

THE BAYLOR COLLEGE OF MEDICINE

From the beginning the Anderson Foundation trustees realized that if a great medical center were to be developed in Houston, it must have a teaching facility as basic to the research activities and hospital facilities which would be incorporated into the program. The great medical centers of the world were built around teaching facilities, but with no less emphasis upon research and care of the ill.

The Anderson trustees thus acted quickly to secure the Baylor University College of Medicine for the medical center when trustees of that institution called upon them to inquire whether the Foundation would be interested in removal of the school from Dallas to Houston. The Anderson trustees agreed to provide a 20-acre site in the proposed medical center, to give \$1 million for a building and another \$1 million for research over a 10-year period. The Houston Chamber of Commerce agreed to raise an additional \$500,000 from business interests, to be paid over a period of 10 years.

Colonel Bates, then a member of the Chamber of Commerce Executive Committee and Board of Directors, and his fellow Anderson trustees, Mr. Wilkins and Mr. Freeman, reported the negotiations to the Executive Committee on May 4, 1943. Accompanying them to the meeting were Carr P. Collins, Marrs McLean, Earl Hankamer, D. K. Martin and Ray L. Dudley, representing Baylor.

The minutes of this meeting, as well as the minutes of the meeting of the Chamber of Commerce Board of Directors of May 11, 1943, are reproduced here in full so as to give the complete picture of the situation which led to establishment of the medical college in Houston.

MINUTES
EXECUTIVE COMMITTEE MEETING
HOUSTON CHAMBER OF COMMERCE
May 4th, 1943.

Present: George Sawtell, Vice President, presiding; L. S. Adams, Jas. A. Baker, Jr., Col. W. B. Bates, E. A. Blackburn, John R. Suman and W. N. Blanton.

Guests: Otis Massey, F. M. Law, Harry Jewett, H. M. Wilkins, John H. Freeman, Carr P. Collins, Marrs McLean, Earl Hankamer, D. K. Martin, Ray L. Dudley and H. W. Stanley.

BAYLOR MEDICAL SCHOOL AND DENTAL COLLEGE:

Col. Bates was invited to explain the proposal of Baylor University for the removal of Baylor Medical School and Dental College, now in Dallas.

Three or four weeks ago a delegation from Baylor University called upon him as a Trustee of the Anderson Foundation to discuss the removal of Baylor Medical School and Dental College from Dallas to Houston.

Col. Bates explained the program for the development of a great medical center in Houston and the City Council has agreed to submit for vote by the citizens of Houston the sale of 134 acres of land to the Foundation as a site for the medical center in Hermann Park. The Baylor Medical and Dental Schools, although owned and controlled by the Baptists, are non-sectarian with regard to their operation and student bodies. Some years ago it was proposed that the Southwestern Medical Foundation at Dallas would raise a large fund for the development of a medical center of which the Baylor schools would be a part. Differences developed which resulted in the withdrawal of Baylor from this arrangement.

The Anderson Foundation already has arranged to provide \$500,000 to the University of Texas for a cancer hospital and for cancer research. It also is proposed to establish a graduate school of Medicine to which the Foundation expects to make a contribution. It is planned also to locate the Texas Dental College of the University of Texas on the Medical Center site. The establishment of an undergraduate school of Medicine such as Baylor would fit well into plans of development. The University of Texas Dental College (Texas Dental College) and the Baylor Dental College are the only two dental colleges in the Southwest. It is believed that the location of these two schools in Houston would not be conflicting and possibly the two would complement each other. The Anderson Foundation is willing to provide a site for the Baylor schools and to furnish additional funds for immediate building purposes. Also, it will contribute to the maintenance of research work. In addition to the funds from the Anderson Foundation it is proposed that these be supplemented by the raising of \$50,000 per year for ten years for operating purposes for the Baylor schools. This amount would be in addition to the revenue derived from student fees and would be raised by public contributions. Col. Bates has discussed this entire proposal with President Rainey of the University of Texas who sees no objection to the location of the Baylor schools in Houston and as a part of the Texas Medical Center in which the University of Texas establishments will be a part. Dr. Rainey is thoroughly in accord with the idea.

Mr. Carr P. Collins of Dallas, a member of the Board of Trustees of Baylor University, explained the conditions under which the Baylor Medical and Dental schools have operated in Dallas since their establishment 43 years ago. He also explained that arrangements had been made to turn over the control of the schools to the Southwestern Medical Foundation at Dallas. A contract was signed, but because of an incomplete understanding of its operation Baylor subsequently withdrew. After a study of the possibilities of other Texas locations it appears that Houston offers very great advantages as a location for the Baylor University schools of Medicine and Dentistry. He expressed appreciation for the interest and cooperation of the Anderson Foundation and said that before Baylor decided on the move they would like to have an expression of the attitude of the Houston Chamber of Commerce and the Harris County Medical and Dental Associations. Baylor University will expect community support of the schools, within the limits mentioned, (\$50,000 per year popular subscription for ten years beyond contributions of the Anderson Foundation, income from present endowment and student fees). Col. Bates

stated that the Anderson Foundation is prepared to give \$1,000,000 for buildings and \$100,000 a year for ten years for operating expenses and will furnish a site.

Mr. Collins stated that the Board of Trustees of Baylor will hold a special called meeting in Waco next Saturday. He anticipated that a decision about the move would be made at that time. He expressed the belief that if the schools now located in Dallas are to be moved the move should be made quickly. Col. Bates stated that several possibilities for temporary locations were under consideration. Mr. Blanton inquired if Dallas is now making an effort to retain the schools. Mr. Collins answered that Dallas appears to be reconciled to the loss of the schools and to be making no effort to retain them.

Mr. Law, Chairman of the Educational Committee of the Chamber, said that the proposal sounds too good to be true; particularly the cooperation of the University of Texas, the Anderson Foundation and Baylor University will make for a great medical center. Mayor Massey stated that the City of Houston will cooperate fully. Mr. Jewett, past Chairman of the Educational Committee, praised the trustees of the Anderson Foundation for the fine work they have done and expressed the opinion that the medical and dental professions in Houston will cooperate fully.

Mr. Sawtelle called upon Mr. Crampton who related that he had a letter from Mr. Chas. R. Moore of Dallas in which he expressed the hope that Houston would be able to make arrangements to locate the schools here. Mr. Moore is a member of the Board of Directors of the Dallas Chamber of Commerce.

It was moved by Mr. Baker, seconded by Mr. Suman, and unanimously voted that the Executive Committee report the plan for the removal of the Baylor Medical School and Dental College to Houston and recommend that the plan be approved by the Board of Directors.

Mr. Law was given the assignment of arranging meetings of the Harris County Medical Society and the Harris County Dental Society as soon as possible so that an expression of their approval could be transmitted to the trustees of Baylor University at their meeting in Waco, Saturday, May 8th.

The meeting was adjourned at 1:50 p.m.

(s)

George Sawtelle
Vice President

(s)

C. J. Crampton, Recorder

MINUTES
BOARD OF DIRECTORS' MEETING
HOUSTON CHAMBER OF COMMERCE
May 11, 1943

Present: George Sawtelle, Vice President, presiding; W. B. Bates, H. J. Bernard, E. A. Blackburn, Frank S. Carothers, W. S. Cochran, Chas. I. Francis, George F. Horton, Joyce Lehman, J. S. Marshall, Charles F. Reed, Joseph F. Russell, Simon Sakowitz, J. Virgil Scott, Arthur Stout, A. L. Dial and W. N. Blanton.

Guests: F. M. Law, Chairman, Educational Committee; Ray L. Dudley, Earl C. Hankamer, and Wesley W. West, Board of Trustees, Baylor University.

REMOVAL OF BAYLOR MEDICAL SCHOOL AND DENTAL COLLEGE TO HOUSTON:

Mr. Sawtelle requested Mr. Crampton to read the Minutes of the Executive Committee meeting of May 4th. At the conclusion of the reading of the Minutes Colonel Bates called attention to the item of \$100,000 per year which is for research and which also may be applied to operating expenses if mutually decided by the University and the Anderson Foundation. He called attention to the fact that the Anderson Foundation has not gone out searching for institutions. The proposal that the Baylor Colleges be located in Houston originated with the University. He recalled steps in the planning of the Medical Center with President Rainey of the University of Texas. This included the establishment of the Cancer and Cancer Research Hospital and the Texas Dental College as parts of the Medical Center. He predicted that the Medical Center now being established will become one of the greatest medical centers in the United States. The population of Houston is growing rapidly and a city of 1,000,000 seems probable.

With regard to the Baylor Colleges he expressed the opinion that their location in the Texas Medical Center would result in a much better physical plant, better equipment and greater financial support than they have enjoyed at Dallas. Under this environment he predicted an excellent outlook for these schools.

Mr. Ray Dudley, a member of the Baylor Board of Trustees, described briefly the growth of Baylor Medical and Dental Colleges established 43 years ago. These are Class "A" schools. A member of the faculty of Baylor Medical College is the originator of the blood bank plan and developed the use of blood plasma. This contribution,

alone, is worth more than all of the costs of these schools since their establishment. Baylor University has an endowment of approximately \$5,000,000. It also is the beneficiary in several wills which convey large estates, the income of which at present is reserved to living heirs. A portion of this potential income will be available in 1944 and with the passing of present living beneficiaries the income of the University will be increased materially. The Medical and Dental Colleges will come to Houston, debt free; all debt against these colleges is against all of the assets of Baylor University. All funds provided by the Anderson Foundation, popular subscription and other sources will be used for the colleges. Money which has been borrowed against the institutions has been used to develop the hospital. Mr. Dudley stated that it will be proposed to the Baylor University Trustees that the properties now occupied by the Medical and Dental Colleges be turned over to the hospital and that the hospital assume all debt thereon.

The move from Dallas to Houston must be made quickly. There can be no break in the operation of the colleges. They enroll 500 students. The number of admitees is fixed by the professional organizations. The Freshman class of the Medical School is limited to between 80 and 85 students. In Dallas a local Executive Committee is in charge of the operation of colleges which reports to the Board of Trustees of the University. The same arrangement will prevail in Houston.

The paid faculty of the Colleges in Dallas is about 25 with a large number of other non-teaching paid personnel. The Southwestern Medical Foundation in Dallas has attempted to hire the faculty members of the Baylor Medical Colleges but reports indicate that a large nucleus of the paid teaching staff will elect to come to Houston. Dr. Moursund, Dean of the Medical College, will come to Houston to serve as Dean.

Mr. Dudley expressed the opinion that the Executive head of the Houston colleges will be advanced in rank beyond deanship to become an Executive Vice President of the University.

The revenue of the Medical and Dental Colleges in Dallas at present is about \$192,000 per year. In addition to the paid teaching staff a large number of practicing physicians conduct classes, clinics, and laboratory work substantially without pay. The practice is to offer them a small honorarium with the University apologizing for its inability to pay for the true worth of their services and at the same time the physician-teacher protests his interest

in teaching to the extent that he does not wish to be paid. Mr. Dudley said that the net results were that no funds changed hands.

The management of the Medical and Dental Colleges of Baylor University is completely non-sectarian both as to student body and faculty. No Baptist is on the paid faculty. Mr. Dudley further stated that the Anderson Foundation and the Baylor Board of Trustees are agreed that the Houston Colleges shall have non-sectarian management and operation.

Mr. Wesley West of the Baylor Board emphasized the non-sectarian nature of the operation of the colleges. He explained that the Baylor University Board of Trustees had cancelled the contract with the Southwestern Medical Foundation at Dallas because it was proposed to divest Baylor University of the schools and their physical property leaving to Baylor the obligations against the property.

Mr. Hankamer of the Baylor Board of Trustees stated that he had been a member of the Board for twenty years and that in this period of time he had not known of an instance in which the sectarian point of view was introduced into the management of the colleges or their operation. He stated that the colleges in Houston would be managed by an Executive Committee set up in Houston. He also called attention to the advantage which all participants in the Texas Medical Center will have in the use of a great library and common power plant and other physical facilities.

Mr. Russell inquired about what will happen after ten years in which \$50,000 per year has been raised by popular subscription.

Mr. Hankamer answered that the endowment will take up much of this slack; also, that they have had a good college at Dallas without the \$50,000 per year and that they propose to have a better school here. In the new location better support may be expected, he said.

Mr. West explained that members of the Baylor Board of Trustees have been very active in raising funds and their interest and support will continue. All Baylor Trustees present were agreed that under the changed circumstances at Houston increased contributions from supporters will be encouraged.

Mr. Law reported on his contacts with the medical and dental professions in Houston. He stated that there had been no request for their official endorsement of the location of these colleges in Houston; rather he informed them

of the development and requested their cooperation. Seventy-five doctors attended the regular meeting of the Harris County Medical Society at which he and Colonel Bates explained the development. They found the doctors to be very much interested. After explaining the matter he and Col. Bates retired from the meeting. The doctors had another meeting Friday night because in the first meeting they felt (A) that they should take more time to consider the matter and (B) several doctors were in Fort Worth attending a State meeting.

Mr. Law expressed the opinion that the general attitude of the doctors was good except that some were regretful of what they termed a "rush act". They also raised the question about how the Baylor Medical College in Houston could be operated on its income when the University of Texas Medical College at Galveston spends \$1,000,000 per year. Also, they were concerned about the operation of three medical colleges in Texas. Mr. Law stated that in several contacts with people outside of the medical profession it was the consensus that three medical colleges in Texas was not too many.

After the Medical Society had met as such its meeting was adjourned and the doctors met as citizens to discuss the proposal. It was agreed that Dr. Tribble as President would appoint a committee of seven to cooperate and to act as a liaison group with all interests. Dr. Tribble said, "Tell the Chamber of Commerce to call on us for anything we can do. We will be glad to help".

Mr. Law related a conversation with Karl Sherman of Waco. Mr. Sherman (a banker) said, "Baylor University is probably Waco's greatest asset. In recent years the financial affairs of the University have improved greatly. It is highly respected in Waco. President Pat Neff is Waco's first citizen".

Mr. Law reported that Dr. Elliott, Dean of the Texas Dental College, approved the plan for the location of the Baylor Dental College in Houston and believed that the two colleges would complement each other.

It was moved by Mr. Carothers, seconded by Mr. Sakowitz, and numerous others that the plan recommended by the Executive Committee of the Chamber be approved.

In the discussion of the motion Mr. Francis stated that he had served as a member of the Board of Regents of the University of Texas and is tremendously interested in the development of the Texas Medical Center in Houston. He ex-

pressed the hope that it might lead to the establishment of the University of Texas Medical School here. Medical education per capita is very expensive. He recounted the difficulties of church controlled colleges, naming a number which have been compelled to abandon their medical schools or to convert them to non-sectarian sponsorship. He questioned the wisdom of the move to bring Baylor Medical and Dental Colleges to Houston.

Col. Bates, in replying to Mr. Francis, urged the importance of developing a graduate school of medicine. It may develop that a portion of the advanced work of the Galveston School may be transferred to Houston. There are great difficulties in the removal of the medical branch from Galveston on account of the status of its endowment funds. The University of Texas Medical School would forfeit much endowment if it moved away. And, only recently the Dean of the Galveston Medical School had stated that clinical material in Galveston is adequate.

Col. Bates further explained that the contract of the Anderson Foundation with Baylor University provided for the avoidance of duplication of efforts and the coordination of various activities carried on by the several units of Texas Medical Center.

The motion before the Board by Mr. Carothers, seconded by Mr. Sakowitz and numerous others, was restated that the Chamber of Commerce endorse the solicitation and lend its support to the raising of \$50,000 per year for ten years for the Baylor Medical and Dental Colleges in Houston. Unanimously voted.

ADJOURNED: 2:00 P.M.

(s)

George Sawtelle, Vice President

(s)

C. J. Crampton, Recorder

The Anderson trustees, bolstered by the Chamber of Commerce Executive Committee's approval of the arrangements that had been made with the Baylor trustees, signed the agreement on May 8, 1943. This was a momentous link in the chain of fast-moving events which laid the foundations for the Texas Medical Center. It gave the medical center the undergraduate teaching institution it so urgently required to become a true medical center and around which complementary

research facilities and hospitals could be built.

The Baylor University College of Medicine lost no time in making the move to Houston. On July 12, 1943, it opened its first session in Houston in temporary quarters in the one-time Sears, Roebuck retail store on Buffalo Drive (now Allen Parkway) which had been used as a mail-order warehouse. (Incidentally, this was the first Sears store established in Houston).

Following the close of World War 11, construction of the medical college's building in the medical center was expedited, so that it was opened to students in the fall of 1947. H. R. Cullen, the oil man and philanthropist, gave the college \$800,000 to enable it to complete its construction program. The college - the first institution to move into medical center quarters - was formally dedicated in impressive ceremonies in 1948. In the meantime, decision was reached for the college's school of dentistry to remain in Dallas, since the Texas Dental College, under University of Texas auspices, would become a part of the Texas Medical Center. In view of this decision, the agreement with the Baylor trustees was amended to provide a 17-acre site for the medical college instead of the 20 acres originally provided.

The Harris County Medical Society, which had been contacted by F. M. Law on behalf of the Chamber of Commerce to determine its position with regards to the proposed move of the medical college to Houston, issued the following statement through its liaison committee:

"For a hundred years Baylor University has made large contributions to the educational and cultural endowment of Texas. Its graduates

have been important factors in the political, economic and social life of our state. It has produced Governors, United States Senators, Congressmen, State Officials, Supreme Court Judges, and Educators and Leaders of the highest character.

"For forty years its medical college has sent out practitioners of scientific medicine and its 1500 graduates have been of incalculable value in the professional progress of Texas. The removal of the medical college to Houston with its largely-increased endowment and its fine facilities for research and clinical teaching, makes it a real acquisition and asset to the City of Houston and this portion of our state. Houston will become the Mecca of its alumni. Already a number of its graduates are serving the professional interests of this city and they must inevitably increase in the future. With the emphasis now placed on research in medical problems and with the greatly improved facilities to be obtained in the Community (Medical) Center when the new college buildings are erected there, we may confidently look forward to such scientific productivity as will be a blessing to our people."

The statement was signed by the following medical doctors:

M. L. Graves, chairman; A. Philo Howard, James Greenwood, Jr., J. Allen Kyle, John H. Foster and G. H. Spurlock.

Announcement of the agreement for the medical college to move to Houston brought forth this statement from John H. Freeman, one of the three Anderson trustees, as reported in Magazine HOUSTON, May 1943:

"That is good news. This is simply one more step in the formation and establishment of the Medical Center which the Anderson Foundation has been instrumental in starting. The Foundation is expecting the Center to be an all-Texas matter and not just a Houston or Anderson Foundation project.

"There is room for a great deal more development in the Medical Center, and there is ample property for such development. The trustees are hoping and expecting that a good many other units will come into the project shortly.

"The voting by Baylor University authorities to come into the Center is one of the greatest steps forward that we have had since the Anderson Foundation started, and this Medical Center is going to be one of the greatest in the country."

The Baylor College of Medicine traces its history back to the year 1900. An item in Magazine HOUSTON, in August, 1943, provides the background as follows:

Baylor University was chartered by the Republic of Texas in 1845, being the first university organized in the State. In 1886 it was rechartered, placed under the control of the Baptist General Convention of Texas and located at Waco, in consolidation with Waco University. In 1903 the board of trustees of Baylor University took over the School of Medicine, which had been organized in Dallas in 1900 and was known as the Medical Department of the University of Dallas. This agreement with Baylor University was for a term of three years, the Faculty of the College of Medicine to govern the finances. This arrangement was renewed for three years, but in 1909 Baylor University assumed absolute responsibility for its Medical Department, which action converted the Baylor University College of Medicine into an integral and coordinate part of the University.

On July 27, 1943, Ray Dudley (president of the Gulf Publishing Company of Houston) and Earl Hankamer (Houston oil man), both members of the Baylor University Board of Trustees, reported to the Chamber of Commerce Executive Committee that the medical college move to Houston had been completed and the college opened on July 12. They reported that 160 Houston doctors had been invited to join the clinical faculty and that all had accepted. The college enrolled 59 freshmen, 38 sophomores, 13 juniors and 16 seniors. The minutes of this meeting continue:

Mr. Dudley suggested that the campaign to raise \$50,000 per year for 10 years by popular subscription should be undertaken as soon as possible. The cost of removing the Medical College to Houston was about \$40,000 which was an expense of Baylor University and not chargeable to the Medical College. Some of the funds raised locally will be used to defray expenses of moving. Mr. Dudley stated that he would contribute \$10,000, payable \$1,000 a year, in the Houston campaign and that Messrs. Hankamer and Wesley West (Houston oil man and Baylor trustee) each would contribute \$10,000.

Mr. Dudley explained that the Dental College would remain in Dallas for the present and until subsequent developments determine whether or not it would be removed to Houston. Colonel Bates stated that the Anderson Foundation was agreeable to whatever disposition seemed proper with regard to the final location of the Dental College and that this would not affect the Anderson Foundation's arrangement with Baylor University.

Mr. Sawtelle asked how it was proposed to organize the campaign to raise the Houston funds, whether it would be a Chamber of Commerce function or conducted by Baylor, or jointly. Mr. Dudley replied that he believed the Chamber of Commerce should appoint a committee which will formulate and conduct the campaign. Members of the Baylor Board in Houston will assist in every way possible. However, he pointed out that members of the Baylor Board will be very busy working on plans for the Medical College and that they should not be depended on for too much detailed work. It was moved by Mr. Leach, seconded by Mr. Adams, and voted unanimously that

the President be authorized to appoint a small committee to study and develop plans to raise the Baylor University Medical College fund in Houston with the Baylor Board members' cooperation.

The Chamber of Commerce started a low-key campaign in November, 1943, to raise the \$500,000 fund to which it was committed. John R. Suman of the Humble Oil & Refining Company was drive chairman, with the understanding that all members of the Executive Committee would give their individual support to the solicitation. It was a slow-moving drive, and it was not until June 13, 1944, that A. D. Simpson, serving his second term as Chamber of Commerce president, was able to inform the Executive Committee that the fund had \$503,800 in cash and subscriptions. E. E. Townes, general counsel for the Humble Oil & Refining Company and chairman of Baylor's Houston Executive Committee, informed the Executive Committee by letter dated July 28, 1943, that with receipt of the \$503,800 in cash and pledges, "the Chamber of Commerce is under no further obligation with respect to such undertaking."

"We assure that in years to come you will have occasion to feel proud of the good part which you have played in the establishment of the Baylor University in Houston," the letter stated.

Judge Townes' assurance was indeed prophetic.

Dean W. H. Moursund of the medical college met with the Chamber of Commerce Executive Committee on Feb. 26, 1947, to outline progress of the college since it opened in Houston on July 12, 1943.

"Dr. Moursund said Baylor had found an atmosphere of cordial welcome in Houston and that they were fortunate in having quarters in the Sears, Roebuck building adaptable to their needs until the completion of their new building in the Texas Medical Center," the minutes of that meeting reported.

"During the war period the program was accelerated and four classes of a total of 119 members have been graduated. The enrollment for the fifth session is 295, with 73 candidates in this year's graduating class. The school now has 500 applications for admission this fall and it will be necessary to limit the entrance class to 84. With careful selection of those admitted, however, the percentage of failures is low. . . ."

Thus, the Baylor University College of Medicine thrived during the difficult transition years, and laid well the foundations for meaningful contributions to the Texas Medical Center of today.