

1957 AAMC Reorganization

Folder 23

AR GOV.D1 AAMC Series 3 Historical Documents Box 7 Folder 23

JUL 5 1955

UNIVERSITY of WASHINGTON
SCHOOL OF MEDICINE
OFFICE OF THE DEAN
SEATTLE 5

June 27, 1955

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

Dear Vernon:

It was good to see you during the recent Executive Council meeting. It was my feeling that a lot was accomplished and that the trip was well worth-while.

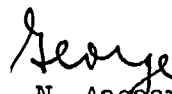
On the flight back from New York to Seattle I had an opportunity to give some additional thought to the matter of a director for the Association. I am more and more impressed that George Berry would be a wonderful man for the job if we can get him. Certainly he is vitally interested in the work of the Association and has demonstrated this by his devotion to it during the past several years and the amount of time he is giving the Teaching Institutes and the Special Studies Section of the work. He would give to the position the stature which we want and need which would be so helpful in our relationships with Congress, official agencies and the A.M.A. It would be my hope that the Committee would make an all-out effort to get George for this post at a time when our opportunity to step forward and to be an influence not only in medical education but in the entire health field is unparalleled.

Obviously, there are many others on that top list who also would do an outstanding job but George Berry has the advantage of having been established at his present post for some time and, therefore, might possibly be more likely to entertain the idea of moving at present.

These thoughts are offered simply in an effort to be helpful to our special Committee in what I think is a most important task.

With every good wish,

Sincerely yours,



G. N. Aagaard, M. D.
Dean

GNA: jm

JUL 14 1955

DELLIFARD

C
O
P
Y

THE UNIVERSITY OF CHICAGO
Chicago 37, Illinois

The Division of the Biological Sciences
(including the School of Medicine)

Office of the Dean of the Division

June 29, 1955

Dr. George P. Berry
Medical School
Harvard University
Boston 15, Massachusetts

Dear George:

The more I think over the question of real leadership, the more I really and sincerely believe you are the one man in the country who can stand for medicine and medical education in the way we have learned to expect from Alan Gregg. You have a great advantage over him in that his perspective has been through a "teller's window," visits and conferences rather than active participation with real responsibility.

I feel that you can do more for your own institution and for all the others in this capacity than you can in your present position. By your own admission, you are spending an unholy amount of time in this capacity even now. We all realize what you could do in a position of sole responsibility. To me this activity of yours is more than slightly indicative of your real interest and your appreciation of the necessity for such leadership.

We need a man who can act similarly to a president of a large corporation, responsible for activities and policies, and who can represent and guide us in every conceivable position of importance. Behind him he has his board of trustees in our organization, the Council.

I think there should be a number 1 and a number 2 list, but I believe in all sincerity there is only one name in the number 1 position and I would urge you not to reject this opportunity without very serious thought. Our colleagues share this conviction.

Sincerely yours,

/s/

L. T. Coggeshall, M.D.
Dean

COPY

HARVARD MEDICAL SCHOOL
OFFICE OF THE DEAN
25 SHATTUCK STREET
BOSTON, MASSACHUSETTS

July 11, 1955

Dr. Lowell T. Coggeshall, Dean
University of Chicago School of Medicine
Chicago 37, Illinois

Dear Coggy:

Vernon and I went to Chicago last week in order to see what kind of a structure we could set up as a workable holding operation in order to preserve as much as possible of the many activities that John Stalnaker and his group have been carrying on so successfully. Most of John's staff will be leaving. I am hopeful, nevertheless, that Dr. Helen Gee (a young Ph.D. in Psychology from Minnesota), who has been working with us for two summers in the analysis of the questionnaire material collected for the Teaching Institutes--and doing an excellent job, I might add, will carry on for a year. If she will, I think we shall make the grade although there will inevitably be many difficulties to surmount.

In mentioning my trip to Chicago with Vernon, it was not my purpose to discuss the modus operandi for the months ahead; it was my purpose to tell you that I had a chance to discuss in leisurely fashion with Vernon your suggestion and his that I accept a post as Director of the Association of American Medical Colleges. Vernon was kind enough to express the same point of view that you expressed in your letter of June 29. He showed me, as well, letters that have come to him from other members of the Executive group.

All spring long, indeed, for a much longer period--ever since it became apparent that John Stalnaker was becoming increasingly unhappy as the A.A.M.C.'s Director of Studies--I have been wondering what role I could best play to promote the work of the Association in which I have become so intensely interested. Naturally, it is most gratifying to be told that one's colleagues want me to take an even more active role. I mention this only to point out that I have been giving much thought to the A.A.M.C.'s problems and, in recent days, to your thought that I leave Harvard to assume the over-all direction of the Association.

During the ~~four~~ years that I have been at the Harvard Medical School, I have been a party to starting one program after another, looking to the improvement of the educational opportunity that we can give to future physicians here. In these efforts, I have become a colleague of many different people in the Faculty of Medicine. Many of these programs are just beginning; others are attaining momentum. I cannot leave my commitments and obligations here without feeling that I have let down many of those who are working so hard with me to make the School better. This is my considered opinion, and exciting as I should find the post in Chicago and confident as I am that in that post I could do things that would help all medical schools, I must still say "no."

Dr. Lowell T. Coggeshall - July 11, 1955 - 2

It is terribly important that a strong man be found to lead the A.A.M.C. The matter is urgent. That is why I have written the present letter before going to England--it would be opposed to the best interests of the Association to hold my decision any longer.

From my post at Harvard, I look forward to continuing to work with you and the others for the improvement of medical education throughout the nation. Perhaps, I shall be able to be helpful.

With best wishes for the summer, I am

Sincerely yours,

George Packer Berry, M.D.
Dean

L

cc:

Dr. Vernon W. Lippard ✓
Dr. Robert A. Moore

July 8, 1955

Dr. George N. Aagaard, Dean
University of Washington School of Medicine
Seattle 5, Washington

Dear George:

Your letter of June 27 regarding the appointment of a director for the Association of American Medical Colleges is very much in line with my thinking. Doctors Moore and Coggeshall and I all feel very strongly that George Berry is by far the best qualified to fill this position.

Yesterday, George and I spent the day in Chicago doing our best to make arrangements to carry on John Stalnaker's activities after he leaves in September. I had an opportunity to spend the previous evening with George and did my best to persuade him. Coggeshall and Moore are also working on him. I have a feeling that he will not decide to abandon all the interesting things he is doing at Harvard, but he has promised to think it over on route to England next week and will let me know at the end of that time.

The concept of having one of the top deans of the country assume this position of leadership in medical education is one that I am sure we all would support, but it is not easily accomplished. The objective is clear, however, and we shall do our best to come as close to our stated aim as possible.

With best wishes.

Sincerely yours,

Vernon W. Lippard, M.D.

July 27, 1955

Dr. Ward Darley, President
University of Colorado
Boulder, Colorado

Dear Ward:

At a recent meeting of the Executive Council of the Association, it was decided that steps should be taken at once toward the type of reorganization which we have discussed frequently over the past several years. The precipitating factor was John Stalnaker's decision to resign and accept the presidency of a foundation.

There was general agreement that a president of the Association, elected annually, cannot do justice to his responsibilities and that the time has arrived when there should be appointed, with tenure to age 65, a director who would be responsible to the Council for direction and management of all the affairs of the Association. The Council would then assume the position of trustees. They are prepared to pay a salary to the director comparable to that received by a university president. We assume that the man in this position would become the spokesman for medical education in this country and, to a considerable extent, throughout the world.

Our decision was explained to Dean Smiley and he is prepared to continue during the remaining four years of his tenure as secretary, with responsibility for editing the journal and making the inspections. A successor to John Stalnaker would be appointed on recommendation of the new director, who would be responsible for the entire operation. Realizing that the type of man we have in mind cannot be moved in a day, the position can be held open for a year if necessary.

A committee composed of Lowell Coggeshall, Bob Moore and me has been delegated responsibility for recommending the appointment to this position. Our choice is Ward Darley. We hope you will give thoughtful consideration to the possibility

Dr. Ward Darley

-2-

July 27, 1955

of acceptance because there is no one in the country who is better qualified or whose appointment would be accepted more enthusiastically by all concerned.

After you have had a chance to think it over, will you please write to me at Kennebec Point, Georgetown, Maine, where I will be during August. If there are additional details you would like to discuss, we could get together within the next month or two.

With kindest regards.

Sincerely yours,

Vernon W. Lippard, M.D.

UNIVERSITY OF COLORADO
BOULDER, COLORADO
PRESIDENT'S OFFICE

August 29, 1955

Vernon W. Lippard, M.D.
Kennebec Point
Georgetown, Maine

Dear Vernon:

I have just returned to the campus
from vacation and find your letter of July
27, 1955.

Since I cannot reach you by telephone,
I am writing to ask that you call me at your
convenience.

Sincerely yours,



Ward Darley

WD:LM

9/7/55 Phoned he is interested + will call me
about getting together in next few weeks

10/17/55 still interested. Will advise in 2-3 weeks.

NOV 14 1955

WARD DARLEY
1202 UNIVERSITY AVE.
BOULDER, COLORADO

November 7, 1955

Dr. Vernon Lippard
Yale University School of Medicine
333 Cedar Street
New Haven, Connecticut

Dear Vern:

Thank you for your letter of November 2. The fact that the membership voted to increase the dues to \$1000 is indeed an important step forward. Now if only the individual membership idea could be pushed, the financial future of the Association would be assured.

I am glad that you were able to get by the last meeting of the Executive Council without going into details. By the time of the February meeting our legislature should have adjourned and Pauline and I will then know the direction in which things here are going to move. I will keep in touch with you.

With kindest personal regards,

Sincerely yours,



2/9/56 - Darley phoned to advise that his plans are still unsettled & he cannot ask us to hold the positions open for him longer.

February 27, 1956

Dr. Joseph C. Hinscy
New York Hospital - Cornell
Medical Center
525 East 68th Street
New York City, New York

Dear Joe:

Following my conversation with you a few minutes ago I tried to get in touch with Bob Moore and find he will not return to Pittsburgh until Thursday and I shall be away on that day. If I can possibly get in touch with him, however, I shall talk with him on Friday and you will hear from him then if not before.

Best regards.

Sincerely yours,

Vernon W. Lippard, M.D.

COPY

OFFICE OF THE DEAN
YALE UNIVERSITY SCHOOL OF MEDICINE
333 CEDAR STREET
NEW HAVEN 11, CONNECTICUT

March 2, 1956

Dr. Joseph C. Hinsey
New York Hospital-Cornell
Medical Center
525 East 68th Street
New York City, New York

Dear Joe:

I have talked with Bob Moore and he has asked me to write to you officially about the problem of our mutual interest. This letter will, therefore, serve as an answer to your letter to Bob and as an indication of our enthusiasm, shared equally by other members of the Council, concerning the possibility of your providing leadership, on a continuing basis, so necessary in American medical education.

You know more than we do about the Association so it would be redundant for me to attempt to describe in detail our plans for its future beyond saying that we visualize the new position as Director carrying with it responsibility for all of the Association's activities. The Council would then become the board of trustees and less concerned with operations than it has been forced to be in the past. My own feeling is that the Association has outgrown that type of organization.

In order to stay within the salary range for university presidents and deans, we have set a limit of \$25,000. for the present and are prepared to offer that salary to you. The Association would be prepared, further, to contribute ten per cent of the salary, whatever the level, toward an annuity.

Bob Moore, Cogg and I, constituting the committee delegated responsibility for this appointment, join in urging you to give it very serious consideration. We think it is the most important job in medical education and that you are the man for it. The dean of every medical school in the country will, I am sure, agree with us.

With warmest personal regards, I am,

Sincerely yours,

Vernon W. Lippard, M.D.

cc: Dr. Robert A. Moore
Dr. Lowell T. Coggeshall

MAR 6 1956

THE NEW YORK HOSPITAL-CORNELL MEDICAL CENTER
525 EAST 68th STREET
NEW YORK 21, N.Y.
TRAPALGAR 9-9000

OFFICE OF THE DIRECTOR

March 5, 1956

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

Dear Vernon:

Just a note to let you know that I have received your personal - confidential letter under the date of March 2nd.

It will be necessary for me to be away from my office during these next ten days and you will not hear from me until after I return regarding the contents of your letter. I appreciate the prompt manner in which you responded to my request for the information your letter contained. You can rest assured that I will give it serious consideration and will let you know upon my return.

With best regards,

Sincerely yours,

Joseph C. Hinsey
Joseph C. Hinsey
Director

s.c.

March 22, 1956

Dr. Robert A. Moore, Vice Chancellor
University of Pittsburgh
School of Medicine
3941 O'Hara Street
Pittsburgh 13, Pennsylvania

Dr. L. T. Coggeshall, Dean
Division of Biological Sciences
University of Chicago
School of Medicine
950 East 59th Street
Chicago 37, Illinois

Dear Bob and Cogg:

The enclosed reply from Joe Hinsey is disappointing but I believe it is final. It is apparent that he has given the problem serious consideration and arrived at a firm decision and it does not seem likely that anything is to be gained by pursuing it further.

Let us now decide on the next step. On the basis of our last discussion, I am of the impression that the next man to approach is Ed Turner. When approached last June, he felt that he should remain with the American Medical Association but the situation there has changed a good deal in the intervening months and I think it would be in order to try again.

If you agree, I will write to him and also talk with him directly or by phone and would hope that you would also get in touch with him as soon as you receive the copy of my letter to him. Furthermore, if he is our next candidate, do you agree that the financial arrangements should be the same as those suggested to Joe Hinsey?

I shall take no further action until I have heard from both of you.

Sincerely yours,

Vernon W. Lippard, M.D.

Enclosure

MAR 23 1956

THE NEW YORK HOSPITAL-CORNELL MEDICAL CENTER

525 EAST 68th STREET

NEW YORK 21, N.Y.

TRAFALGAR 9-9000

OFFICE OF THE DIRECTOR

Personal and Confidential

March 19, 1956

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

Dear Vernon:

Since I received your letter on March 3rd, I have given thorough consideration to the opportunity which you outlined therein. I don't need to tell you of the challenge that this presents to me, and I can see the great opportunity and responsibility in it. The confidence which has been shown by members of your committee, and by the members of the Executive Council, also means much to me; however, as I have weighed this, I believe that my answer must be in the negative for several reasons.

First of all, I have come to the conclusion I can be of greater service to medical education from my present vantage point than I could acting in the capacity which you have outlined. During the past twenty years, I have built up numerous contacts here in this area, as well as in other ones, that can be of great value to the future of medical education and I hope that I can continue working in the interest of the advancement of medical education in our medical schools. Furthermore, I think I can do more in a consultative capacity than I would be able to do in a position of direct administrative responsibility. I can assure you that I shall always be interested in and want to help in the advancement of our work.

In the second place, during the past ten years I have made great sacrifices in time in the work of the Association. In asking me to take the position under the financial considerations which you have outlined I would have to take considerable financial sacrifice. I don't think it is fair to myself, or to my family, to do this. On the other hand, I realize why it would be impossible for the Association to go higher than the figure which you have mentioned.

In the third place, I question whether I could be happy carrying out the responsibilities of the position which you have outlined, primarily because it would entail a greater amount of traveling than I would hope to have to do in the years ahead. I realize that I have done considerable traveling during the past several years, but each year I have been attempting to cut this down. Somehow I have not been able to do it, but I still hope that this can be accomplished. If I were to come to the Association, I would feel the

Dr. Vernon W. Lippard


March 19, 1956

responsibility of visiting the member schools and this would require time away from home which I don't believe would be in my own best interest.

I question whether I could have the happiness in a position of this kind that I have in my present position, and I must think of that too in the decision that I make. All of you know me well enough to know how much it has meant to have contact with the younger members of our staff and with our students. I do not believe that I am ready to give all of this up at the present time. I have come to this decision only after full consideration of the factors involved. Again, I want to express my gratitude for the confidence which you and the others have shown.

With warmest personal regards,

Sincerely yours,


Joseph C. Hinsey
Director

2 1956

THE UNIVERSITY OF CHICAGO

CHICAGO 37 • ILLINOIS

THE DIVISION OF THE BIOLOGICAL SCIENCES

INCLUDING THE SCHOOL OF MEDICINE

Office of the Dean of the Division

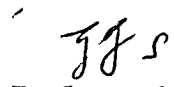
March 24, 1956
(Transcribed March 26)

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

Dear Vern:

My absence from Chicago has caused a delay in replying to your letter, but I would urge you to proceed immediately according to agreement at the last meeting of the executive council and seek Dr. Ed Turner for the post of executive director of the Association of American Medical Colleges

Sincerely yours,


L. T. Coggeshall, M.D.
Dean

LTC:s

cc: Dr. Moore

Dr. Coggeshall did not see the transcribed letter.

Document from the collections of the AAMC Not to be reproduced without permission

March 28, 1956

AAMC.

President Ward Darley
University of Colorado
Boulder, Colorado

Dear Ward:

Just a brief note to tell you how much we enjoyed your visit.

Bob Moore is away until April 12th and I am not sure when we can get together but you should hear from me again within the next month. Needless to say, however, I am very much interested in the program we discussed.

Sincerely yours,

Vernon W. Lippard, M.D.

March 28, 1956

Dr. Robert A. Moore, Vice Chancellor
University of Pittsburgh
School of Medicine
3941 O'Hara Street
Pittsburgh 13, Pennsylvania

Dr. L. T. Coggeshall, Dean
Division of Biological Sciences
University of Chicago
School of Medicine
950 East 59th Street
Chicago 37, Illinois

Dear Bob and Cogg:

Three days after I sent you my letter of March 22nd regarding Joe Hinsey's decision and the suggestion that we next approach Ed Turner, Ward Darley called me from New York and spent an afternoon and evening with me discussing Association of American Medical Colleges affairs.

You will remember that before our February meeting he advised me that his affairs were so unsettled that he preferred to be withdrawn from consideration, although he had not lost interest. Since then the Colorado legislature has closed, he has given our problem further thought and is now prepared to consider a definite offer of the position.

He advanced one reservation that I think you should know about, i.e., that because of his arthritis, which is about stationary but improves when he is not under tension, he would like to be free to take a month in the South in the winter as well as a month off in the summer. I told him of the salary arrangement we had in mind and he said it would be satisfactory but perhaps we should consider making it a little less in view of the proposed vacation allowance. My suggestion would be to offer him \$23,000. and use the other \$2000. to employ a man like Bill Hubbard on a fee-per-visit basis to help him out with some of the inspections.

I have heard from Cogg who, in response to my previous letter, approved going ahead with Ed Turner but Bob's secretary tells me he will be away until April 12th. In view of this new development I shall take no action until I have heard from both of you. My inclination is to make Darley a firm offer and leave Ed Turner alone unless Darley refuses.

Sincerely yours,

Vernon W. Lippard, M.D.

THE UNIVERSITY OF CHICAGO
CHICAGO 37 • ILLINOIS
THE DIVISION OF THE BIOLOGICAL SCIENCES
INCLUDING THE SCHOOL OF MEDICINE

1956

Office of the Dean of the Division

April 2, 1956

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

Dear Vernon:

I subscribe one hundred per cent to your point
of view and would contact Ward as soon as possible.

Sincerely yours,


L. T. Goggeshall, M.D.
Dean

LTC:s

cc: Dr. Moore

April 3, 1956

President Ward Darley
University of Colorado
Boulder, Colorado

Dear Ward:

After conferring with the two other members of the Executive Council concerned with the appointment of a Director of the Association of American Medical Colleges, I am now authorized to make you a firm offer of the position. The possibility of your interest aroused an enthusiastic response in all quarters and we sincerely hope you will give it serious consideration.

The position as we visualize it involves active leadership in all the affairs of the Association and the Council would serve more as a board of trustees and would be less concerned with operations than it has been forced to be in recent years. You would be free to reorganize the central office and there are no commitments to existing personnel beyond the current year except that Dean Smiley would retain his present title and salary but work under your direction until he reaches the age of 65. He is fully aware of our plans and should be very useful in handling many routine activities while you are getting settled.

We are entirely in agreement with your desire to take a month vacation in the winter and the summer. On a ten rather than eleven month basis, we suggest an annual salary of \$23,000. with the idea that the other \$2,000. budgetted might be used toward employment of a younger man to assist, on a part-time basis, in the inspections. In addition, ten percent of the salary would be paid toward an annuity, thus bringing the total compensation to \$25,300.

Your acceptance of this responsibility would be the best thing that has happened to the Association, and medical education in general, for a long time.

With kindest regards,

Sincerely yours,

Vernon W. Lippard, M.D.

cc: Dr. Moore
Dr. Coggeshall

APR 16 1956

WARD DARLEY
1202 UNIVERSITY AVE.
BOULDER, COLORADO

April 16-1956

Dear Vern -

Appreciated your letter of April 3. As far as general arrangements are concerned about the only thing I would consider adding would be the Association's taking on the expense for the move to Chicago. I would assume I would be reimbursed for the costs of whatever official entertainment might be involved.

I am turning your letter over to my income tax man to get his reaction on the arrangements.

All of this will show you that I am giving the matter very serious consideration.

Document from the collections of the AAMC. Not to be reproduced without permission

My meeting next Friday
(April 20) with the Regents will,
I hope, settle my continued willingness
to stay in here. As I told you, the
Regents and I are almost at an
impasse over many questions. This
next meeting will reflect what
will probably be my last effort
to get things back on the track.

So I will get in touch
with you again next week -

Sincerely yours
Ward

April 10, 1956

Dear Ward:

I saw a copy of Vernon's letter to you and wanted to add my note of appeal for your thorough consideration of the possibilities.

Personally, I think you are ideally suited for the position. Because of your broad experience you can exert the leadership necessary and which is long overdue. Secondly, I think as far as you are concerned it would be a very fine position--one where you could accomplish a great deal of good in an atmosphere that is not one of continual crises.

The new location of the Association headquarters affords an unusually fine opportunity to have a very nice home in the nearby North Shore suburbs, which are truly delightful. I know that Mrs. Darley and yourself would soon come to enjoy that community, which is largely made up of people with compatible interests.

Sincerely yours,

Sgd. L. T. Coggeshall

L. T. Coggeshall, M. D.

Dr. Ward Darley
President
University of Colorado
Boulder, Colorado

cc: Dr. Lippard, Yale Medical School

LTC:rt

ASSOCIATION of AMERICAN MEDICAL COLLEGES

185 N. Wabash Avenue

Chicago 1, Illinois

Phone STate 2-8870

OFFICERS AND MEMBERS OF THE EXECUTIVE COUNCIL

President and Chairman of Executive Council

ROBERT A. MOORE, M.D.,
Vice Chancellor
University of Pittsburgh
Schools of the Health Sciences

President-Elect

JOHN B. YOUMANS, M.D., Dean
Vanderbilt University School
of Medicine

Vice President

HAROLD S. DIEHL, M.D., Dean
University of Minnesota
Medical School

Treasurer

STOCKTON KIMBALL, M.D., Dean
University of Buffalo
School of Medicine

Immediate Past President

VERNON W. LIPPARD, M.D., Dean
Yale University School of
Medicine

Secretary

DEAN F. SMILEY, M.D.

GEORGE N. AAGAARD, M.D., Dean

University of Washington
School of Medicine—1956

WALTER R. BERRYHILL, M.D., Dean

University of North Carolina
School of Medicine—1956

LOWELL T. COGGESHALL, M.D., Dean

Division Biological Sciences
University of Chicago—1957

THOMAS H. HUNTER, M.D., Dean

University of Virginia
School of Medicine—1957

JOHN Z. BOWERS, M.D., Dean

University of Wisconsin
Medical School—1958

JOHN F. SHEEHAN, M.D., Dean

Stritch School of Medicine
Loyola University—1958

STAFF

HEADQUARTERS:

185 N. Wabash Ave.
Chicago, 1, Ill.

Secretary and Editor

DEAN F. SMILEY, M.D.

Director of Research

HELEN H. GEE, Ph.D.

Associate Secretary

WILLIAM N. HUBBARD JR., M.D.

Director of Medical Audio-

Visual Institute

J. EDWIN FOSTER, Ed. D.

MAY 7 1956

May 4, 1956

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

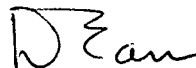
Dear Vernon:

I enclose a copy of the Conclusions and Recommendations made by the Committee studying the Compensation of Clinical Teachers at the meeting at the Drake Hotel last Sunday. It is still a tentative report and they ask that after you finish with it, you return it to them.

I also want to tell you that Ward spent the day with us last Tuesday and I really think he is seriously interested in assuming the Directorship of the Association. I took him out to Evanston and he has made a thorough investigation of the general question of housing. I think he will come with us.

Best personal wishes.

Sincerely yours,



D. F. Smiley, M.D.
Secretary

DFS:ma
Enc.