

▼ FLEXNER CORRESPONDENCE WITH AAMC

1953

Folder 21

✓ AR.GOV.01 Series 3: Historical Documents BOX 1 Folder 21

Flexner, Abraham. Original Correspondence with
the Association of American Medical Colleges
Regarding Survey of Medical School Financing.
1953.

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*No questionnaires were sent to Abraham Flexner for these schools. Evidently the permission was received after the other data had been sent.

September 3, 1953

Mr. Abraham Flexner
522 Fifth Avenue
New York City, N. Y.

Dear Mr. Flexner:

Your critical comments on the results of the recent survey of the medical schools would be of great interest and value to the readers of the Journal of Medical Education. The volume reporting the results is titled "Medical Schools in the United States at Mid-Centry" by John E. Ditrick and Robert C. Berson.

Ditrick

If you would be good enough to share your views of this work with the readers of the Journal, I should be very pleased to send you a copy of the book for your use.

Very sincerely yours,

John M. Stalnaker
Director of Studies

JMS:jr

(2)
Follow up

ABRAHAM FLEXNER
522 FIFTH AVENUE
NEW YORK N. Y.
36,

ROOM 628
VANDERBILT 6-0674

October 29, 1953

Dr. John M. Stalnaker
Association of American Medical Colleges
185 North Wabash Avenue
Chicago 1, Illinois

Dear Dr. Stalnaker:

In view of the difficulties which the medical schools are encountering in the matter of finance I have been thinking of writing perhaps two papers to be printed in some well-known periodical in the effort to arouse the foundations to the urgent need of their participation as they did following the publication of the Carnegie Report in 1910. In talking with Dr. Rappleye he told me that you were making a similar study, and he suggested that I write you to find out whether I could have access to the material which you have received from a number of schools. I do not intend my inquiries to be exhaustive but rather representative. If you have the material and can lend it to me, I should be greatly indebted to you, and we should save the deans from the necessity of covering the same ground twice. I had in mind to write to the deans of the following schools:

- OK-✓ Dean Cutting of the Stanford Medical School - 69
- ✓ Dean Lippard of Yale - 91
- ✓ Dean Lapham of Tulane - 76
- Dean Ward of the Johns Hopkins - 33
- Dean Berry of Harvard - 76
- Dean Moore of Washington University - 84
- OK-✓ Dean Rappleye of Columbia - 14
- Dean Anderson of the University of Rochester - 63
- OK-✓ Dean Youmans of Vanderbilt University - 78
- Dean Smyth of University of California - 08
- Dean Furstenberg of Michigan - 41
- OK ✓ Dean Diehl of Minnesota - 46
- OK- ✓ Dean Middleton of Wisconsin - 77

I was about to ask for approximately the information which your questionnaire lent to me by Dr. Rappleye covered. I shall defer writing to these schools until I have heard from you.

With much appreciation, I am

Sincerely yours,

Abraham Flexner

AF:ESB

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November 4, 1953

Mr. Abraham Flexner
522 Fifth Avenue
New York 36, New York

Dear Mr. Flexner:

In reference to your letter of October 29, may I assure you that we shall be glad to share with you the information on the finances of the medical schools you have listed. There is only point which I shall have to clear and that is to make sure that the schools involved are willing to have this information given out. Some of the schools occasionally consider such information as confidential and we do not therefore, release such information from this office without the explicit approval of the school.

I find myself in New York City a great deal these days because of the work I am doing with Mr. McPeak of the Ford Foundation. I hope that one of these days I will have the opportunity of talking to you personally on these matters.

On September 3, I wrote to you about the recent survey of medical education which had been made by Dr. Deitrick and Dr. Berson. The Journal of Medical Education is quite anxious to have your reaction to this book and I hope when I see you that I will have an opportunity to persuade you of the interest in your reaction to the volume.

Very sincerely yours,

John M. Stalnaker
Director of Studies

JMS:jr

522 Fifth Avenue
New York 36, N.Y.

November 6, 1953

Dear Mr. Stalnaker:

Thank you very much for your letter of November 4. Inasmuch as my object is to help the medical schools by enlisting the large foundations in their difficulties and, as they all know my spirit and I think have confidence in me, I am of the opinion that they will make no objection to releasing their information to me.

I shall hope very much, however, to have an opportunity to talk with you at any time you are in New York. I have not yet had a chance to read the survey of Dr. Deitrick and Dr. Berson, and I should like to have an additional copy if you can spare one.

With much appreciation,

Very sincerely yours,

Abraham Flexner

Dr. John M. Stalnaker
Association of American Medical Colleges
185 N. Wabash Avenue
Chicago 1, Illinois

AF:ESB

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November 17, 1953

Dean Willard C. Rappleye
College of Physicians and Surgeons
Columbia University
630 W. 168th Street
New York, New York

Dear Dean Rappleye:

Mr. Abraham Flexner is planning to write some papers to be printed in well-known periodicals in an effort to arouse the foundations to the urgent need for their participation at this time in helping to finance medical education.

Mr. Flexner has asked if he could see, for a sampling of 13 schools, the results of our recent financial questionnaire which we sent the medical schools. Your institution is one of these. Would it meet with your approval for us to turn this information over to Mr. Flexner?

If it does meet with your approval, we shall be glad to see that he gets the information he is requesting.

Very truly yours,

John M. Stalnaker
Director of Studies

JMS:jr

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Columbia University
College of Physicians and Surgeons

630 WEST 168TH STREET
NEW YORK 32, N. Y.
OFFICE OF THE DEAN

November 19, 1953

Mr. John M. Stalnaker
Association of American Medical Colleges
185 N. Wabash Avenue
Chicago 1, Illinois

Dear Mr. Stalnaker:

Responding to your letter of
November 17th, we have no objection to your
furnishing Mr. Flexner with any informa-
tion on our budget that we have given you.

With best of greetings, I am

Sincerely,

Willard C. Rappleye
Willard C. Rappleye, M.D.
Dean

WCR:RW

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QUESTIONNAIRE ON MEDICAL SCHOOL FINANCES
Funds for Instructing Undergraduate Medical Students

Columbia

Items 1-5 concern the actual operating budget. Operating budgets, as here considered, are all annually recurring expenses for the medical school (exclusive of any teaching hospital) and are exclusive of, and should not include hospital expenses; separately budgeted or "project" research; special grants, except when used for regular instructional work; graduate training; training of auxiliary personnel; construction and auxiliary services, bookstore, dormitories, etc.

OPERATING BUDGET

	1952-53	1953-54
1.- Actual Budget. Note: If the budget on which you operate includes some of the items mentioned above, please estimate as closely as possible what your budget would be with such items excluded. The budget reported here should include the costs of the normal amount of research which the teaching staff regularly carries and which is not separately budgeted or independently financed.*	\$1,942,000	\$1,984,000
2.- Deficits created by expenditures exceeding available income. Deficits as here considered are limited to situations where expenditures can be met only by drawing on capital or endowment funds or by borrowing money.	\$780,000	\$780,000
3.- Source of funds to meet deficit, 1952-53 <u>Income of general university endowment funds.</u>		
4.- Source of funds to meet deficit, 1953-54 _____		
5.- Needed and unavailable funds for operating expenses, as defined in the heading of the questionnaire not included in the reported budgets because of lack of funds, but which are needed to maintain or improve the standards of the school. These may include funds needed for:		
A. Increasing salaries of present staff.....	\$200,000
B. Supplying salaries for new positions in existing departments.....	\$ 40,000 Psychiatry \$ 40,000 Radiology
C. Creating new departments or covering areas now inadequately covered.....	None
D. Providing consumable supplies and non-permanent equipment.....	\$ 50,000
E. Other general operating expenses.....	\$ 50,000

*If a general university overhead or a general university assessment is charged to the medical school, this amount should be included in the actual budget.

CAPITAL EXPENDITURES

8

Items 6 and 7 cover capital or non-recurring expenditures, Capital or non-recurring expenditures are for new buildings, for renovation of old buildings (other than annual cleaning), and for permanent equipment.

3

	1954-54
6.- Planned expenditures for which funds are available,....	None
7.- Needed expenditures for which funds are not available:	
A. New buildings,.....	\$3,500,000.....
B. Renovation,.....	\$ 300,000.....
C. Permanent equipment,.....	\$ 50,000.....
8.- Number of regular medical students:	
Freshmen,.....	120.....
Sophomores,.....	121.....
Juniors,.....	113.....
Seniors,.....	112.....
Total,.....	466.....

Please provide below or on appended pages a description, discussion or explanation of any expenditures or needs relative to your school's program of undergraduate medical education that are not adequately covered in your replies to the foregoing questions.

Please give some examples of specific ways in which lack of funds is hurting your program of undergraduate medical school education.

1. Inadequate instruction in the Department of Psychiatry.
2. Unsatisfactory animal quarters for instruction of students.
3. One of the most serious needs is funds for scholarship assistance for deserving students; about \$50,000 per annum.

Medical School Reporting
College of Physicians and Surgeons
Columbia University

By (Signed) Willard Rappleye

Date November 6, 1953

Return to:

Mr. John M. Stalnaker
Association of American
Medical Colleges
185 North Wabash Avenue
Chicago 1, Illinois

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November 16, 1953

**Dean Harold S. Diehl
University of Minnesota
Medical School
Minneapolis 31, Minnesota**

Dear Dean Diehl:

Mr. Abraham Flexner is planning to write some papers to be printed in well-known periodicals in an effort to arouse the foundations to the urgent need for their participation at this time in helping to finance medical education.

Mr. Flexner has asked if he could see, for a sampling of 13 schools, the results of our recent financial questionnaire which we sent the medical schools. Your institution is one of these. Would it meet with your approval for us to turn this information over to Mr. Flexner?

If it does meet with your approval, we shall be glad to see that he gets the information he is requesting.

Very truly yours,

**John M. Stalnaker
Director of Studies**

JMS:jr

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UNIVERSITY OF MINNESOTA
THE MEDICAL SCHOOL
MINNEAPOLIS 14

DEAN OF THE MEDICAL SCIENCES

November 17, 1953

Mr. John M. Stalnaker
Director of Studies
Association of American Medical Colleges
185 N. Wabash Avenue
Chicago 1, Illinois

Dear John:

I have your note of November 16 and will be glad to have you make available to Mr. Abraham Flexner the data on the medical school financial questionnaire submitted by our School.

Sincerely yours,

Harold S. Diehl

Harold S. Diehl



QUESTIONNAIRE ON MEDICAL SCHOOL FINANCES
Funds for Instructing Undergraduate Medical Students

Minnesota

Items 1-5 concern the actual operating budget. Operating budgets, as here considered, are all annually recurring expenses for the medical school (exclusive of any teaching hospital) and are exclusive of, and should not include hospital expenses; separately budgeted or "project" research; special grants, except when used for regular instructional work; graduate training; training of auxiliary personnel; construction and auxiliary services, bookstore, dormitories, etc.

OPERATING BUDGET

	1952-53	1953-54
1.- Actual Budget. Note: If the budget on which you operate includes some of the items mentioned above, please estimate as closely as possible what your budget would be with such items excluded. The budget reported here should include the costs of the normal amount of research which the teaching staff regularly carries and which is not separately budgeted or independently financed.*	\$1,160,000 Does not include teaching grants from National Cancer Institute, Nat'l. Heart Institute, Nat'l. Institute for Mental Health or grant from National Fund for Medical Education & exclusive of building service, maintenance, heat, light and water, Medical Library, Registrar's Office and Comptroller's Office. Includes some costs for teaching students not enrolled in Medical School. Estimate that these are offset by general University services for Medical School.	\$1,250,000
2.- Deficits created by expenditures exceeding available income. Deficits as here considered are limited to situations where expenditures can be met only by drawing on capital or endowment funds or by borrowing money.	None-not permitted	None---not permitted.
3.- Source of funds to meet deficit, 1952-53	None	
4.- Source of funds to meet deficit, 1953-54	None	
5.- Needed and unavailable funds for operating expenses, as defined in the heading of the questionnaire not included in the reported budgets because of lack of funds, but which are needed to maintain or improve the standards of the school. These may include funds needed for:		
A. Increasing salaries of present staff. (8% increase)	\$100,000	
B. Supplying salaries for new positions in existing departments	\$250,000	
C. Creating new departments or covering areas now inadequately covered	\$ 50,000	
D. Providing consumable supplies and non-permanent equipment	\$ 12,000	
E. Other general operating expenses	\$ 20,000	

*If a general university overhead or a general university assessment is charged to the medical school, this amount should be included in the actual budget.

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CAPITAL EXPENDITURES

Items 6 and 7 cover capital or non-recurring expenditures. Capital or non-recurring expenditures are for new buildings, for renovation of old buildings (other than annual cleaning), and for permanent equipment.

3

	1954-54
6.- Planned expenditures for which funds are available.....	\$2,000,000
7.- Needed expenditures for which funds are not available:	
A. New buildings..... (Medical Library, \$1,000,000)	\$2,000,000
B. Renovation..... (Residence Hall for married students, \$1,000,000)	\$1,000,000
C. Permanent equipment.....	\$ 500,000
8.- Number of regular medical students:	
Freshmen.....	127
Sophomores.....	114
Juniors.....	118
Seniors.....	130
Total.....	489

Please provide below or on appended pages a description, discussion or explanation of any expenditures or needs relative to your school's program of undergraduate medical education that are not adequately covered in your replies to the foregoing questions.

Please give some examples of specific ways in which lack of funds is hurting your program of undergraduate medical school education.

Distance to our fine Medical Library reduces its usefulness and value to medical students by at least 75%.

Need for larger teaching staff results in larger laboratory sections and clerkship groups than are desirable for the most effective instruction.

Housing facilities for married medical students are very bad and detract seriously from the quality of work that many married students are able to do.

Medical School Reporting

Return to:

University of Minnesota

Mr. John M. Stalnaker
Association of American
Medical Colleges
185 North Wabash Avenue
Chicago 1, Illinois

By (Signed) Harold J. Diehl
Harold J. Diehl, Dean

Date October 15, 1953

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November 16, 1953

Acting Dean Windsor C. Cutting
Stanford University
School of Medicine
2398 Sacramento St.
San Francisco, California

Dear Dean Cutting:

Mr. Abraham Flexner is planning to write some papers to be printed in well-known periodicals in an effort to arouse the foundations to the urgent need for their participation at this time in helping to finance medical education.

Mr. Flexner has asked if he could see, for a sampling of 13 schools, the results of our recent financial questionnaire which we sent the medical schools. Your institution is one of these. Would it meet with your approval for us to turn this information over to Mr. Flexner?

If it does meet with your approval, we shall be glad to see that he gets the information he is requesting.

Very truly yours,

John M. Stalnaker
Director of Studies

JMS:jr

STANFORD UNIVERSITY SCHOOL OF MEDICINE
2398 SACRAMENTO STREET
SAN FRANCISCO 15, CALIFORNIA

14
Lally
Counts

OFFICE OF THE DEAN

November 23, 1953

Mr. John M. Stalnaker
Director of Studies
Association of American Medical
Colleges
185 North Wabash Avenue
Chicago 1, Illinois

Dear Mr. Stalnaker:

Replying to your letter of November 16th,
it will be perfectly satisfactory for you to provide
Mr. Flexner with the information he needs about
Stanford University School of Medicine.

Sincerely yours,

Windsor C. Cutting

Windsor C. Cutting, M.D.
Acting Dean

WCC:pm

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QUESTIONNAIRE ON MEDICAL SCHOOL FINANCES
 Funds for Instructing Undergraduate Medical Students

Stanford

Items 1-5 concern the actual operating budget. Operating budgets, as here considered, are all annually recurring expenses for the medical school (exclusive of any teaching hospital) and are exclusive of, and should not include hospital expenses; separately budgeted or "project" research; special grants, except when used for regular instructional work; graduate training; training of auxiliary personnel; construction and auxiliary services, bookstore, dormitories, etc.

OPERATING BUDGET

	1952-53	1953-54
1.- Actual Budget. Note: If the budget on which you operate includes some of the items mentioned above, please estimate as closely as possible what your budget would be with such items excluded. The budget reported here should include the costs of the normal amount of research which the teaching staff regularly carries and which is not separately budgeted or independently financed.*	\$726,189.00	\$732,786.00
2.- Deficits created by expenditures exceeding available income. Deficits as here considered are limited to situations where expenditures can be met only by drawing on capital or endowment funds or by borrowing money.	None	None
3.- Source of funds to meet deficit, 1952-53	None	
4.- Source of funds to meet deficit, 1953-54	None	
5.- Needed and unavailable funds for operating expenses, as defined in the heading of the questionnaire not included in the reported budgets because of lack of funds, but which are needed to maintain or improve the standards of the school. These may include funds needed for:		
A. Increasing salaries of present staff,	\$250,000.00	
B. Supplying salaries for new positions in existing departments.....	\$ 50,000.00	
C. Creating new departments or covering areas now inadequately covered.....	?	
D. Providing consumable supplies and non-permanent equipment.....	\$100,000.00	
E. Other general operating expenses.....	\$ 50,000.00	
	\$450,000.00	

*If a general university overhead or a general university assessment is charged to the medical school, this amount should be included in the actual budget,

CAPITAL EXPENDITURES

Items 6 and 7 cover capital or non-recurring expenditures. Capital or non-recurring expenditures are for new buildings, for renovation of old buildings (other than annual cleaning), and for permanent equipment.

	3 1954-54
6.- Planned expenditures for which funds are available.....	\$1,000,000
7.- Needed expenditures for which funds are not available:	
A. New buildings.....	\$20,000,000.....
B. Renovation.....None.....
C. Permanent equipment.....	\$5,000,000.....
8.- Number of regular medical students:	
Freshmen.....	62.....
Sophomores.....	62.....
Juniors.....	62.....
Seniors.....	62.....
Total.....	248.....

Please provide below or on appended pages a description, discussion or explanation of any expenditures or needs relative to your school's program of undergraduate medical education that are not adequately covered in your replies to the foregoing questions.

Please give some examples of specific ways in which lack of funds is hurting your program of undergraduate medical school education.

As you know, we plan to move the medical school to the university campus as soon as new facilities can be provided there. This will require the large capital outlay indicated.

The item for the increase in present salaries was calculated on the basis that our faculty rate of pay is \$3,000 to \$5,000 annually less than that in richer or state institutions, and that our full-time faculty numbers about 70. The other items under number 5 are not derived from much more than guesswork.

Without the new plant and support of salaries, Stanford cannot hope to remain a strong medical school.

Medical School Reporting

Return to:

Stanford University School of Medicine
San Francisco 15, California

By (Signed) Windsor C. Cutting
Windsor C. Cutting, M.D. Acting Dean

Date October 20, 1953

Mr. John M. Stalnaker
Association of American
Medical Colleges
185 North Wabash Avenue
Chicago 1, Illinois

November 17, 1953

Dean John B. Youmans
Vanderbilt University
School of Medicine
Nashville 4, Tenn.

Dear Dean Youmans:

Mr. Abraham Flexner is planning to write some papers to be printed in well-known periodicals in an effort to arouse the foundations to the urgent need for their participation at this time in helping to finance medical education.

Mr. Flexner has asked if he could see, for a sampling of 13 schools, the results of our recent financial questionnaire which we sent the medical schools. Your institution is one of these. Would it meet with your approval for us to turn this information over to Mr. Flexner?

If it does meet with your approval, we shall be glad to see that he gets the information he is requesting.

Very truly yours,

John M. Stalnaker
Director of Studies

JMS:jr

Sally 18

ASSOCIATION of AMERICAN MEDICAL COLLEGES

185 N. Wabash Avenue

Chicago 1, Illinois

Phone STate 2-8870

November 19, 1953

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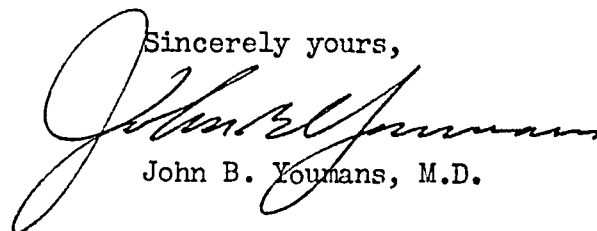
WILLIAM H. SWANBERG
Managing Editor
The Journal of
MEDICAL EDUCATION

Mr. John M. Stalnaker
Director of Studies
Association of American Medical Colleges
185 North Wabash Avenue
Chicago 1, Illinois

Dear John:

I have your letter of the 7th concerning the plans of Mr. Abraham Flexner to write some papers regarding financing medical education. I am very glad indeed to have information regarding Vanderbilt's contribution in the recent financial questionnaire made available to Mr. Flexner.

Sincerely yours,



John B. Youmans, M.D.

JBY:jls



QUESTIONNAIRE ON MEDICAL SCHOOL FINANCES
Funds for Instructing Undergraduate Medical Students

Vanderbilt

Items 1-5 concern the actual operating budget. Operating budgets, as here considered, are all annually recurring expenses for the medical school (exclusive of any teaching hospital) and are exclusive of, and should not include hospital expenses; separately budgeted or "project" research; special grants, except when used for regular instructional work; graduate training; training of auxiliary personnel; construction and auxiliary services, bookstore, dormitories, etc.

OPERATING BUDGET

	1952-53	1953-54
1.- Actual Budget. Note: If the budget on which you operate includes some of the items mentioned above, please estimate as closely as possible what your budget would be with such items excluded. The budget reported here should include the costs of the normal amount of research which the teaching staff regularly carries and which is not separately budgeted or independently financed.*	\$767,756.13* Includes \$25,000 Cancer and \$14,000 Heart Teaching Grants USPHS.	\$839,333.22* Includes \$25,000 Cancer and \$25,000 Heart Teaching Grants, USPHS.
2.- Deficits created by expenditures exceeding available income. Deficits as here considered are limited to situations where expenditures can be met only by drawing on capital or endowment funds or by borrowing money.	None	None
3.- Source of funds to meet deficit, 1952-53	None	
4.- Source of funds to meet deficit, 1953-54	None	
5.- Needed and unavailable funds for operating expenses, as defined in the heading of the questionnaire not included in the reported budgets because of lack of funds, but which are needed to maintain or improve the standards of the school. These may include funds needed for:		
	\$126,160.00*	
A. Increasing salaries of present staff.....\$ 21,500.00 Non-Faculty	
B. Supplying salaries for new positions in existing departments.....\$ 8,000.00 (Radiology)	
C. Creating new departments or covering areas now inadequately covered.....	\$ 48,400.00Incl. \$2,400 Non-Faculty	
D. Providing consumable supplies and non-permanent equipment.....	
E. Other general operating expenses.....\$ 38,750.00 incl. main- tenance of plant	

*If a general university overhead or a general university assessment is charged to the medical school, this amount should be included in the actual budget.

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*Non faculty includes clerk, stenographer, secretarial and similar personnel in Dean's, Registrar's and Accounting offices; also, a Personnel Director.

Faculty salaries include salaries of professional personnel in the Department of Illustration and the Library.. Also include almost entire support of the Departments of Preventive Medicine and Psychiatry, which are, at present, supported for the most part on special grants. Money is currently available from these latter sources, but will terminate for Preventive Medicine and continuance is doubtful for Psychiatry.

(2)

CAPITAL EXPENDITURES

Items 6 and 7 cover capital or non-recurring expenditures. Capital or non-recurring expenditures are for new buildings, for renovation of old buildings (other than annual cleaning), and for permanent equipment.

3

	1954-54
6. - Planned expenditures for which funds are available.....	\$68,000.00
7. - Needed expenditures for which funds are not available:	
A. New buildings.....	\$2,045,716.00*
B. Renovation.....	\$1,781,074.00
C. Permanent equipment.....	\$ 77,120.00 (no air-conditioning)
8. - Number of regular medical students:	
Freshmen.....	52
Sophomores.....	50
Juniors.....	48
Seniors.....	55
Total.....	205

Please provide below or on appended pages a description, discussion or explanation of any expenditures or needs relative to your school's program of undergraduate medical education that are not adequately covered in your replies to the foregoing questions.

Please give some examples of specific ways in which lack of funds is hurting your program of undergraduate medical school education.

- (a) Item for new buildings is for new construction (additions) to existing building, not separate structures.
- (b) Includes University and Hospital, since both the School and Hospital are in the same buildings and so intermingled, it is impractical to separate.
- (c) Does not include addition of facilities for new departments, such as genetics, radio-isotope. Lack of funds, prevents increasing salaries, adding new positions, providing travel expenses, developing new programs of instruction, such as Course in Social and Environmental Medicine which must be discontinued unless support gained.

Needed support of Psychiatry

Medical School Reporting

Return to:

Vanderbilt University School of Medicine

Mr. John M. Stalnaker
 Association of American
 Medical Colleges
 185 North Wabash Avenue
 Chicago 1, Illinois

By John B. Youmans, M.D., Dean

Date November 12, 1953

November 17, 1953

Dean William S. Middleton
University of Wisconsin
Medical School
418 N. Randall Ave.
Madison, Wisconsin

Dear Dean Middleton:

Mr. Abraham Flexner is planning to write some papers to be printed in well-known periodicals in an effort to arouse the foundations to the urgent need for their participation at this time in helping to finance medical education.

Mr. Flexner has asked if he could see, for a sampling of 13 schools, the results of our recent financial questionnaire which we sent the medical schools. Your institution is one of these. Would it meet with your approval for us to turn this information over to Mr. Flexner?

If it does meet with your approval, we shall be glad to see that he gets the information he is requesting.

Very truly yours,

John M. Stalnaker
Director of Studies

JMS:jr

THE UNIVERSITY OF WISCONSIN
MADISON 6

THE MEDICAL SCHOOL
WILLIAM S. MIDDLETON, DEAN
418 NORTH RANDALL

November 19, 1953

Mr. John M. Stalnaker, Director of Studies
Association of American Medical Colleges
185 N. Wabash Avenue
Chicago 1, Illinois

Dear Mr. Stalnaker:

By all means, use such materials as I have
afforded you in the interest of improved support
for medical education.

Sincerely yours,



William S. Middleton, M. D.
Dean

WSM:fj



QUESTIONNAIRE ON MEDICAL SCHOOL FINANCES
Funds for Instructing Undergraduate Medical Students

Wisconsin

Items 1-5 concern the actual operating budget. Operating budgets, as here considered, are all annually recurring expenses for the medical school (exclusive of any teaching hospital) and are exclusive of, and should not include hospital expenses; separately budgeted or "project" research; special grants, except when used for regular instructional work; graduate training; training of auxiliary personnel; construction and auxiliary services, bookstore, dormitories, etc.

OPERATING BUDGET

	1952-53	1953-54
1.- Actual Budget. Note: If the budget on which you operate includes some of the items mentioned above, please estimate as closely as possible what your budget would be with such items excluded. The budget reported here should include the costs of the normal amount of research which the teaching staff regularly carries and which is not separately budgeted or independently financed.*	\$1,045,062 includes \$179,022 for research	\$1,039,864 includes \$108,393 for research
2.- Deficits created by expenditures exceeding available income. Deficits as here considered are limited to situations where expenditures can be met only by drawing on capital or endowment funds or by borrowing money.	None	None
3.- Source of funds to meet deficit, 1952-53	None	
4.- Source of funds to meet deficit, 1953-54	None	
5.- Needed and unavailable funds for operating expenses, as defined in the heading of the questionnaire not included in the reported budgets because of lack of funds, but which are needed to maintain or improve the standards of the school. These may include funds needed for:		
A. Increasing salaries of present staff.....	\$20,000.....
B. Supplying salaries for new positions in existing departments.....	\$20,000.....
C. Creating new departments or cover- ing areas now inadequately covered.....	\$12,000.....
D. Providing consumable supplies and non-permanent equipment.....	\$10,000.....
E. Other general operating expenses.....	

*If a general university overhead or a general university assessment is charged to the medical school, this amount should be included in the actual budget.

CAPITAL EXPENDITURES

Items 6 and 7 cover capital or non-recurring expenditures. Capital or non-recurring expenditures are for new buildings, for renovation of old buildings (other than annual cleaning), and for permanent equipment.

	3
	1954-54
6.- Planned expenditures for which funds are available.....	\$2,800,000
7.- Needed expenditures for which funds are not available:	
A. New buildings.....
B. Renovation.....
C. Permanent equipment.....
8.- Number of regular medical students:	
Freshmen.....	87
Sophomores.....	82
Juniors.....	76
Seniors.....	79
Total.....	324

Please provide below or on appended pages a description, discussion or explanation of any expenditures or needs relative to your school's program of undergraduate medical education that are not adequately covered in your replies to the foregoing questions.

Please give some examples of specific ways in which lack of funds is hurting your program of undergraduate medical school education.

Medical School Reporting

Return to:

University of Wisconsin Medical School

Mr. John M. Stalnaker
Association of American
Medical Colleges
185 North Wabash Avenue
Chicago 1, Illinois

By William S. Middleton, Dean (Signed)

Date October 22, 1953

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December 7, 1953

Dean Vernon W. Lippard
Yale University
School of Medicine
333 Cedar Street
New Haven 11, Conn.

Dear Dean Lippard:

Mr. Abraham Flexner is planning to write some papers to be printed in well-known periodicals in an effort to arouse the foundations to the urgent need for their participation at this time in helping to finance medical education.

Mr. Flexner has asked if he could see, for a sampling of 13 schools, the results of our recent financial questionnaire which we sent the medical schools. Your institution is one of these. Would it meet with your approval for us to turn this information over to Mr. Flexner?

If it does meet with your approval, we shall be glad to see that he gets the information he is requesting.

Very truly yours,

John M. Stalnake
Director of Studies

JMS:jr

YALE UNIVERSITY SCHOOL OF MEDICINE
333 CEDAR STREET · NEW HAVEN II · CONNECTICUT

OFFICE OF THE DEAN

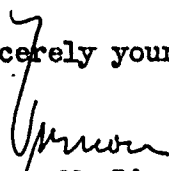
December 15, 1953

Mr. John M. Stalnaker
Association of American Medical Colleges
185 North Wabash Avenue
Chicago 1, Illinois

Dear John:

Thank you for your letter of December 7th regarding Mr. Abraham Flexner. I see no reason why Mr. Flexner should not be allowed to look over the questionnaire on finances of the Yale School of Medicine, but I would prefer that he not mention the School by name. In other words, I see no objection to his seeing our report as an example of the financial situation of a typical school, but I would not want Yale to be used as an example of the horrible straits in which medical schools find themselves because the situation really isn't as bad as some of these figures would indicate.

Sincerely yours,


Vernon W. Lippard, M.D.
Dean

December 18, 1953

Dean Maxwell E. Lapham
Tulane University of Louisiana
School of Medicine
1430 Tulane Avenue
New Orleans 12, Louisiana

Dear Dean Lapham:

Mr. Abraham Flexner is planning to write some papers to be printed in well-know periodicals in an effort to arouse the foundations to the urgent need for their participation at this time in helping finance medical education.

Mr. Flexner has asked if he could see, for a sampling of 13 schools, the results of our recent financial questionnaire which we sent the medical schools. Your institution is one of these. Would it meet with your approval for us to turn this information over to Mr. Flexner?

If it does meet with your approval, we shall be glad to see that he gets the information he is requesting.

Very truly yours,

John M. Stalnaker
Director of Studies

JMS:jr

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Faint, illegible text, possibly bleed-through from the reverse side of the page. The text is scattered across the middle section of the document.

THE TULANE UNIVERSITY OF LOUISIANA
NEW ORLEANS 12
SCHOOL OF MEDICINE

OFFICE OF THE DEAN
1430 TULANE AVENUE

December 30, 1953

Mr. John M. Stalnaker
Association of American Medical Colleges
185 N. Wabash Avenue
Chicago 1, Illinois

Dear Mr. Stalnaker:

In reply to your letter of December 18, this will advise that I have no objection to Mr. Abraham Flexner's seeing the results of the financial questionnaire sent to students of this School of Medicine.

Very truly yours,

M. E. Lapham
M. E. Lapham, M.D., Dean

DH

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Fleischer request

			Q	Letter sent	OK?	Copy
08	Calif, S.F.					
14	Columbia		✓	✓	✓	✓
26	Harvard					
33	Hopkins		No			
45	Michigan					
46	Minnesota		✓	✓	✓	✓
63	Rochester					
69	Stanford		✓	✓	✓	✓
76	Tulane		✓	✓		
78	Vanderbilt		✓	✓	✓	✓
84	Washington U.					
88	Wisconsin		✓	✓	✓	✓
91	Yale		✓	✓	☆	

* Fleischer is not to mention Yale by name

522 Fifth Avenue
New York 36, N.Y.

December 17, 1953

Dear Dr. Stalnaker:

Thank you for sending me copies of the operating budgets of Columbia, Minnesota, Stanford, Vanderbilt, and Wisconsin.

I wonder if our opinion about these budgets coincides. These schools do not have operating deficits, except Columbia, which is the only institution reporting an operating deficit. That seems to me to be due to the fact that they are not permitted by the authorities to spend more than they receive. The funds which they need for building or supplies or operating expenses seem to me to be very small; for example, Wisconsin needs \$20,000 a year for increasing salaries. That seems to me a decided underestimate, so also the estimate of \$20,000 for new positions. I wonder if these estimates are not based upon the conviction on the part of the school authorities that there is no hope of getting any considerable sum from any source. Does it represent what they really need if they had any hope of getting it?

It seems to me that they really need additional income in almost every direction. A survey ought to bring out this fact. It ought to answer the question: what are your needs in the matter of money? I am afraid that information of this kind cannot be ascertained by a questionnaire. It would be better, in my opinion, to visit half a dozen schools and discuss the financial situation and outlook with departmental heads in order to be able to depict the situation as it exists.

I am returning the questionnaires herewith.

I am sorry to say that I haven't the leisure now to write a review of the Dietrick and Berson survey.

With much appreciation and with the season's greetings,

Very sincerely yours,

Abraham Flexner

Dr. John M. Stalnaker
Association of American Medical Colleges
185 N. Wabash Avenue
Chicago 1, Illinois

AF:ESB



December 23, 1953

Mr. Abraham Flexner
522 Fifth Avenue
New York 36, New York

Dear Mr. Flexner:

The questionnaire approach, I quite agree with you, is not the best way in which to get the financial information you are seeking. As you have pointed out, the interpretation of the financial information which has been supplied to us is difficult. It may well conceal more than it reveals.

It is the opinion of this office that the medical schools do need additional income in almost every direction.

If one could arrange to visit some of the schools and discuss the financial situation and outlook with the various people in charge of the operation of the departments, I am sure he would be able to get a more accurate view.

It is a disappointment to me that you are unable to write a review of the Dietrick and Berson survey for I know that many people would be interested in your reaction.

I send you Season's Greetings and best wishes for the New Year.

Sincerely yours,

John M. Stalnaker
Director of Studies

JMS:jr