cooperation of the clinicians of a department will insure individual and group satisfaction and more efficient work. Like cooperation between the departments of the school and the hospital will be productive of friendliness and more efficient work.

Ward work with the opportunity for the student to study the manifestations of disease by himself, but under proper control, will afford the best type of clinical medical education and will engender in the student self-reliance and a more certain and fundamental type of education.

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