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Texas Medical Center — Its Origins

Houston Chamber of Commerce

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THE TEXAS MEDICAL CENTER

-- ITS ORIGINS

"The Texas Medical Center contains the greatest collection of medical teaching, research and healing facilities in the world."---Dr. Michael deBakey, president, Baylor College of Medicine, Houston.

The Texas Medical Center traces its origins to two unrelated events, one in 1936, the other in 1941, which men of great vision seized upon to bring a dream to fruition.

The first event occurred on June 9, 1936, when Monroe D. Anderson, one of the founders of Anderson, Clayton & Co., met with his attorney, Col. William B. Bates, and signed the trust indenture creating the M. D. Anderson Foundation, with an initial contribution of \$10,000.

The second event occurred on June 30, 1941, when the Texas Legislature approved an act appropriating \$500,000 for the establishment of a state cancer hospital and research facility, the location, control and management to be under the supervision of the University of Texas.

No one possibly could have foreseen that these two events, separated by a five-year span of time, could result eventually in decisions being reached in concert by the University and by the Anderson Foundation to establish a medical center in Houston, with the cancer hospital being the first unit. Yet, in retrospect, it seems only logical that the chain of events put into motion by these two actions would lead to such decisions,

since both had the common objective of doing something for the benefit and welfare of mankind.

Mr. Anderson, in setting up the Foundation, was motivated by a desire that his fortune be used, among other charitable and benevolent purposes,

"To the establishment, support and maintenance of hospitals, homes and institutions for the care of the sick, the young, the aged, the incompetent and the helpless among the people; and,

"To the promotion of health, science, education, and the advancement and diffusion of knowledge and understanding among the people."

For the three years prior to his death on Aug. 6, 1939, Mr. Anderson, a bachelor, made additional bequests to the Foundation totalling about \$300,000. The trustees, then composed of Mr. Anderson, Colonel Bates and John H. Freeman, one of Colonel Bates' distinguished law partners, made some modest bequests to charitable undertakings but made no major commitments.

Mr. Anderson left his fortune of about \$19 million to the Foundation. Following his death Horace M. Wilkins, president of the State National Bank, was named a trustee to fill the vacancy. The trustees then started seeking a project, or projects, of major proportions to bring the greatest good to the greatest number of people with the Foundation's resources. They concluded that Houston needed a medical center comparable in stature and prestige to the Mayo Clinic in Minnesota and the Johns Hopkins Medical Center in Baltimore, and that the Foundation's funds would be used to achieve that lofty dream, in keeping with Mr. Anderson's desire that his fortune be used to help his fellow man.

The Dream Takes Shape

The Anderson trustees' interest in medical institutions had been encouraged by two men---Dr. E. W. Bertner, prominent Houston gynecologist, and Dr. Frederick C. Elliott, dean of the then unaffiliated Texas Dental College of Houston---who were to become key figures, in association with the Anderson trustees, in developing the Texas Medical Center complex as we know it today. For a number of years prior to World War II they had been active in Houston Chamber of Commerce programs relating to the community's health and medical needs, and in calling attention to the community's growing needs for medical institutions of all kinds. Through the Educational Committee they had encouraged interest in obtaining a medical school as an extension of the community's educational facilities and around which other medical research and healing institutions could be grouped to form a great medical complex.

Dr. Bertner became an adviser to the Anderson trustees, the first director of the M. D. Anderson Hospital, and later the first president of the Texas Medical Center, Inc. Upon his death from cancer in 1950, he was succeeded by Dr. Elliott as the chief executive officer of the medical center. Dr. Elliott held his position until his retirement in 1962.

Less than two years after Mr. Anderson's death the Texas Legislature approved the act which laid the basis for the chain of events which led to creation of the Texas Medical Center. The act was introduced by Representative Arthur Cato of Weatherford, who was distressed by the death of his father from cancer and thought there was great need in Texas for a cancer research and treatment facility.

Mr. Cato received help from the medical profession, notably from Dr. John Spies, who then was dean of the University of Texas Medical School

at Galveston, in gaining support for his bill in the legislature. The bill, among its several features, provided for the University to accept gifts and grants of money to supplement the modest legislative appropriation for the cancer facility.

The Starting Point

The Anderson trustees recognized in this legislation the starting point for a medical center in Houston, if they could obtain the facility for the community. They lost no time in contacting Dr. Spies, Dr. Homer P. Rainey, then president of the University of Texas; members of the University's Board of Regents and its Development Board; the Executive Committee of the Houston Chamber of Commerce, and others in position to be helpful in obtaining the institution for Houston. One obstacle to be overcome was reluctance to locate a state-operated medical facility apart from the University of Texas Medical School at Galveston.

Conferences with the various officials resulted in the announcement on March 27, 1942, by Dr. Rainey that Houston would be the location for the cancer hospital, that the Foundation had agreed to give \$500,000 to the University to match the legislative appropriation, that the Foundation would provide a permanent site for the hospital in the Medical Center which the Foundation proposed to develop, and that the Foundation would provide temporary quarters pending construction of the permanent facility following the close of World War II. On Aug. 8, 1942, the University regents formally approved the arrangement with the Anderson Foundation for location of the cancer hospital in Houston. (Details of the opening of the hospital are provided in the following section of this report).

In making the announcement of the cancer hospital location in Houston, Dr. Rainey said:

"We believe Houston, more than any other city in this part of the world, offers the best opportunity for a medical center."

Dr. Rainey said the proposed medical center would comprise six units at the beginning: Hermann Hospital, Crippled Children's Hospital, Houston Tuberculosis Hospital, Harris County Emergency Blood Bank and the Houston (Texas) Dental College.

Dr. Rainey also announced on Aug. 29, 1942, that the University would take over and operate the Texas Dental College of Houston as another facility for the proposed medical center.

Dr. Elliott had proposed months earlier that the University take over and operate the dental college, since the institution, which had operated as a non-profit organization, would lose accreditation without university affiliation. The legislative act authorizing the affiliation was signed on May 14, 1943, by Governor Coke Stevenson, and the dental college was opened on Sept. 1, 1943, as a unit of the University system in the dental college's building at Fannin Street and Blodgett Avenue. The Anderson trustees pledged financial support for later location in the proposed medical center. (These events are detailed in a later section of this report).

The Site is Chosen

The Anderson trustees proposed that the medical center be developed on a 134-acre site owned by the City of Houston south of Hermann Hospital. Colonel Bates said this is "the logical place to start a medical center," since Hermann Hospital, opened in 1925 as a part-charity part-pay hospital, was on the northern bounds of the site and would soon construct a new wing, and that Rice Institute (now Rice University), with its pre-medical courses and stature in the sciences, was only a short distance away and was in position to make important contributions to the medical center.

Prior to Dr. Rainey's announcement, Colonel Bates and Mr. Freeman met with the Chamber of Commerce Executive Committee on March 10, 1942, to outline the Foundation's plans for development of a medical center, to report that negotiations with the University for location of the cancer hospital in the proposed center were nearing the announcement stage, and to invite Chamber of Commerce support of its program, especially in acquiring the city-owned property for the center. The Executive Committee pledged its support.

The Chamber of Commerce Public Health Committee suggested to the Executive Committee on June 2, 1942, that Dr. Bertner be appointed temporary director of the cancer hospital. President W. S. Cochran appointed Dan J. Harrison, oil man; Charles I. Francis, attorney; Dr. Judson L. Taylor, physician, and William Strauss, insurance man and Public Health Committee chairman, as a committee to contact Dr. Rainey with the suggestion. Dr. Elliott made the contact for the committee, resulting in Dr. Bertner's appointment in July, 1942.

The Naval Hospital

Meanwhile, other links in the chain of events were being forged in development of the medical center. Dr. Bertner met with the Chamber of Commerce Board of Directors on September 15, 1942, and stated that, in addition to the units originally mentioned by Dr. Rainey for inclusion in the medical center, there was the possibility of adding a Marine Hospital, a Naval Hospital and Dispensary, a School of Public Health and a School of Geographic Medicine, the latter two institutions proposed for operation by the University of Texas. Dr. Bertner invited Chamber of Commerce assistance "to bring about their establishment."

As to the Naval Hospital, the Chamber of Commerce made vigorous efforts to obtain it for Houston. It submitted a comprehensive brief to the Navy Department in behalf of a Houston location and offered to provide a site free of cost to the Government. As will be detailed in a later section of this report, the Naval Hospital was obtained for Houston in 1944. The Navy, after nearly a year of indecision, selected a 118-acre site at Almeda Road and Marlboro Drive (now Holcombe Boulevard), after the site had already been sold to a real estate developer. The Chamber of Commerce and the Anderson Foundation rescued this embarrassing situation, so that the hospital was indeed built upon the site. The hospital was opened in 1946, and in 1948 was transferred to the

Veterans Administration, which continues to operate it today in close affiliation with the Texas Medical Center.

The School of Public Health mentioned by Dr. Bertner was authorized by the Legislature in 1947, but the School of Geographic Medicine and the Marine Hospital did not materialize, although some features proposed for the School of Geographic Medicine were incorporated in the School of Public Health. In his original announcement that the cancer hospital would be located in Houston, Dr. Rainey listed the Houston Tuberculosis Hospital as one of the facilities to be in the proposed medical center. The voters of Houston had authorized \$600,000 in bonds for construction of the facility. However, changing circumstances in later years resulted in the city-county hospital (Ben Taub Hospital) being built in the Medical Center and the vacated Jefferson Davis Hospital on Allen Parkway became the tuberculosis hospital, with the bond funds going into construction of Ben Taub Hospital.

The announcements by Dr. Rainey relating to the cancer hospital and the Texas Dental College and the prospect that the Anderson Foundation's efforts would indeed result in a great medical center for Houston, excited great civic interest in the community. The Houston Chamber of Commerce sponsored a dinner on Oct. 6, 1942, honoring Dr. Rainey and Dr. Chauncey D. Leake, who had succeeded Dr. Spies as dean of the University of Texas Medical Branch at Galveston, for the leadership role the University had assumed, in cooperation with the Anderson Foundation, in laying the foundations for the medical center.

*This needs
checking and
further comment
for School
of Public
Health!*

Baylor Moves to Houston

The year 1943 was an historic one for the future of the medical center. While plans for the cancer hospital and the Texas Dental College affiliation with the University of Texas were being developed, trustees of the Baylor University College of Medicine approached the Anderson trustees with a proposal that the college be moved to Houston and be included in plans for the medical center, provided certain financial support could be obtained. This provided the Anderson trustees the great opportunity they had been seeking to obtain a medical teaching institution for the center.

On May 8, 1943, the Baylor and Anderson trustees reached an agreement for the college to be moved to Houston from Dallas. The agreement called for the Foundation to grant \$1 million to Baylor for a building on a 20-acre site in the medical center, to provide \$1 million over a period of 10 years for research purposes, and to provide temporary quarters in which the college could operate pending construction of the permanent facilities in the medical center. Additionally, the Houston Chamber of Commerce agreed to raise \$500,000, to be paid to the college over a 10-year period.

The Baylor University College of Medicine (which later cut its ties with Baylor University and the Baptist General Convention of Texas

to become the Baylor College of Medicine) opened on July 12, 1943, in temporary quarters on Buffalo Drive (now Allen Parkway) in the building which had been the first retail store of Sears, Roebuck & Co., in Houston, and which in more recent times had been used as a Sears mail-order warehouse. (Details of the removal to Houston are provided in a later section of this report).

Another significant development of 1943 was approval by the voters, on December 14, of the proposal for the City of Houston to sell the 134-acre site to the Anderson Foundation for the medical center. Voter approval was required since the site was city park land.

Will C. Hogg, a son of Governor Jim Hogg, and chairman of the City Planning Commission in the 1920s, had purchased this property for possible location of medical facilities, but his plans did not materialize. He presented the land to the city for park purposes.

The Foundation completed the \$400,000 purchase early in 1944 and thus came into possession of the land which, with later acquisitions of adjacent property, today comprises the Texas Medical Center. There was only limited access to the property, since Fannin Street then ended on the north at the entrance to Hermann Park. The Foundation spent some \$500,000 to prepare the site with streets and utilities. Fannin Street later was extended by the city southward to and beyond Holcombe Boulevard, opening the site to the full-scale development which followed the close of World War II.

Thus the dream of a great medical center for Houston took shape during the difficult war years of 1942-1943.

THE M. D. ANDERSON HOSPITAL
AND TUMOR INSTITUTE

The announcement on March 27, 1942, by Dr. Homer P. Rainey, then president of the University of Texas, that the state cancer hospital would be located in "The Medical Center" in Houston was the first of the chain of events that laid the foundations for development of the Texas Medical Center.

The Texas Legislature on June 20, 1941, had approved legislation appropriating \$500,000 for establishment of a state cancer hospital, to be operated under the University's auspices.

Trustees of the M. D. Anderson Foundation, who already had decided that the Foundation's resources would be devoted to projects involving medical facilities and services which, grouped together, would result in the creation of a medical center, saw in the cancer hospital legislation an opportunity to start bringing its dream to fruition.

The trustees immediately started negotiations with the University, resulting in an agreement that (1) the Foundation would give \$500,000 to match the legislative appropriation were the hospital to be located in Houston; (2) provide a permanent site for the hospital in the medical center which the Foundation proposed to develop, and (3) provide temporary quarters for the hospital pending construction of the permanent facility when conditions following the close of World War 11 would permit. The University trustees approved this agreement on Aug. 8, 1942.

The Anderson trustees moved quickly to obtain temporary quarters for the cancer hospital, which was named the M. D. Anderson Hospital and Tumor Institute, this to be the only institution in the medical center to carry the benefactor's name. In late 1942 the trustees purchased for \$68,000 the six-acre grounds and spacious home, "The Oaks," of the late Capt. James A. Baker, Sr., at 2310 Baldwin Street as temporary site for the facility. The home had been bequeathed to The Rice Institute by Captain Baker, the noted attorney and chairman of the Institute's Board of Trustees from its inception. The hospital was opened in mid-1943 as an out-patient clinic for cancer victims. It began its clinical program in 1944.

Dedication of the cancer hospital on Feb. 17, 1944, was as much a community celebration as it was a ceremony dedicating the hospital to the fight on one of mankind's most dreaded diseases. The Magazine HOUSTON of the Houston Chamber of Commerce carried the following article on the dedication ceremonies in its issue of March, 1944:

M. D. ANDERSON CANCER

HOSPITAL DEDICATED

At the dedication dinner of the new M. D. Anderson Cancer Hospital, Governor Coke Stevenson referred to the hospital as "a product of men of vision." Others described it as "a great day in the history of our great city," "a momentous occasion," "the beginning of a great humanitarian endeavor," and "one more of Houston's famous strides."

One of the highlights of the dinner was the announcement by A. D. Simpson, president of the Chamber of Commerce, that H. R. Cullen has offered to give \$40,000 to the fund for the Baylor University College of Medicine now being raised, provided the people of Houston would reach the goal of \$500,000 within thirty days from date.

"This is a challenge to the city of Houston," Mr. Simpson said, "and we intend to pool our efforts to meet it."

The dinner sponsored by the Chamber of Commerce was the climax of the dedication ceremonies held on February 17. Bishop Clinton S. Quin opened the dinner program with an invocation. F. M. Law, chairman of the Chamber of Commerce Education Committee, presided.

"What an inspiration and a challenge Monroe Dunway Anderson has left to us," he said. "We know that great industrial development is coming to our city; it is pleasing to know that we are not neglecting the humanities. This medical center is to be one of the chief assets not only of Houston and of Texas, but of these United States."

A. D. Simpson, who served as toastmaster, said: "Houston today becomes the center of hope for thousands of cancer sufferers over the state."

The staffs of the Anderson Hospital and faculty of the Baylor Medical College were present on the occasion of the dedication dinner.

Mayor Otis Massey welcomed the guests to Houston and pledged the city's cooperation in advancing the cancer project.

With existing plans for a large medical center on a 134-acre tract near Rice Institute, the research hospital was called "an outstanding achievement in the history of Texas" by Dr. Charles S. Venable of San Antonio, president of the State Medical Association.

The ultimate goal of the new institution is to find the cause of cancer, Doctor Venable said, and then working from that to find a cure.

"Cancer," he said, "must be wiped out, as have those other scourges of humanity such as smallpox, yellow fever, typhoid, lockjaw and tuberculosis. Be assured that the doctors of Texas are back of you and have faith in your future."

Dr. Bowman C. Crowell of Chicago, associate director of the American College of Surgeons, expressed the belief that men and women trained in the Anderson Hospital will establish throughout the state, first, diagnostic clinics, and later therapeutic clinics.

"There is no reason why Texans should not have a clinic within easy reach of all," he said.

Dr. Frank E. Adair, chief surgeon of Memorial Hospital, New York City, stressed the importance of clinical research in the hospital's program and pointed out the vast fields of research necessary in this realm.

Seated at the speakers' table at the dinner were Col. W. B. Bates, chairman of the Anderson Foundation board of trustees, and his fellow trustees, John H. Freeman and H. M. Wilkins.

Colonel Bates spoke in behalf of the Anderson Foundation and pledged the hospital's purpose for "a relentless and scientific search for the cause and cure of cancer." Colonel Bates paid tribute to the founder who left his fortune of \$20,000,000 for philanthropic activities, and acknowledged the M. D. Anderson trust as a result "of a lifetime of hard work, thrift and sacrifice."

Earlier in the day a three-hour dedicatory ceremony took place at the temporary location of the new hospital at 2310 Baldwin, the former estate of the late Capt. James A. Baker. Dr. E. W. Bertner, chairman of the state cancer committee and acting director of the Anderson Hospital, presided at the ceremony. Judge John H. Bickett, Jr., of Dallas, chairman of the University of Texas board of regents, accepted the temporary hospital in behalf of the University, the operating agency in control of the cancer program.

Representative Arthur Cato of Weatherford, who sponsored the legislative bill granting \$500,000 to match the Anderson Foundation bequest, described the creation of the clinic as "a dream come true."

"This is the happiest moment of my life," Mr. Cato told the audience at the hospital.

The primary purpose of the institution will be research into the cause, prevention and cure of cancer. The hospital, jointly financed by the grant from the Anderson Foundation and a similar sum appropriated by the legislature, is operated by the University of Texas.

A scientific session held during the afternoon included such eminent cancer authorities as Dr. Fred W. Stewart, acting director of the Memorial Hospital in New York City; Dr. Crowell, Dr. Adair and Dr. Lauren V. Ackerman, director of the Columbia, Missouri, state cancer hospital.

Dr. Clark Appointed

Dr. Bertner, who had been elected first president of The Texas Medical Center, Inc., on Dec. 11, 1945, continued serving as temporary director of the cancer hospital until July 13, 1946, when Dr. Randolph Lee Clark was appointed permanent director. Dr. Clark brought impressive credentials to his new position, and under him the hospital has achieved international recognition for the work it is doing.

A native of Hereford, Texas, Dr. Clark was graduated from the University of South Carolina and the Medical College of Virginia. He interned at Garfield Memorial Hospital in Washington and the American Hospital in Paris, France. He was chief resident at the hospital in Paris and did graduate work at the University of Paris. Following his return from Paris to the United States, he was on the staff of the Mayo Foundation in Rochester, Minn. He practiced medicine in Jackson, Miss., before entering the armed forces in 1942. He served as surgical consultant, Army Air Forces; member of the surgical advisory board to the Air Surgeon; director of surgical research, Army Air Forces; and, chief, department of surgery, School of Aviation Medicine.

The Magazine HOUSTON, in its issue of August, 1948, commenting on the cancer hospital's work stated:

"A year ago (1947) there were only two permanent members of the hospital's staff, Dr. Clark, the director, and Dr. R. C. Heflebower, the assistant director. Today there are 10 full-time staff members, three residents, and two fellows. Within the next 12 months there will

be four residents and four fellows. From one nurse and 44 employes last year, the hospital had grown to 12 nurses and 99 employes. Thirty-eight physicians are on the visiting staff or serve as consultants."

In contrast, at the close of 1970 the hospital had 2590 full-time and 111-part-time staff members, a total of 2701. The hospital conducts a major educational program, which included the following student body: 44 interns, 98 post-doctoral fellows, six medical technology students, 14 X-ray technology students, 11 Cyto-technology students, 12 inhalation therapy students and 50 summer student nurses. The faculty consisted of 183 full-time members, 46 part-time and 149 volunteers of which 131 served as consultants. The total number of in-patient admissions in 1970 was 6629, and there were 174,864 out-patient clinical visits.

The demands placed upon the hospital in 1946 and 1947 were such that arrangements were made for use of beds in a wing of Hermann Hospital and also at the Houston Negro Hospital.

Additionally, the Anderson Foundation in 1948 purchased surplus Quonset huts from nearby Camp Wallace, moved them to the temporary site, refurbished them and added heating and air conditioning equipment, all at a cost of some \$125,000.

Mr. and Mrs. Lamar Fleming donated a two-story apartment building at 406 Webster avenue for use as convalescent quarters. (Mr. Fleming, incidentally, was a long-time business associate of Mr. Anderson's in Anderson, Clayton & Co.) These facilities were used until the hospital moved into its new building in the Texas Medical Center

*Still want for certain out patients - but doesn't appear
sold!*

in 1954, following a lengthy and sometimes difficult legislative struggle to gain construction funds for the new facility. Here again the Anderson Foundation and the Chamber of Commerce pledged funds which crowned the legislative struggle with success. (The details of this situation are included in a later section of this report).

The day before Dr. Clark's appointment Dr. Bertner announced that \$500,000 of the \$700,000 willed in June, 1944, to the University of Texas for cancer research by Mrs. Rosalie B. Hite of Houston would be used to construct a laboratory building in the medical center in connection with the hospital's permanent facility. Mrs. Hite was the last member of a pioneer Houston family whose homestead was the site of the Shell Building on the southeast corner of Texas avenue and Fannin street in downtown Houston. Mrs. Hite's was among the first of many benefactions which have assisted materially in furthering the hospital's program.

The Magazine HOUSTON announced in its December, 1950, issue that the University of Texas Board of Regents had approved a \$5,242,104 contract for construction of the hospital's seven-story permanent facility in the medical center, following final resolution of legislative difficulties in financing University facilities in the center.

The hospital moved into the Texas Medical Center in 1954. It has attracted patients from all over the world and has been the center of numerous national and international conferences on cancer research and treatment. It has made, and is making, important contributions to the fund of knowledge about cancer. Thus the M. D. Anderson Hospital and Tumor Institute---the first facility announced for the Texas Medical Center and the first link in the chain of events which brought to fruition the dream of a great medical center for Houston---is today a magnificent monument to the man who through his generosity made it all possible.

THE UNIVERSITY OF TEXAS DENTAL BRANCH

The Texas Dental College was established in Houston in 1905 as a privately-financed institution. For many years it operated in upstairs quarters on the north side of Franklin avenue between Main street and Fannin street, the site now of a motor hotel. It was one of two dental colleges in Texas, the other being operated by the Baylor University College of Medicine in Dallas. In 1925 the dental college built a modern teaching facility at Fannin street and Blodgett avenue.

In 1929 the Texas Dental College was re-incorporated as a public trust under the direction of a board of trustees charged with the responsibility of providing quality training in the dental disciplines. The Houston Chamber of Commerce was instrumental in arranging the change-over to a public institution, and through the years gave its support to the college as a most important segment of the community's educational facilities.

The trustees in 1932 brought in Dr. Frederick C. Elliott from the University of Tennessee to serve as dean of the college. At the time of his appointment he was serving as superintendent of clinics and prosthesis at the University of Tennessee. He was graduated from Kansas City Western Dental College and remained as a faculty member. At the time of his moving to Tennessee, he was superintendent of clinics and professor of general and dental pathology.

Dr. Elliott came to Houston at a time when the depression had cast an economic blight over the land. He was fully confident that 30 to 40 students would register in the freshman class that September. It must have come as a great shock to him and his volunteer faculty when only 11 freshman students registered.

From this low point Dr. Elliott and his associates did indeed build an institution of the highest rank.

Dr. Elliott became active in Chamber of Commerce committee work and, through service on the Educational Committee, pointed to the community's needs for greatly expanded medical teaching and healing facilities. He developed a "total care" concept, calling for both public and private funds to provide facilities and services to meet the health and medical needs of all the citizens. He served in 1937/38 as chairman of Mayor R. H. Fonville's Public Health Commission, which laid the foundations for the City Health Department's expanded program of services to the community.

The dental college was fully accredited by the National Council of Dental Education, but it became known in the early 1940s that future accreditation would depend upon affiliation with a university. Dr. Elliott quietly started discussions with Dr. Homer P. Rainey, then president of the University of Texas, and others in the University system, to lay the groundwork for affiliation of the dental college with the university, with the dental college to remain in Houston as perhaps a unit in a medical teaching center which Dr. Elliott and Dr. E. W. Bertner sought for the community. (Dr. Bertner, prominent Houston gynecologist, was then a member of the Chamber of Commerce Board of Directors and advisor to the trustees of the Anderson Foundation).

Dr. Elliott kept the Chamber of Commerce informed of his discussions with Dr. Rainey. On May 13, 1941, Harry B. Jewett, chairman of the Chamber of Commerce Educational Committee, on which Dr. Elliott then was serving, jumped the gun when he informed the Executive Committee that the University of Texas would take over the dental college on Sept. 1, 1941, and operate it as a unit of the University system. Actually, the official announcement of the affiliation did not come until Aug. 29, 1942, contingent upon legislative approval and appropriation of state operating funds. The Legislature did approve, and on May 14, 1943, Governor Coke Stevenson signed the bill authorizing the affiliation. The University took over the dental college as of Sept. 1, 1943, with Dr. Elliott remaining as dean. Later, Dr. Elliott was named a vice president of the University system.

Dr. Elliott had been in contact with the Anderson Foundation trustees during the negotiations with the University, stressing the importance of the dental teaching facility to future plans for a medical center in Houston. With the state cancer hospital already assured for Houston, and as further inducement for the University to take over the dental college, the Anderson trustees agreed to provide a site in the proposed medical center for the college and to donate \$500,000 toward the cost of a building. In 1946 the Anderson trustees offered to provide an additional \$1.5 million to the cancer hospital and the dental college--- the two University institutions then approved for location in the medical center---on a basis of \$1 by the Foundation for each \$2 provided by the State of Texas. (As part of this program, and as will be detailed in another section of this report, the Houston Chamber of Commerce raised \$1 million in community support for facilities in the medical center for the two institutions).

Commenting on the announcement in 1942 of the affiliation of the Texas Dental College with the University of Texas, W. S. Cochran, Houston Chamber of Commerce president, said:

"This brings to a happy conclusion a project which has been very close to the heart of the Houston Chamber of Commerce for a number of years. We are deeply indebted to Dr. Elliott for his untiring efforts in bringing this important project to its successful conclusion.

"Houston is destined to become one of the nation's greatest medical centers and we shall continue our efforts to realize the dream of many of our most outstanding citizens in coordinating the various institutions and projects which will comprise the Houston Medical Center."

The dental college trustees, all of whom had been active in seeking the affiliation, were: Dr. Walter Henry Scherer, president; Dr. Joseph Phillip Arnold, vice president; Dr. Robert Henry Hooper, secretary; Dr. Paul Veal Ledbetter, Dr. Judson L. Taylor, and Dr. Elliott, ex officio secretary and dean of the college.

Legislative approval of the affiliation of the dental college with the University, and appropriation of \$109,000 for support of the college, remained to be accomplished in the regular session of the Texas Legislature, which convened early in 1943. Dr. Elliott met with the Chamber of Commerce Executive Committee on Feb. 2, 1943, to seek its

support in the legislature. The minutes of that meeting reflect the concern over whether the objectives could be accomplished in view of the wartime situation. The minutes of that meeting follow:

"Dr. F. C. Elliott, dean of the Texas Dental College, explained the situation of the college with regard to becoming a part of the University of Texas. Some 12 years ago the Houston Chamber of Commerce largely was instrumental in placing the Texas Dental College in a sound position and since that time the college has improved its finances to where it owes nothing. It has been fully accredited by the National Council of Dental Education. It has 166 students, of whom 160 are members of the armed services.

"The proposal to incorporate the Texas Dental College as a part of the University of Texas is dependent upon the legislature authorizing the Board of Regents of the University to take over the college and also the granting of a legislative appropriation of \$109,000. Because of the economy move in the legislature, fear is expressed that the dental college provision will be eliminated. If this is done, the Texas Dental College cannot operate since the Council of Dental Education requires that a dental college now

be affiliated with a university.

Withdrawal of recognition would kill
the school.

"It was moved by Mr. Clarke (Hiram O. Clarke, executive vice president, Houston Lighting & Power Company), seconded by Mr. Baker (James A. Baker, Jr., attorney, Baker & Botts) and unanimously adopted that the committee endorse wholeheartedly the effort to affiliate the Texas Dental College with the University of Texas and to secure an adequate appropriation for its operation, and, further, that the President be authorized to appoint a special committee with power to act to assist in working out the Texas Dental College situation. Committee appointed: George A. Butler (attorney), F. M. Law (chairman of the Board, First National Bank) and Gov. W. P. Hobby (publisher of The Houston Post and former governor of Texas)."

The special committee went to work at once contacting members of the Harris County delegation in the Legislature, and other legislators, in behalf of the legislation. Progress reports were made weekly to the Executive Committee. Dr. Elliott reported to the committee on March 16, 1943, that Senate and House committees had approved the legislation and complimented Representative Emmett Morse of Houston in handling the bill.

He reported that no opposition had been experienced and that "large support" had been gained from other parts of the state. He said a representative of the dental college at Baylor University made an appearance and urged favorable action. Dr. Elliott termed the outlook most encouraging. His optimism was not misplaced. The legislature gave its approval and on May 14, 1943, the governor signed the bill..

A paragraph in the June, 1943, issue of the Magazine HOUSTON, reporting on Governor Stevenson signing the Texas Dental College bill, said:

"Dr. Elliott credited the Chamber of Commerce for pushing the cause of the dental college in both the Legislature and at the Board of Regents meeting at the University of Texas, and was especially strong in his praise of the work done by W. N. Blanton, vice president and general manager of the Chamber, who, he said, gave much of his time and effort in promoting the merging of the college with the University of Texas."

A most important factor influencing favorable legislative action was the program embarked upon by the Texas Dental College to train dentists for the Army and Navy. The contribution being made by the dental college to the war program was reflected in enrollment figures announced early in 1944: Of 164 students enrolled, 95 were participating in the Army Specialized Training Program, 48 in the Navy V-12 program and

21 were civilian students. In order to meet the demands placed upon it, the dental college condensed its four-year program to a three-year calendar program.

On June 3, 1943, Dr. Elliott was honored at a dinner where he was praised for his devoted services to the community and for bringing about the affiliation of the Texas Dental College with the University of Texas. The Magazine HOUSTON account of the dinner follows:

DR. F. C. ELLIOTT IS HONORED

A large assembly of representative citizens of Houston honored Dr. Frederick C. Elliott, Dean of the Texas Dental College Thursday June 3 at a dinner at the Rice Hotel given by the Chamber of Commerce Educational Committee. It was presided over by F. M. Law and William Strauss Sr., the committee's chairman, acting as co-chairmen.

Speaking at the conclusion of a series of informal tributes to his years of public service in many fields, Dean Elliott said "I shall regard this show of confidence as a promise of continued help. Great things are in store for Texas, and we at the school will do our best to carry out the desires of the University of Texas and the Anderson Foundation, because it is you who will make it so."

"I should be remiss," Dean Elliott said "if I failed to pass these tributes along to those who deserve them." He then told how the Chamber of Commerce executive committee sent its members to Austin to urge passage of the legislation accepting the 38-year-old Texas Dental college as the university's school of dentistry. Aid to the college, he added, has been freely given by the Community Chest, the Council of Social Agencies, the Federation of Church Women, the Federation of Women's Clubs, the county medical and dental societies and the League of Women Voters.

"Our own board of trustees," the dean continued, "has served for many years without recompense, glory or credit, working to place the college in the university as a professional school. Thus, its members have worked themselves out of a job in service both to the school and the university.

"The faculty, too, has worked for most of 38 years without pay, and without them we could not have kept our

doors open. Our alumni, our students and the Houston newspapers have done their part. And so when you give me honors, I must pay them back to these groups."

"I shall ever remember these tributes he concluded, "with an extreme sense of humility. I am happy to accept them from the people who have made these things possible."

The University of Texas School of Dentistry today occupies handsome quarters in the Texas Medical Center, provided by funds from the State of Texas, the M. D. Anderson Foundation and the Houston Chamber of Commerce. It is without question one of the nation's outstanding schools of dentistry. It is fulfilling with distinction its role as one of the basic teaching institutions in the Texas Medical Center. Its stature today is in keeping with the hopes and aspirations Dr. Elliott had for it when he came to Houston in August, 1932, to take over the then struggling institution.

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' co-operation.

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.

THE NAVAL HOSPITAL

(The Veterans Administration Hospital)

Dr. E. W. Bertner, who became one of the prime movers in development of the Texas Medical Center, informed the Executive Committee of the Houston Chamber of Commerce on Sept. 14, 1942, that the U. S. Navy was seeking the site for a hospital in the Southwest, and that there was the possibility that Houston might be selected.

His report set in motion another chain of events which culminated, after a highly frustrating experience for the Chamber of Commerce, in the addition of another magnificent hospital for the community on a site near the proposed medical center.

The Navy opened the hospital in 1946
and transferred it in 1948 to the
Veterans Administration, which continues to operate it today as an
important affiliate of the Texas
Medical Center.

At the time Dr. Bertner met with the Executive Committee, announcements had been made that the state cancer hospital would be located in "the medical center" to be developed in Houston by the Anderson Foundation and that the University of Texas, with the Legis-

lature concurring, would take over and operate the then unaffiliated Texas Dental College of Houston. Thus, the prospect that another hospital might be added to the list of acquisitions was indeed of interest to the Chamber of Commerce and, subsequently to the Anderson Foundation.

W. N. Blanton, the dynamic Executive Vice President and General Manager of the Houston Chamber of Commerce, contacted the Hon. Jesse H. Jones, the Houston financier who built much of the city's downtown skyline and who, after distinguished service as administrator of the Reconstruction Finance Corporation, during the depression years, was serving as President Roosevelt's Secretary of Commerce. Mr. Jones was asked to do what he could to encourage interest in Houston for the Naval Hospital. Meanwhile, an extensive brief was sent to the Navy Department in behalf of a Houston location for the hospital.

Upon his return from a trip to Washington, Mr. Blanton reported to the Executive Committee on July 13, 1943, that he had talked to Mr. Jones again about the Naval Hospital. He said Mr. Jones later had a conference with Admiral Ross McIntire at the White House, after which Mr. Jones suggested a letter be addressed to the Admiral explaining in detail the Medical Center, the Anderson Foundation and the various projects that were proposed for the Center. Mr. Blanton said he had checked the Naval Hospital "from three other sources" and felt definitely that Houston had an excellent chance of getting it.

The letter Mr. Jones suggested was written prior to the Executive Committee's meeting, so that upon reading it at the meeting July 13, it was unanimously approved. This letter, offering a site cost-free to the

Government, is reproduced here in full because of its bearing on later developments:

CHAMBER OF COMMERCE
HOUSTON, TEXAS
July 10, 1943

Rear Admiral Ross T. McIntire
The White House
Washington, D. C.

My dear Admiral McIntire:

The Naval Hospital which is under consideration for location in Houston, Texas, is a matter of prime interest to the Houston Chamber of Commerce. We believe that Houston offers very real advantages for the location of this hospital, not only from the standpoint of the service which it will render to the Navy, but also as a part of the great Medical Center which is being developed in this city. This Medical Center has been established by the M. D. Anderson Foundation which administers a trust fund of approximately \$25,000,000 established by the late M. D. Anderson. The trustees are Colonel W. B. Bates, John H. Freeman and Horace Wilkins, all of Houston.

The Foundation is acquiring from the City of Houston a tract of 134 acres adjoining Hermann Hospital in the southern part of Houston. This is a beautiful tract of land which now is a part of the city park system. The Medical Center will consist of the Hermann Hospital, which now is in operation; the M. D. Anderson Hospital for cancer research, which now is operating in quarters in Houston; the University of Texas School of Dentistry; the Institute of Geographic Medicine of the University of Texas for post-graduate work, and the Baylor University College of Medicine and Dentistry, which two have been located in Dallas and are to be established in Houston. The Baylor University College of Medicine is opening next week in Houston in a downtown location where it will continue for the duration of the war, after which it will move to a site in the Medical Center. The Baylor University School of Dentistry now is located in Dallas, Texas, where it is expected to remain until the end of the war, after which it will be moved to Houston to become a part of the Medical Center.

The M. D. Anderson Foundation is working in close cooperation with the University of Texas and Baylor University for the development of under-graduate teaching facilities in medicine and a program of post-graduate teaching and research work in medical education under the direction of the University of Texas. Plans also are under way for the establishment of other units in the Medical Center. These include immediate consideration of the Tuberculosis Hospital and Research Institution. The University of Texas also proposes to establish a school for the study of geographic medicine.

You may be assured that the City of Houston and the Houston Chamber of Commerce will lend all possible cooperation and assistance in the establishment of the Naval Hospital in Houston. A suitable site will be furnished without cost to the government. If it should be decided to locate the Naval Hospital as a part of or in conjunction with the Medical Center, a site will be furnished. If it is decided to locate the Hospital elsewhere, in or near Houston, the site will be provided without cost.

We have been assured by the trustees of the Anderson Foundation that they will cooperate in every possible way for the establishment of a Naval Hospital in Houston and that the facilities of the Medical Center will be offered freely to the Naval Hospital. The University of Texas and the Baylor University College of Medicine have assured us likewise that they will cooperate completely with the Naval authorities. The Mayor and the Council of the City of Houston have assured us that they will lend all possible assistance. The Houston Chamber of Commerce will leave nothing undone to assist in the establishment of the Naval Hospital in Houston and to contribute to its successful operation.

These assurances are given you with the thought that Naval authorities would like to have a definite statement of the obligations we are willing to assume and the cooperation which we are prepared to give if the Naval Hospital is located in Houston.

If additional information is desired, or if we may extend further assistance, please command us.

Sincerely,

(s) A. D. Simpson
P r e s i d e n t

Admiral McIntire, under date of Sept. 7, 1943, acknowledged receipt of the Chamber of Commerce letter. Over the next several months the Navy sent its representatives to inspect proposed sites in Houston, but refrained from making contact with the Chamber of Commerce. Thus it came as a shock, on June 5, 1944, eleven months after President Simpson wrote his letter, when the Navy informed the Chamber of Commerce it had selected the site at Almeda road and Marlboro drive (later renamed Holcombe boulevard) and was prepared to receive title to it for the hospital.

In the meantime the Hermann Estate, which owned the property, had sold off a 150x150-foot site for a filling station and had negotiated a contract with a real estate developer for sale of the remainder of the property. The Executive Committee of the Houston Chamber of Commerce understandably was upset, to put it mildly, by the turn of events over which it had no control or forewarning.

The minutes of the Executive Committee meetings of June 7, and June 9, 1944, detailed the embarrassing situation in which the Chamber of Commerce found itself:

MINUTES
EXECUTIVE COMMITTEE MEETING
HOUSTON CHAMBER OF COMMERCE
June 7th, 1944

Present: H. O. Clarke, presiding; L. S. Adams,
Jas. A. Baker, Jr., W. B. Bates, W. N. Blanton,
E. A. Blackburn, George Sawtelle and John R. Suman.

Guests: James Anderson and W. P. Hobby.

NAVAL HOSPITAL:

Mr. Blanton reviewed the history of negotiations during the past two years for the establishment of the Naval hospital at Houston. Originally, an elaborate brief was prepared by the Chamber with suggestion of several locations; principally water front or the rural interior. A location near La Porte, at that time, was emphasized. Subsequent developments narrowed the consideration of sites to the immediate Houston area, with three sites considered. These were Glenbrook Country Club; Memorial Park and Hermann Estate tract on Marlborough Drive.

While Mr. Blanton was in Washington in July of last year he discussed the Navy Hospital with Mr. Jones with the result that President Simpson prepared a letter to Rear-Admiral Ross T. McIntire, July 10, 1943, which offered to furnish a site free of cost to the government for the hospital. This letter was submitted to the Executive Committee and approved. A reply acknowledging receipt of this letter was received from Admiral McIntire dated September 7th, 1943.

In September, 1943, Admiral Foote became interested in the location of the Navy Hospital in Houston and was instrumental in conducting Rear Admiral Sheldon on an inspection trip of sites. Subsequently, a Navy Engineering group headed by Capt. Gill, with eight other naval officers, visited numerous sites and obtained data relative to them. Commander Lawson of the Navy inspected sites. (At this point Mr. Anderson left the meeting for another appointment). On one occasion Col. Bates conducted Navy officers on an inspection trip to the various sites. They did not wish the Chamber to be informed about their visit.

The Chamber of Commerce had no expression from the Navy Department relative to interest in or selection of any site until June 5, 1944, when Mr. Blanton received a long distance call from Lt. Comdr. A. J. Murphy in Washington

in which it was stated that the Navy now was prepared to receive the site for the hospital and to proceed with architectural planning. The site selected by the Navy was on the property of Hermann Estate, being approximately 135 acres.

Mr. Blanton had several telephone conversations with Mr. W. C. Costello, Mr. Jones' executive assistant, in Washington and with Commander Murphy to ascertain the exact status of the situation. He was advised that Commander Lawson was being sent to Houston by Admiral Matthews to go into the whole situation.

The Executive Committee discussed President Simpson's letter of July 10 and all agreed that a definite offer had been made although there had been no thought that the location chosen would involve the heavy cost of the large Herman Estate tract. When the Navy first considered the Hermann Estate location the land was valued at \$1750 per acre. The property has since increased approximately 100 dollars per acre.

In the meantime, in the absence of any action by the Navy, the Hermann Estate has sold a corner location to the Humble Oil & Refining Company for filling station purposes. Early in May the Hermann Estate entered into a contract to sell the remainder of the tract of land to a real estate developer, received an escrow payment and completion of this contract of sale only awaits approval of title.

At this point Major Laird (Chamber of Commerce staff member) and Commander Lawson met with the Executive Committee.

Mr. Clarke explained the status of the situation to Commander Lawson, stating that the Executive Committee found itself embarrassed by these circumstances. It is anxious to do everything possible to furnish an acceptable site to the Navy and he inquired if the Navy would consider other sites. He mentioned the sites previously under consideration and another tract of Hermann Estate land beyond that selected as the site. A private airport is located on this land.

Commander Lawson stated that acceptance by the Navy of a tract different than the one now selected would make it necessary to go through the whole process of site selection again; also, it would require the approval of the numerous navy officials and related agencies who are concerned with the hospital. He made it clear that a change in sites would involve great difficulties.

Mr. Clarke assured Commander Lawson that the Chamber of Commerce has no desire to recede from its position as set forth in the letter of President Simpson and that the Chamber would make every effort to carry out its commitment. However, in view of developments since the original offer and the difficulties encountered he requested Commander Lawson to obtain information about the position of the Navy with regard to consideration of other sites. Mr. Clarke also asked information about the Navy's attitude on condemnation, if necessary to obtain title to the tract. Since making the site offer to the Navy the Chamber has engaged itself in raising \$500,000 for the Baylor University College of Medicine.

Commander Lawson advised that efforts be made first to clear up availability of the selected site before initiating consideration of other locations. Commander Lawson stated that the hospital would be a permanent institution providing 500 beds to which would be added temporary facilities affording 500 more beds. It will be operated by the Navy during the war and thereafter by the Veterans Administration. In addition to the hospital structures, this will be a general hospital, set up with auxiliary buildings to house physicians, nurses, steam plant, etc. He estimated 18 to 20 buildings initially will be constructed. Commander Lawson assured the Committee that he would remain in Houston a reasonable time to render all possible assistance in giving or obtaining required information. Commander Lawson and Major Laird then withdrew.

The Executive Committee proceeded with a further consideration of ways and means of clearing up questions about the site.

Mr. Baker stated that if the Navy came to the Executive Committee today with its hospital proposal the Committee would take the same action as formerly. The Committee members expressed agreement with this statement.

To learn the exact status of the Hermann Estate property Mr. Clarke appointed Mr. Sawtelle, Mr. Adams and Mr. Blanton to confer with the Trustees of Hermann Estate and to report back to the Committee information about the matter.

Mr. Adams offered the suggestion that the real estate developer who is reported to have contracted for the purchase of this site might be interested in relinquishing it in favor of the adjacent Hermann Estate tract on which to place his development. He mentioned the possibility that the location of the hospital on this site would greatly enhance the value of the adjacent Hermann Estate tract for residential development purposes.

BAYLOR FUND PROGRESS:

Receipts totaling \$491,050 in the Baylor University College of Medicine Fund were reported, leaving a balance of \$8,950 to be raised.

ADJOURNMENT: 2:10 P.M.

The Committee adjourned, subject to call to meet again to receive the report of the Special committee.

(s)	(s)
H. O. Clarke, Vice President	C. J. Crampton, Recorder

SPECIAL MEETING
EXECUTIVE COMMITTEE
HOUSTON CHAMBER OF COMMERCE
Held in the Board Room at 9:30 A.M.
Friday, June 9, 1944

Present: H. O. Clarke, presiding; Jas. A. Baker, Jr. E. A. Blackburn, W. N. Blanton, Col. W. B. Bates, George Sawtelle and John R. Suman.

Guests: Rear Admiral Norman M. Smith and Lt. Comdr. J. B. Lawson.

NAVAL HOSPITAL:

Mr. Blanton presented Admiral Smith and Comdr. Lawson. Admiral Smith stated that if the Navy may have a letter from the Chamber of Commerce that it will stand the cost of the site the Navy then, if necessary, will proceed with condemnation.

Mr. Blanton explained that the Hermann Estate has sold the site selected by the Navy to a real estate developer for \$1850 per acre with extended time for payment beyond the original cash payment. Mr. Collier, Business Manager of the Hermann Estate, had written a letter to the Navy asking if the Navy wished to acquire this site, since the Hermann Estate required money and had attractive offers for the purchase of this land. The Navy was unable to give any such

assurance and Hermann Estate entered into a contract to sell the land to D. H. Canterbury, through a broker, the Herman Estate to pay the brokerage. Mr. Canterbury deposited \$10,000 in escrow, title to be accepted by the end of June.

Mr. Sawtelle expressed regret that the Navy had shown a lack of consideration for the Chamber of Commerce which had undertaken to furnish a site without cost to the government. The Navy conducted all of its investigations of locations and other contacts to obtain information without consulting with the Chamber of Commerce or acquainting the Chamber with its plans.

Admiral Smith replied that such matters in the Navy are handled by several bureaus and that each works largely independent in handling its particular jurisdiction. No one in the Navy, under the circumstances, was authorized to make any commitment.

Admiral Smith had no official information relative to the selection of a site and his only contact with the matter had been inquiries from those who sought to contract with the Navy for various requirements in connection with the construction, etc. of the hospital. Admiral Matthews asked him to attend this meeting.

Mr. Clarke explained the embarrassing position of the Chamber, stating that land is available elsewhere in Harris County, near Houston, for around \$200 per acre. Such land would afford City utilities services. Admiral Smith stated that the selection of the Hermann site had involved the consideration of the availability of city conveniences, utility service and proximity to the Medical Center.

Mr. Clarke asked if the Navy would aid in purchasing the site.

Admiral Smith replied that the Navy had been offered many locations in numerous communities in Texas for the establishment of the hospital, site furnished free of cost to the government.

Mr. Sawtelle inquired if Col. Bates felt the Anderson Foundation would assist in meeting the cost of the site for the hospital near the Medical Center.

Col. Bates replied that he had been called into the Navy hospital matter last fall by Commander Bill Kirkland, (W. A. Kirkland of the First National Bank of Houston who was in naval service) who had asked him to meet with and conduct a navy party on an inspection tour of sites. This inspection party was equipped only with a railroad map of

the area, had no Chamber of Commerce map, or information furnished by the Chamber of Commerce. They inspected several sites including that in the Hermann Estate and their interest apparently narrowed to this particular tract.

Mr. Blanton said that Admiral Foote at this time ascertained that the Hermann Estate held this land at \$1750 per acre.

Mr. Clarke inquired of Admiral Smith how long the Chamber of Commerce would be allowed to arrive at a decision with regard to the handling of this matter. Admiral Smith replied, 48 hours and that Lt.-Cmdr. Lawson would hold himself in readiness for further contacts.

At this point Admiral Smith and Commander Lawson withdrew from the meeting.

Mr. Suman raised the question if the Chamber of Commerce still wants the hospital. All agreed that it is desirable.

Mr. Clarke commented that the Chamber of Commerce has been left out on a limb in this matter, but still is interested in the hospital. It is purely a matter of finances.

Mr. Baker read portions of President Simpson's letter of July 10th; also, a similar letter from Mayor Massey to the Navy. All members of the committee agreed that the Chamber of Commerce is obligated.

Mr. Clarke asked Colonel Bates if the M. D. Anderson Foundation would assist in financing the site.

Col. Bates carefully refrained from making any commitment, replying that the Board of Trustees would take the matter under consideration, if it were presented, whereupon Mr. Clarke suggested that an appointment be made with the Board of Trustees of the M. D. Anderson Foundation for a committee to present this matter at 4:30 P.M. today. He appointed Messrs. Sawtelle, Adams and Suman to meet with the Trustees at 4:30 in Colonel Bates' office. Colonel Bates agreed to arrange for the conference.

ADJOURNED: 10:40 A.M.

(s)

H. O. Clarke, Vice President

(s)

C. J. Crampton, Recorder

The meeting of the special committee with the Anderson Foundation trustees late that Friday afternoon produced an agreement that the Foundation would contribute \$100,000 toward the total purchase price of \$221,000 for the property. This action apparently satisfied the 48-hour deadline, to expire on Monday, as imposed by Admiral Smith at the Executive Committee meeting earlier Friday, since no mention of it was made in subsequent meetings.

On the following Monday and Tuesday the Humble Oil & Refining Company and Mr. Canterbury, upon being advised that the Navy had selected the site for the hospital, relinquished their rights to the property, and the Hermann Estate agreed to sell the 118-acre tract for the hospital at \$1750 per acre---or \$100 less per acre than it had agreed to sell to Mr. Canterbury. Since the Humble Company had already paid \$15,000 for its property, the Chamber of Commerce agreed to reimburse it. Thus, \$221,500 would be required to pay for the property.

The urgency of raising the fund was complicated by the fact that the \$500,000 fund-raising drive for Baylor University College of Medicine was just drawing to a close. In fact, President A. D. Simpson, who had been out of the city when the Naval Hospital matter erupted, was able to report at the Board of Directors meeting June 13, prior to further discussion of the hospital matter, that the Baylor drive had gone over the top, with \$503,800 in subscriptions and cash.

While the Baylor report was good news, of course, nonetheless the prospect of immediately conducting another fund drive, even for the laudable purpose of providing a site for a hospital to treat wounded war veterans, was viewed with some trepidation by some directors. However, all agreed that the chore must be undertaken. Gus Wortham,

president of the American General Insurance Company, set the tone of the meeting when he declared that he had "no misgivings about our ability to raise the fund for the site." He said that if the Navy offered the same proposal today it would be accepted without question. Further, he emphasized "the value of the emergency nature of this occasion to raise funds quickly."

This meeting of the Board of Directors produced two resolutions: (1) That the Chamber of Commerce accept the responsibility for providing the site for the Naval Hospital and authorize the officers and Executive Committee to act; and, (2) that the President call a meeting of business and industrial executives at the Chamber of Commerce for the following morning, June 14, to start the fund drive.

The special meeting on June 14 voiced no misgivings about raising the required fund. Rather, those present pledged funds to the drive, volunteered to contact others in the community, and agreed to the use of their names in a letter to be sent to a large list of prospects. The fact that Houston had been selected for the hospital site, in competition with offers from some 90 other communities, was referred to as a challenge for the community to close ranks and respond in a typical Houston manner.

The enthusiasm generated at the special meeting was carried into the fund drive with such success that on July 18, just four days over one month from the start of the drive, Mr. Blanton was able to report to the Executive Committee that \$122,991 had been collected. This amount, with the \$100,000 contributed by the Anderson Foundation, was sufficient to pay for the hospital site.

On that same date Mr. Blanton read to the Executive Committee a letter from Judge E. E. Townes, chairman of the Houston Committee of the Baylor University trustees, acknowledging receipt of \$503,800 in cash and subscriptions for the Baylor University College of Medicine, fully satisfying the obligation which the Chamber of Commerce had assumed in support of the college's move to Houston.

Thus ended two fund drives which made significant contributions to the development of the Texas Medical Center. Counting the \$100,000 Anderson Foundation contribution, a total of \$726,791 had been raised in the two campaigns over a period of eight months. The community had indeed responded to the challenges.

But another fund drive, this time to raise not less than \$750,000 for University of Texas facilities in the Medical Center, was just around the corner for the Houston Chamber of Commerce. This campaign, which raised just under \$1 million, and the problems in connection with gaining legislative appropriations for construction of facilities and for operating funds, are detailed in another section of this report.

Deeds to the Naval Hospital site were presented in ceremonies Aug. 14, 1944, as described in the following item from the September, 1944, issue of Magazine HOUSTON:

DEEDS TO HOSPITAL SITE GIVEN
ADMIRAL N. M. SMITH

In the presence of Col. W. B. Bates, Chairman of the board of the M. D. Anderson Foundation, and Lieut. Comdr. Louis F. Southerland, officer in charge of construction of the \$6,000,000 naval hospital to be erected here, deeds to the site were presented by A. D. Simpson, president of the Chamber of Commerce, to Rear Adm. Norman M. Smith on August 14.

Mr. Simpson, in attributing the successful purchase of the 118-acre tract of land to the generosity of Houston's citizens, said:

"The manner in which business and industrial leaders have aided in making the Baylor medical college and navy hospital funds successful is very satisfying to the entire community. The public spirit shown by the work done in the campaigns places Houston at the top of the nation's cities, and I know I voice the sentiment of not only the Chamber of Commerce but of the city as a whole when I thank and commend the generous and efficient work done by the men and women who aided these two worthwhile undertakings."

Houston may some day compare to Vienna, Baltimore and Rochester in the medical world, he predicted, basing his statement on the rapid strides attained in the city during the past year. These accomplishments point toward the development of not only better medical treatment, but improved and advanced medical research and education.

Climatical conditions were taken into consideration by the Navy in choosing the location, and Houston is strategically placed for the study of geographical diseases.

"When the war is over and the millions of men overseas return to their former homes, many of them undoubtedly will bring back with them diseases now uncommon to us, Mr. Simpson stated. "A study of these various ailments can be made in Houston after the war, thanks to the planned construction here of the large navy hospital and the Medical Center."

Thirty-five structures are scheduled to be constructed on the site and the hospital is to be a part of the Texas Medical Center.

The Navy lost no time in starting work on the hospital. It had its engineers on the site immediately after the Chamber of Commerce

Board of Directors accepted responsibility for providing the site to the Government. Construction was well under way, with three buildings nearing completion, and the foundation and basement work for the seven-story main building proceeding, when the cornerstone was laid on March 10, 1945.

Original estimates were that the hospital would cost about \$6 million, but by the time it was formally opened in colorful ceremonies on Sept. 4, 1946, the costs were estimated at \$11 million. The Magazine HOUSTON's account of the opening ceremonies is reproduced in full here to emphasize the importance attached to this hospital not only in serving the Government's needs but also the contribution it would make to the development of the Texas Medical Center.

CITY'S \$11,000,000
NAVAL HOSPITAL
FORMALLY OPENED

NAVY LEAGUE HONORS HIGH NAVY
OFFICIALS WITH COLORFUL BANQUET

The Houston Naval Hospital was activated on September 4, in a colorful commissioning ceremony attended by Vice Adm. Ross T. McIntire, chief of the Navy's Bureau of Medicine and Surgery, and numerous other Navy personnel and prominent Houston businessmen.

The \$11,000,000 hospital, comprising thirty-seven buildings, was dedicated as the Navy's contribution to post-war medical research.

Admiral McIntire, one of five speakers at the commissioning, said that the completion of the hospital was symbolic of the Navy's intention to carry on into the post-war years the medical program that was given such impetus by the war. "This magnificent hospital will stand forth as the Navy's contribution in bringing forth new and better methods of caring for the sick and injured. The hospital corps did a wonderful job of saving lives during the war, and there is no good excuse for it to slacken in its efforts in peacetime," he stated.

The hospital will become a research center for plastic surgery and the treatment of tropical diseases, and the Navy plans to bring in patients by air from all parts of the country and from overseas installations.

The commissioning of the hospital was carried out by Rear Adm. A. S. (Tip) Merrill, commandant of the Eighth Naval District at New Orleans, who turned over its command to Capt. Clyde W. Brunson. Captain Brunson accepted the structure, saying "on this occasion we will do well to recall the sacrifices that the veterans have made for us." During the commissioning, the flag was hoisted while the national anthem was played by the Corpus Christi Naval Air Station band.

Captain Brunson said that only 'the landscaping and naming of the streets and terraces remain to be done. The streets will be named for World War II hospital corps personnel who lost their lives.

Rear Adm. J. J. Manning, chief of the Navy's bureau of yards and docks, said the building of the hospital was a tribute to the faith Houstonians have in their city.

"There is no finer hospital in the world today," Admiral Manning said, "and it has been a privilege for me to have headed the bureau during the hospital's construction. It was built during a period of labor trouble and material shortages and everyone who had a hand in its planning and construction deserves the Navy's 'well done'."

Congressman Albert Thomas, who played a major role in securing the Naval Hospital for Houston, said that it stood as a living symbol of all that is good in man. He spoke briefly on the international situation.

"We are having trouble with one of our former allies, but I hope common sense will temper her judgment. Let's keep the greatest Navy in the world, a powerful Army and Air Force, and work day and night for peace."

The hospital is situated on a one hundred and eighteen acre site at Marlborough and Almeda on property paid for by contributions of three hundred and fifty-three citizens, totaling \$221,600. The

Houston Chamber of Commerce conducted the campaign to raise the funds and bring the hospital here.

Capt. H. L. D. Kirkham, of Houston, one of the Navy's foremost plastic surgeons, served as master of ceremonies at the commissioning. He will be in charge of the hospital's plastic surgery. The invocation was given by Chaplain W. F. Cuthriell of the Eighth Naval District; and Comdr. Eric H. Arendt, pronounced the benediction.

The Houston Council, Navy League of the United States, sponsored a banquet at the Rice Hotel the evening of the 4th for the Navy visitors, which was attended by approximately four hundred prominent Houstonians.

Dr. E. W. Bertner, president of the board of trustees of the Texas Medical Center, presided and speeches were made by Admiral McIntire, former Secretary of Commerce Jesse Jones, Representative Albert Thomas, Col. W. B. Bates, chairman of the board of the M. D. Anderson Foundation, and Captain Brunson.

Mr. Jones, who returned to Houston from Washington, D. C. for the hospital activation ceremonies, introduced Admiral McIntire and called him "one of the greatest medical men in this country."

"To you and to the world he's Vice Admiral McIntire. To me he's a great personal friend, Doctor McIntire," Mr. Jones said.

He recalled the admiral's relationship with the late President Roosevelt as his personal physician from 1933 to his death. "When the history of these terrible years beginning before the war and leading up to the war, has been written, it won't be complete without Ross McIntire because I know that he---more than any other man---knew President Roosevelt and his problems." Mr. Jones said.

He proclaimed Wednesday, September 4, "one of the important days in the life and development of Houston."

In his address, Admiral McIntire said: "I think it's a crying shame that we can look over our nation and find health situations not even tolerated on tropical islands where our fighting men went ashore during the war. I want to see this country make use

of the things we learned from our experiences during the war. I think this one responsibility of government is to make available to its citizens the lessons the armed forces learned."

He stated that many things have been learned about disease control and said the Navy, because it must be able to operate in every part of the world, must "know everything we can in the medical field throughout the world.

"And the Navy intends to extend its operations in medical research work in Oriental diseases being carried on in Cairo and the tropical disease study being made at Guam as examples of the extension of operations."

The recreational facilities provided by Houston organizations and the many features of the Navy Hospital were emphasized by Captain Brunson in his speech.

The banquet brought to a close the one-day dedication ceremonies of Houston's Naval Hospital and "one of the important days in the life and development of Houston."

A TIME OF CRISIS

The year 1944 was one of crisis for the then-budding Texas Medical Center. Up to this point in time the Medical Center had three functioning units to be included in the center when post-war conditions would permit construction projects: (1) the M. D. Anderson Hospital and Tumor Institute, operating in temporary quarters in the one-time Baker mansion at 2310 Baldwin street; (2) the Texas Dental College, operating in its facility at Fannin street and Blodgett avenue, and (3) the Baylor University College of Medicine, functioning in the one-time Sears, Roebuck store on Allen Parkway.

The M. D. Anderson trustees and the Houston Chamber of Commerce thus had reason to believe that the foundations had been laid well for the future success of the Medical Center undertaking, and that in time other institutions would be attracted to the center as a result of these acquisitions.

The first crisis of 1944 came in June when the Navy chose the site for its Naval Hospital after it had already been sold to a real estate developer. (How this crisis was solved is described in detail in the preceding section of this report).

Then, in mid-July, 1944, Dr. Homer P. Rainey, president of the University of Texas, who had been instrumental in locating the cancer hospital in Houston in cooperation with the Anderson trustees and the Chamber of Commerce, recommended to the University Board of Regents that the Medical

School and the School for Nurses, both located at Galveston, and the Texas Dental College at Houston be removed to the University's main campus at Austin.

The bombshell hit the community just as the Chamber of Commerce leadership was moving fast to rescue the situation involving the Naval Hospital.

From the beginning the Anderson trustees and the Chamber of Commerce leadership had made it clear that the medical center proposed for Houston by no means would be competitive with the medical and nursing schools at Galveston but, rather, would complement the facilities located there. Indeed, Houston's leadership looked forward to a close working relationship with the Galveston medical school, without in any way comprising efforts to obtain for the new medical center institutions such as the proposed School of Public Health, School of Geographic Medicine, post-graduate teaching institutions and, at a later date an undergraduate school of medicine to help meet the growing demand for medical doctors---all of these institutions to be operated by the University of Texas.

Dr. Rainey's recommendations, therefore, placed the Houston program in jeopardy, and especially the Texas Dental College, which was to be a key institution in the Medical Center. As was to be expected, the Galveston civic leadership rose in arms to resist removal of the medical school to Austin, joining Houston interests in their mutual concern over the future of medical institutions in the area. The Galveston Chamber of Commerce sent four representatives to meet with the Executive Committee of the Houston Chamber of Commerce on July 18, 1944. (It was at this meeting, incidentally, that W. N. Blanton, executive vice president and general manager of the Houston Chamber of Commerce, reported the successful conclusion of the campaign to raise funds to pay for the Naval Hospital site).

The minutes of the meeting of the Executive Committee of the Houston Chamber of Commerce with the Galveston group are reproduced here in full to give the complete picture of the situation:

MINUTES
EXECUTIVE COMMITTEE MEETING
HOUSTON CHAMBER OF COMMERCE
July 18th, 1944

Present: A. D. Simpson, presiding, L. S. Adams, Col. W. B. Bates, Jas. A. Baker, Jr., E. A. Blackburn, W. N. Blanton, H. O. Clarke and George Sawtelle.

Guests: W. J. Aicklen, R. E. Bowen, Dr. Leake and E. S. Holliday of Galveston; Drs. F. C. Elliott and E. W. Bertner of Houston.

GALVESTON DELEGATION PRESENTS MATTER:

The delegation from the Galveston Chamber of Commerce and Drs. Bertner and Elliott met with the Committee for a discussion of the situation created by the recommendation of President Rainey of the University of Texas that the medical college and nurses training school at Galveston and the Texas Dental College at Houston be moved to Austin and form a part of the University of Texas plant in that city.

Mr. Bowen, representing the Galveston Chamber of Commerce, explained the proposal and then invited Dr. Leake, Vice President and Dean of the University of Texas Medical College to make a statement.

Dr. Leake had been urged to accompany the delegation and the visit was not of his own initiative. Dr. Leake explained that his position was in no sense one of controversy. In accepting the position with the University of Texas his duties had been outlined to be interest in health education in the State. He has no interest in a particular location for any unit of the University, but rather is concerned with health education as a whole. Some time ago President Rainey appointed a committee to survey the health education needs of Texas. This Committee was composed of Dr. Leake, Dr. Elliott and others and was to work in connection with the Medical Committee of the Board of Regents. The work of this committee was to be confidential until a public statement would be authorized.

Dr. Leake suggested that the Houston and Galveston Chambers of Commerce work together in the support of the Medical Schools and the Dental College and that they join in a statement which will correct the erroneous impression arising out of President Rainey's report and recommendation.

The Galveston delegation had prepared a resolution which was read to the committee by Mr. Holliday, manager of the Galveston Chamber of Commerce.

Mr. Sawtelle inquired if this resolution would not build a fire under President Rainey and all agreed that it would serve to bring about action of the Board of Regents with relation to President Rainey. Mr. Aicklen spoke in favor of the resolution.

Dr. Bertner suggested that the resolution, as presented, was inadvisable in that it was a type of publicity which would not be constructive.

Mr. Clarke suggested that a letter be written by the President of the Chamber of Commerce or that there be a joint statement by the Presidents of the two Chambers of Commerce addressed to the President of the Board of Regents outlining the development of the Medical Center in the Houston-Galveston area and praising the part of the University of Texas institutions in this great health program.

Dr. Elliott stated that while the Dental College had been given to the University with no strings attached, it should remain in Houston. He urged the importance of a large supporting population at the point of location to afford instructional and clinical material.

It had been reported that Dr. Rainey had expressed the opinion that controversy was helpful in such matters as the location of these institutions. Col. Bates expressed the opinion that President Rainey may be right in this opinion. Public support is derived from public interest.

It was moved by Mr. Clarke, seconded by Mr. Sawtelle and voted unanimously, that the Houston and Galveston Chambers of Commerce appoint a joint committee to develop and prepare a statement of the aims of the whole health program in this area, that this statement show the relationship of the University of Texas institutions to the Medical and Health program in the Houston-Galveston metropolitan areas and that this be a constructive statement which would give a correct point of view, describing the merits of these institutions and their important part in the Medical Center program.

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It had been reported that Dr. Rainey had expressed the opinion that controversy was helpful in such matters as the location of these institutions. Col. Bates expressed the opinion that President Rainey may be right in this opinion. Public support is derived from public interest.

It was moved by Mr. Clarke, seconded by Mr. Sawtelle and voted unanimously, that the Houston and Galveston Chambers of Commerce appoint a joint committee to develop and prepare a statement of the aims of the whole health program in this area, that this statement show the relationship of the University of Texas institutions to the Medical and Health program in the Houston-Galveston metropolitan areas and that this be a constructive statement which would give a correct point of view, describing the merits of these institutions and their important part in the Medical Center program.

Col. Bates made it clear that the gifts of the M. D. Anderson Foundation for medical advancement have been free of any effort to dictate the policy of the recipient institution.

In discussing the statement to be prepared by the two Chambers it was agreed by all that the statement should be sent to the Chairman of the Board of Regents, leaving to him the release of publicity.

The Executive Committee of the Houston Chamber of Commerce, at its meeting the following week, July 25, 1944, decided that, instead of a letter to the University's Board of Regents signed by the presidents of the Houston and Galveston Chambers of Commerce, a brief with covering letter would be sent to the regents. The brief outlined the importance of the medical college and the school of nursing to the Galveston-Houston area, the contributions these institutions were making to the general health program of the state, and the continuing progress that could be expected of these institutions in the future, especially as they related to plans for development of the medical center in Houston. The brief especially pointed to the long history of accomplishment of the Texas Dental College in Houston and to the important role it would be expected to assume in the new medical center in Houston.

John H. Bickett, Jr., chairman of the University's Board of Regents, responded to President A. D. Simpson of the Houston Chamber of Commerce in a letter dated July 29, 1944. The key portions of this letter follow:

"Copies of this statement will be sent to all members of the Board of Regents, and will be given particular consideration by the Medical Committee of the

board, which is now engaged in making a survey for the future medical education program of the University.

"In considering this subject, the Medical Committee and the entire Board of Regents will be guided by the consideration of what is to be the best interest of the University and the State as a whole. The final conclusions will be based upon a careful study of all of the facts.

"You may be assured that, if the idea of removing these institutions from their present locations should be seriously entertained, you will be granted the opportunity for a hearing to present factual information as requested at the conclusion of your statement."

Dr. Rainey's recommendations apparently had been made without prior consultation with members of the Board of Regents or with its Medical Committee, and stemmed, presumably, from difficulties Dr. Rainey had during the administration of Dr. John Spies at the medical school. Even though Dr. Chauncey C. Leake had succeeded Dr. Spies at Galveston, Dr. Rainey apparently felt that the time was propitious to make the recommendations as a means of obviating any similar difficulties in the future. The difficulties between Dr. Rainey and Dr. Spies were the basis for the decision of the Executive Committee of the Houston Chamber of Commerce, at its meeting July 25, to limit its brief to the Regents to the period beginning with the administration of Dr. Leake, eliminating "all reference to the Medical School prior to the administration of Dr. Leake."

Mr. Bickett's letter to the Houston Chamber of Commerce stated that there would be a hearing "if the idea of removing these institutions from their present locations should be seriously entertained," indicating there was doubt that the Regents would approve

the recommendations. In any event, President Simpson informed the Executive Committee at its meeting August 15, 1944, that "this situation would be watched carefully." In the meantime Houston members of the University's Board of Development were active in making contacts in support of the institutions in their present locations.

Dr. Rainey's administration at the University of Texas was marked by a deepening rift with the Board of Regents. The recommendations he made with reference to the medical institutions apparently served to widen the breach. In any event there was no action by the Regents during the remainder of 1944, and at the end of that year Dr. Rainey resigned, to be succeeded by Dr. T. S. Painter.

While there had been no action on the recommendations, nonetheless they still were before the Regents. In view of this situation, the Board of Directors of the Houston Chamber of Commerce adopted a resolution on March 13, 1945, calling upon the Board of Regents to adopt a formal program for development of the University's medical and dental institutions in the Texas Medical Center.

The minutes of the March 13, 1945, meeting are reproduced here in full to give the scope of the subject matter under discussion, and in particular to present the resolution prepared for the directors since it later became subject to controversy within the Board of Directors. (The details of this report dealing with financing the University's institutions in the Medical Center are given in a later section of this study).

MINUTES
BOARD OF DIRECTORS' MEETING
HOUSTON CHAMBER OF COMMERCE
March 13, 1945

Present: George Sawtelle, presiding; Jas. A. Baker, Jr., Hines H. Baker, W. B. Bates, Joel H. Berry, Ed A. Blackburn, George A. Butler, H. O. Clarke, Noah Dietrich, A. L. Edmondson, Dr. Chas. C. Green, Earl C. Hankamer, George A. Hill, Jr., Paul J. Neff, J. A. Phillips, Dr. W. H. Scherer, J. Virgil Scott, Frank C. Smith, Edd R. Turner and W. N. Blanton.

Guests: Dr. E. W. Bertner, Dr. F. C. Elliott, and R. H. Startzell

MEDICAL CENTER:

Dr. Elliott described plans for the development of the College of Dentistry of the University of Texas. There is great need for enlarged and improved dental education and training. One and one-half million Texas school children are reported to have three or more decayed teeth. The ratio of dentists normally is one to fifteen hundred. It now is one to five thousand.

Dr. Bertner followed Dean Elliott with the statement that there now is no provision by which the University of Texas Medical and Dental Colleges may share in the constitutional funds of the University of Texas. It is necessary to go to the Legislature for appropriations to cover all expenses for capital improvements and for operations and maintenance. He urged the Chamber of Commerce to support a move to obtain adequate legislative appropriations to afford buildings for the medical and dental colleges and to look to the establishment of the schools of public health, geographic medicine and geriatrics.

The Medical Committee of the Board of Regents of the University of Texas will meet in Houston Thursday March 15. Dr. Scherer, University of Texas Regent, is a member of this sub-committee. Dr. Scherer said that he thus far had attended only one meeting of the Regents and lacked detailed acquaintance with their program. He complimented the vision and foresight of Dean Elliott in planning for the development of a College of Dentistry.

Col. Hill pointed out that the most insistent need now is for the Board of Regents of the University to adopt and to announce a fixed policy for a permanent program for the Medical and Dental Colleges at Houston. The Board of Regents can not escape their responsibility

for stabilizing the situation, but should make it clear that the Houston branches of the University are permanently located at Houston and will be developed and maintained in a manner consistent with the needs of the State.

Dr. Green pointed to the progress of the medical profession in extending life span. Particular progress has been made in extending the lives of older people. The average age now is 62 years.

Mr. Smith said that Senator Metcalfe, Chairman of the Buildings Committee of the Senate Appropriations Committee, has stated that there will be no authorization by the Legislature for new buildings this year. Mr. Smith is President of the Board of Trustees of A. & I. at Kingsville and has had contacts with respect to the needs of this college. He said that the buildings for the Houston branches of the University can not share in the constitutional funds of the University income derived from University lands. He urged the importance of a statement by the Board of Regents definitely outlining a policy for the future of the Houston schools as a part of the University.

Col. Bates declared there is great need for buildings now and that the Regents should favor an adequate building program at Houston and that steps should be taken to obtain the required legislation for constitutional amendment to make the Houston branches of the University an integral part of the institution privileged to share in its constitutional funds.

Mr. Dietrich suggested that the Board of Directors of the Chamber notify the Board of Regents of the position of the Chamber of Commerce in strongly supporting adequate appropriations for new buildings, maintenance and operation of the Houston branches of the University and for a constitutional amendment to permit them to participate in permanent funds of the University.

It was moved by Col. Hill, seconded by Hines Baker and voted unanimously that an appropriate resolution be drawn expressing the position of the Chamber in this matter. It was agreed that this resolution should be drafted by Col. Hill and Hines Baker, working with Col. Bates.

After further discussion, the President appointed the following to be a committee to draw the resolution: Messrs. Butler, Berry and Warren Dale, President of the University of Texas Ex-Students Association. This committee will work with Drs. Elliott and Bertner and Col. Bates. It was the thought of the Board that Col.

Hill prepare a rough draft of his suggested resolution for consideration by this committee with the collaboration of Col. Bates.

The Board informally agreed to give a dinner for the Medical Committee of the Board of Regents Thursday evening, March 15, in Room A of the Houston Club at 6:30. All members of the Board were invited to attend, as were Warren Dale, Drs. Elliott and Bertner, and members of the Board of Trustees of the M. D. Anderson Foundation.

RESOLUTION

WHEREAS, there has been established, and is in process of development, a Texas Medical Center, situated in Houston, Texas, containing various and sundry units of great importance, and including, actually or prospectively, the following units under the administration and/or direction of the University of Texas:

I. The Dental Branch

- (1) The School of Dentistry
- (2) College of Dental Nursing
- (3) The Post-Graduate and Graduate School of Dentistry and Stomatology
- (4) Institute of Orthodontics

II. The Medical Branch

- (1) The School of Medicine
- (2) Post-Graduate and Graduate School of Medicine
- (3) Institute of Geographic Medicine
- (4) Institute of Geriatrics

III. The M. D. Anderson Hospital for Cancer Research

IV. The School of Public Health

all as more fully set forth in the attached outline of the activities and programs appertaining to each unit hereinabove referred to; and

WHEREAS, the Board of Directors of the Houston Chamber of Commerce is in accord with and fully approve of all necessary and adequate support of the program for the development of the above

enumerated units of the Texas Medical Center under the guidance and direction of the University of Texas, and as outlined by Doctors Bertner and Elliott for the appropriate housing, maintenance, and operation, of each of said units upon the basis of the highest type and the very first class; and

WHEREAS, the building requirements of one or more of such units have been heretofore provided for in part by legislative appropriations, matched by a like appropriation and expenditure by the M. D. Anderson Foundation, which legislative appropriation has lapsed and requires, currently, reappropriation at the present sessions of the Legislature of the State of Texas, and other and additional legislative appropriations and actions seen to be requisite and necessary, at this time, for the necessary implementation of the plans and programs thus far promulgated for the secure establishment and maintenance of the above named units; and

WHEREAS, in the opinion of the Board of Directors of the Houston Chamber of Commerce it is vital and necessary that the Board of Regents of the University of Texas do presently determine and publicly declare its deliberate policy with respect to the establishment, location, maintenance, and operation of the several units hereinbefore referred to in order that the highest interests and usefulness of the University of Texas and the Texas Medical Center be protected and advanced, and that timely and appropriate steps be taken to safeguard the commitments, conditional or otherwise, made by the M. D. Anderson Foundation, and others, and in order that the Houston Chamber of Commerce, the Harris County Medical Society, and various other interested persons may take appropriate action, and seek to enlist the support of

other philanthropic individuals and foundations, and either initiate or support legislative action designed to effectuate the purposes and programs above outlined, with the confident assurance that such program is the approved program and policy of the Board of Regents of the University of Texas:

BE IT, THEREFORE, RESOLVED by the Board of Directors of the Houston Chamber of Commerce:

First: We hereby record our approval of the plans and program for the establishment of the several units of the Texas Medical Center set forth in the attached outline;

Second: We hereby assure the University of Texas our aid and support in the establishment, development and furtherance of such program;

Third: We regard it as vital and essential to the proper development of the Texas Medical Center and the several units therein attributed to the University of Texas that there be a formal declaration of the policy of the Board of Regents of the University of Texas with respect thereto, in order that the Houston Chamber of Commerce and other individuals, foundations, and societies may cooperate in the advancement of an agreed and approved program, and in order that necessary legislative action be promptly initiated and obtained.

Resolution unanimously authorized
BOARD OF DIRECTORS of the Houston
Chamber of Commerce, meeting in
regular session, March 13, 1945.

THE HOUSTON CAMPUS

Institutions

I. The Dental Branch

1. The School of Dentistry
 - a. Educational activities
 - Training of: Dentists
 - Dental Technicians
 - Dental Nurses
 - Dental Hygienists
 - b. Service activities
 - Treatment of patients in Schools, Hospitals, and Public Health Centers
 - c. Research
 - Orthodontics
 - Pedodontics
 - Nutrition (as related to mouth tissues)
 - Dental Epidemiology
 - Diseases of the teeth
 - Diseases of the mouth
 - Psychosomatic relations
2. College of Dental Nursing
 - a. Educational activities
 - Training of: Dental Nurses
 - Dental Hygienists
 - b. Service activities
 - Nursing service to patients in Schools, Hospitals, and Public Health Centers
 - c. Research
 - Field study of prevalency of dental disease in relation to environment
3. The Post-Graduate and Graduate School of Dentistry and Stomatology
 - a. Educational activities
 - (1) Methods of training:
 - continuation courses
 - refresher courses
 - short-term courses
 - degree courses
 - (2) Continued education for general practitioners
 - (3) Training of Specialists in Dentistry and Stomatology
 - Exodontists
 - Orthodontists
 - Pedodontists
 - Periodontists
 - Prosthetists
 - Surgeons (Oral)
 - Surgeons (Plastic)

- b. Service Activities
Graduate service for patients in
Schools and Hospitals
 - c. Research
Research activities in all fields
4. Institute of Orthodontics
- a. Educational activities
Cooperative educational activities
with the Dental School, the Medical
School, the Buchanan Foundation,
and the Hogg Foundation, and the
Wolffe Foundation
 - b. Service activities
Throughout the various Foundations
and in the field where needed
 - c. Research
Primarily a Research Institute for
the study of facial deformities

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II. The Medical Branch

1. The School of Medicine
- a. Educational activities (undergraduate)
Training of: Physicians (Preceptorial
clinical teaching only)
 - b. Service activities
Treatment in Schools, Hospitals, and
Public Health Centers
 - c. Research
Coordinated research through the
teaching departments in Galveston
2. Post-Graduate and Graduate School of Medicine
- a. Educational activities
 - (1) Methods of training:
 - continuation courses
 - refresher courses
 - short-term courses
 - degree courses
 - (2) Training of Specialists in Medicine
 - Allergists
 - Anesthetists
 - Dermatologists
 - Gynecologists
 - Neurologists
 - Obstetricians
 - Oculists
 - Oncologists
 - Oto-Larynologists

Pathologists
Pediatricians
Proctologists
Psychiatrists
Roentgenologists
Surgeons
Surgeons (Plastic)
Urologists

- b. Service activities
Graduate service for patients
in Schools and Hospitals
 - c. Research
Research activities in all fields
3. Institute of Geographic Medicine
- a. Educational activities
Cooperative educational services with
all Schools of the University (medicine,
dentistry, nursing, etc.)
 - b. Service activities
Services on all campuses of the
University and field services
where needed
 - c. Research
Primarily a Research Institute for
the study of diseases of world-wide
origin
4. Institute of Geriatrics
- a. Primarily a Research Institute for
the study of old age (medical and
dental)

*** *** ***

III. The M. D. Anderson Hospital for Cancer Research

- a. Educational activities (undergraduate)
Training of: Medical Students and
Dental Students (cancer control and
treatment)
Physicians and Dentists (cancer
control and treatment)
Public Education (cancer control and
treatment)
- b. Service activities
Treatment of patients from Schools and
Hospitals
- c. Research
All phases of cancer - cause and treatment

IV. The School of Public Health

a. Educational activities

Training of: Specialists for the
Public Health field
Administrators
Physicians
Dentists
Nurses
Engineers
Educationists
Statisticians
Epidemiologists
Veterinarians
Vermin and Rodent
Control Experts

The medical committee of the Board of Regents convened in Houston on March 13, 1945. This visit undoubtedly had much to do with the later favorable action by the Board of Regents concerning University institutions in the Medical Center. The Magazine HOUSTON account of the visit follows:

U. OF TEXAS REGENTS HOUSTON GUESTS

HONORED BY DINNER BY
LOCAL EDUCATORS AND
BUSINESS LEADERS

To attend a conference of the men who are the leaders in the building here of the Texas Medical Center, Dr. C. O. Terrell of Fort Worth, and Ed B. Tucker of Nacogdoches, regents of The University of Texas, were in Houston on March 15 as the guests of Col. W. B. Bates, John H. Freeman, and H. M. Wilkins, trustees of the M. D. Anderson Foundation; Dr. W. H. Scherer, Chamber of Commerce officials, Hines Baker, chairman of the development board of The University of Texas, and Col. Geo. A. Hill, Jr., a member of the development board, and others.

Dr. Terrell, Mr. Tucker, and Dr. Scherer, as members of the directing board of The University of Texas, are naturally vitally interested in the important post that institution is to assume in the completion of the Texas Medical Center. Therefore,

the visit of Dr. Terrell and Mr. Tucker to Houston and the consultation with Dr. Scherer, who, along with Dr. Terrell, is a member of the Medical Committee of the University regents, and the trustees of the Anderson Foundation and others interested in the Texas Medical Center, will undoubtedly result in a much closer contact with The University of Texas Board of Regents.

Among Houston's leaders conferring with the regents were Dr. E. W. Bertner, acting director of the M. D. Anderson Hospital for Cancer Research; Dr. F. C. Elliott, dean of the Texas College of Dentistry; George Sawtelle, president of the Chamber of Commerce, and others.

The group visited the site of the Medical Center and also of the Naval Hospital now being built. During the meeting, the regents were informed of the fact that through the generosity of the M. D. Anderson Foundation, the Medical Center was assured for Houston. Col. W. B. Bates, representing the Foundation, also conferred with Rear Admiral J. T. Matthews, superintending civil engineer for the U. S. Navy, relative to the selection and securing of the Naval Hospital site some eighteen months ago.

Dr. Bertner talked at length with the regents in regard to the M. D. Anderson Hospital for Cancer Research, which, in all probability, will be the second largest building in the Medical Center grounds of some one hundred and forty-one acres. This hospital is to be even larger than was first contemplated, owing to a recent donation made to the University of Texas of \$800,000 by the late Miss Rosalie Hite. Miss Hite, a resident of Houston, died here on June 25, 1944. In her will she asked that a large share of her holdings be given to cancer research.

The regents were also interested, and the group at some length discussed plans of the new building to be placed in the Medical Center which is to house the new University of Texas School of Dentistry. This institute, up to a short time ago, was known as the Texas Dental College and has been growing steadily for years. Now that it is a unit of the University of Texas, great plans are being made for its further development and usefulness.

The conference enabled the University regents and those here who are the leaders in the Texas Medical Center to become better acquainted and to exchange ideas

and suggestions on the building of this Medical Center, which is destined to soon become one of the most important in the nation.

Eleven days after the Board of Directors meeting, the University Board of Regents on March 24, 1945, adopted a formal program for University units in the Medical Center and firmed up their permanent location in Houston. These actions effectively buried Dr. Rainey's recommendations and laid the basis for continuing development programs during the years. The Executive Committee minutes of April 3, 1945, summarized the Regents' actions:

MINUTES
EXECUTIVE COMMITTEE MEETING
HOUSTON CHAMBER OF COMMERCE
April 3, 1945

"Mr. Hines Baker reported on the conference he and Col. Bates had with the Board of Regents of the University of Texas. They explained to the Regents the status of uncertainty about the permanence of the Dental and Medical Branches of the University at Houston and requested a statement of definite policy.

"The Board of Regents adopted a resolution stating its specific intent to maintain the College of Dentistry, M. D. Anderson Cancer Research Institute, and other phases of dental and medical education and training in Houston. They proposed to re-locate the Dental College in the Texas Medical Center and make it a first class school, with which will be affiliated a school for dental nursing, post graduate dental instruction and an institute of othodomics.

"The M. D. Anderson Cancer Research Institute will be maintained permanently in Houston with location in the Medical Center. In addition to present instructional facilities, the Regents proposed to establish and operate in Houston as a part of its program in the Medical Center a school of public health, post graduate courses and a generalized course in medical education.

"The Regents in their resolution also stated their intention to work for the re-appropriation of the unexpended balance of \$500,000 for the Houston plant and facilities.

The Regents formally adopted a resolution embodying the above principles."

In addition to voting to maintain and expand the M. D. Anderson Hospital and Tumor Institute and the Texas Dental College in Houston, the Regents' resolution further pledged the Regents "to the full extent permitted by the Legislature and private support" to undertake establishment and operation of other agencies in the fields of medical and dental education and research in cooperation with the medical center, including a school of public health, an institute of geographic medicine, preceptorial clinical teaching, and the training of specialists in the field of medicine."

The Regents expressed "profound appreciation for the support, both financial and moral, given the University by the M. D. Anderson Foundation, the citizens of Houston and the ex-students of the University" in connection with its Houston program and pledged wholehearted cooperation in the program of the Texas Medical Center."

POST-WAR FINANCING PROBLEMS

The year 1945 saw World War II come to a victorious end, with VE Day on May 8 and VJ Day on August 14. These had been trying years for the civic leadership as the community's total resources were organized for and dedicated to the successful prosecution of the war.

It was during these difficult years that the Texas Medical Center laid its roots in Houston. During the war years six major events had occurred affecting the Medical Center: The M. D. Anderson Hospital and Tumor Institute, the Texas Dental College, the Baylor University College of Medicine and the Naval Hospital had been acquired for the Center or its environs; the M. D. Anderson Foundation trustees had purchased the site for the Medical Center from the City of Houston, and the University of Texas Board of Regents had formally firmed up the location of University-affiliated units in the Medical Center. The community had responded magnificently when called upon to provide funds for the Baylor University College of Medicine and for the Naval Hospital site, even though war bond drives and war-time restrictions on wages-profits-dividends had placed limits on the availability of funds for non-war purposes.

The close of World War II brought to the fore the matter of financing of the University of Texas institutions in the Medical Center. The minutes of the Chamber of Commerce Executive Committee meeting of Nov. 6, 1945, touched upon this problem:

"Mr. Hines Baker gave a confidential report on a meeting called by George A. Hill, Jr., chairman of the University of Texas Development Group. The meeting included representatives from the Anderson Foundation, the University of Texas, the Chamber of Commerce and other groups concerned with the further expansion of the Medical Center idea and the place of the University of Texas in these plans. It was pointed out that the University of Texas funds cannot be spent for permanent improvements other than on the main campus at Austin and at the Medical School in Galveston. Thus any improvements in connection with the Medical Center here would have to be financed by Legislative appropriation or from private funds. In the proposed \$6,000,000 program, the Anderson Foundation has indicated a willingness to match funds from other sources, dollar for dollar. Thus, it would be necessary to raise \$3,000,000 to carry out the University of Texas program."

The matter lay dormant over the yearend, but on Feb. 12, 1946, Paul J. Neff, who had succeeded George Sawtelle as Chamber of Commerce president, brought it up as the only item on the agenda for the monthly meeting of the Board of Directors. The minutes of this meeting follow:

MINUTES
BOARD OF DIRECTORS' MEETING
HOUSTON CHAMBER OF COMMERCE
February 12, 1946

The following attended a regular meeting of the Board of Directors of the Houston Chamber of Commerce in Room "A" at the Houston Club, Tuesday, February 12, 1946, at 12:15 P.M.: Paul J. Neff, L. S. Adams, Jas. A. Baker, Jr., Hines H. Baker, W. B. Bates, Dr. Claude C. Cody, Sam A. Dunlap, Claud B. Hamill, George A. Hill, Jr., Max Levine, J. B. Patterson, John L. Peebles, George Sawtelle, T. E. Swigart, Harmon Whittington, J. Barry York, W. N. Blanton. Also present were Dr. E. W. Bertner, Mr. D. A. Simmons and Mr. Hulen Black, Director of the University of Texas Development Board.

In calling the meeting to order, Mr. Neff said that for three years or more the Chamber of Commerce has taken a great interest in plans for the development of the Texas Medical Center. To give necessary background for the discussion to follow, he read the attached resolution which was adopted by the Board of Directors on March 13, 1945. (Reproduced in a preceding section of this report).

Mr. Neff asked Colonel Hill to present the current situation on the Texas Medical Center insofar as the plans of the University of Texas are concerned. Colonel Hill recalled the first meeting when this matter was presented to the Board by Dr. Bertner and Dr. Elliott. Later he said that when he met with representatives of the University of Texas he stated that the general program as now contemplated by the University would eventually become a part of the Medical Center and that he hoped it would be under sponsorship of the University of Texas. He then appeared before the Board of Regents as a representative of the Chamber of Commerce and told them that this community was somewhat uncertain as to the support and enthusiasm of the University of Texas for the project. He asked for a clear-cut statement of their position and action on their part that could not be misunderstood.

Since then, Colonel Hill declared that the University of Texas had been studying the project and developing plans for its part in the Texas Medical Center. As a result of this study, instead of a million-dollar project as was then planned, there has now been developed a program that calls for an expenditure of \$6,250,382 for buildings and equipment, involving an annual maintenance cost of \$1,273,482. The program has reached this magnitude, he said, because the University of Texas realizes that a great project is being developed which will be not only of area and statewide importance, but also of national and international importance. He recounted the various steps in the development of the Texas Medical Center, including the gifts of Mr. and Mrs. Cullen, the expansion plans of the Hermann Hospital authorities, the Naval Hospital, the Veterans Administration neuropsychiatric hospital, and the support of the Anderson Foundation. He presented the following schedule of estimated cost of the program of the University of Texas:

	Building	Equipment	Maintenance
I. Dental Branch			
a. School of			
Dentistry	\$1,000,000	\$1,163,382	\$ 420,482

	Building	Equipment	Maintenance
b. College of Dental Nursing	\$ 150,000	\$ 25,000	\$ 32,000
c. Institute of Orthodontics(Rec)		22,000	20,000
d. Postgraduate & Graduate school of Dentistry & Stomatology	150,000	125,000	61,000
II. School of Public Health	750,000	565,000	360,000
III. Geographic Medicine (Rec.)			
IV. Preceptorial & Postgraduate Med.	100,000		30,000
V. M.D. Anderson Hospital for Cancer Research	1,500,000	700,000	350,000
	<u>\$3,650,000</u>	<u>\$2,600,382</u>	<u>\$1,273,482</u>

Colonel Hill reminded the Board of Directors that the permanent funds of the University of Texas cannot be used except for buildings on the main campus at Austin or at the Medical School in Galveston. He said that he is confident that the Anderson Foundation will soon take formal action to set up a fund of \$2,500,000 for the University of Texas program and that it will be necessary to raise the additional funds for the development. The University of Texas Development Board will spearhead this effort. It was his opinion that the Board of Directors should authorize President Neff to name a committee to work with the Development Board and the representatives of Texas Medical Center, Inc., in this effort. It was his opinion that a substantial amount can be raised by general solicitations, but that the larger portion of the funds necessary will have to come from foundations and philanthropists who can be assured that this is a project in which their money can do a good job. Such a campaign, he stated, cannot be a whirlwind affair. It may require as much as three years to complete it. He felt that strong general support will encourage foundations and philanthropists to support the program.

Colonel Hill emphasized that immediate action is now necessary. The formal dedication of the Medical Center has been scheduled for February 28, and the banquet to be held here on March 2 will signalize the strong

support of every element of the University of Texas for the project. By that time the University will have a brochure setting forth in detail its program for the Medical Center.

Dr. Berther, speaking for the Board of Trustees of the Medical Center, said that they were most anxious for the University of Texas to participate to the extent outlined by Colonel Hill and to an even greater extent in the long-range future. He said that they solicit the support not only of the Houston Chamber of Commerce but of everyone in the State.

Hulen Black, Director of the University of Texas Development Board, said that his Board has put its full weight behind this program. He said that the steps have been taken so carefully and that the impetus is so great that they have a feeling of confidence for the success of the program. Mr. D. A. Simmons assured the Board that the former students of the University of Texas will give the program their full support.

Colonel Bates said that the Medical Center cannot be successful without the full support of the doctors of this community, and he assured the Board that it is being given wholeheartedly.

Mr. Hines Baker said that Colonel Hill has spearheaded this program from the beginning. He pointed out that the educational and research features of the Center form the very heart around which the other activities of the Center will revolve. He said it is extremely fortunate that the Medical Center will have the institutions that are projected by the University of Texas. Colonel Bates pointed out that if the Trustees of the Anderson Foundation meet the request of the University of Texas for \$2,500,000 it will have to be known that they cannot make any further commitments for a considerable period of time.

Dr. Cody asked about provisions that have been made for a Medical Library. Colonel Hill said that everyone is taking it for granted that there will be an outstanding Medical Library and that the Harris County Academy of Medicine will spearhead the effort to provide the library. Dr. Cody spoke briefly on the importance of the Medical Library to the educational and research phases of the Medical Center program. He said that he sees no conflict between the effort to get the Medical Library and the campaign of the University of Texas. He said that the timing is a matter that will have to be considered, but that the doctors want to go ahead and that they will need the endorsement of the Chamber of Commerce.

Colonel Hill pointed out that the other institutions which will have a part in the Medical Center have refrained from making plans for their own libraries because of their desire for one central Medical Library. Dr. Bertner also said that there had been an agreement for a combined library and that it had the endorsement of the Board of Trustees of the Medical Center.

On motion of Colonel Hill, seconded by Mr. Clarke, the Board voted unanimously to reaffirm its pledge of support to the University of Texas and to authorize President Neff to appoint an appropriate committee to aid in effectuating that pledge of support. President Neff said he would appoint the committee at a later date.

Mr. Clarke moved that the Board of Directors go on record as unqualifiedly supporting the Library project and urging the support of the people of this city for this most essential element. This motion was seconded by Mr. Swigart and adopted by the unanimous vote of the Board. It was agreed that a resolution in line with Mr. Clarke's motion would be worked out by Dr. Cody and made a part of the minutes.

The Board adjourned at 2:00 P.M.

(s)

P. J. Neff, President

(s)

Marvin Hurley, Recorder

"Aid and Support"

In voting "to reaffirm its pledge of support to the University of Texas," the Board of Directors thus endorsed the original pledge of support of March 13, 1945. The 1945 resolution, which resulted in the Board of Regents adopting a formal program for its institutions in the Medical Center, assured the University "of our aid and support in the establishment, development and furtherance of such program." (The resolution is reproduced in full, with attachment listing the University-affiliated institutions, in a preceding section of this report).

Precisely what "aid and support" meant was the subject of spirited debate among the directors in subsequent meetings, there being the feeling among some directors that the Chamber of Commerce should not sponsor another fund-raising campaign as was implied by the "aid and support" wording of the resolution.

Meanwhile, Colonel Hill prepared, subsequent to the meeting of Feb. 16, 1946, a second formal resolution reaffirming Chamber of Commerce support for the University-affiliated units in the Medical Center, and attached to it a copy of the Board of Regents' resolution outlining the University's policy with reference to these units but especially empowering the Development Board to take steps to provide funds for the buildings and equipment.

The resolution prepared by Colonel Hill is reproduced in full herewith, along with the Board of Regents' resolution, because these were the documents upon which the Chamber of Commerce Board of Directors based subsequent actions leading to a highly-successful fund-raising campaign. (It should be kept in mind that while the Board of Directors on Feb. 16, 1946, had reaffirmed support for the University-affiliated institutions, the resolution itself had been prepared subsequent to the meeting and therefore had not been acted upon by the Board of Directors).

Board of Directors Resolution

WHEREAS, the Board of Directors of the Houston Chamber of Commerce, on the 13th day of March, 1945, adopted a resolution recording its approval of the plans and program for the establishment in the Texas Medical Center, by the University of Texas, a Dental College, College of Dental Nursing, School of Public Health, M. D. Anderson Hospital for Cancer Research, Preceptorial and Post-graduate Medicine, and other related units, more particularly outlined in such program:and

WHEREAS, said resolution urged the Board of Regents of the University of Texas to make a formal declaration of its policy with respect to such program "in order that the Houston Chamber of Commerce and other individuals, foundations and societies may co-operate in the advancement of an agreed and approved program" and also specifically assuring "the University of Texas of our aid and support in the establishment, development and furtherance of said program": and

WHEREAS, the Board of Regents of the University of Texas have, after due study and deliberation, formally adopted and approved a program, and have made estimates of the approximate cost of the buildings, and equipment for said units, in the estimated sum of \$6,250,382.00, as follows:

	Building	Equipment
I. Dental Branch		
a. School of Dentistry	\$1,000,000	\$1,163,382
b. College of Dental Nursing	150,000	25,000
c. Institute of Ortho- dontics (Rec.)		22,000
d. Postgraduate and Graduate School of Dentistry and Sto- matology	150,000	125,000
II. School of Public Health	750,000	565,000
III. Geographic Medicine (Rec.)		
IV. Preceptorial and Postgraduate Medicine	100,000	
V. M. D. Anderson Hospital for Cancer Research	<u>1,500,000</u>	<u>700,000</u>
	\$3,650,000	\$2,600,382
Total Building & Equipment	<u>\$6,250,382</u>	

but specifically recited in its resolution of approval that "no appropriation to finance the building and equipment for these several units of the University has been provided, and the income from the University's endowment fund cannot be used for these purposes because of the limitations in the State Constitution" in consequence of which the Board of Regents authorized the Development Board of the University of Texas "to take steps which it deems necessary to provide funds for building and equipment and whatever other funds that may be required for the establishment of such approved units in the Texas Medical Center": and

WHEREAS, the members of the Development Board of the University of Texas and representatives of the Texas Medical Center, Incorporated, M. D. Anderson Hospital for Cancer Research, and of the M. D. Anderson Foundation have advised the Board of Directors of the Houston Chamber of Commerce that plans have been formulated by the University of Texas and the University of Texas Development Board for the inauguration, on March 2, 1946, of the undertaking to obtain, by gift and endowment, for the University of Texas, the sum of \$6,250,000.00 for the purpose of constructing and equipping said units in the Texas Medical Center and of which said sum the M. D. Anderson Foundation has made certain definite, and certain informal and conditional, pledges aggregating \$2,500,000.00, contingent, pro tanto, upon the raising of the said sum of \$6,250,000.00: and

WHEREAS, the Board of Directors of the Chamber of Commerce have been now asked to lend their active assistance in the procurement of donations in aid of said undertaking with special reference to the securing of a generous support by the business and industrial organizations of Houston:

THEREFORE, BE IT RESOLVED by the Board of Directors of the Houston Chamber of Commerce:

First: We hereby reaffirm and reassure the University of Texas of the aid and support of the Chamber of Commerce in the establishment, development, and furtherance of the program of the University of Texas in the Texas Medical Center, as hereinabove outlined.

Second: The President of the Chamber of Commerce is hereby authorized and requested to appoint a committee, of such number as he may deem to be adequately representative, of the business and industrial organizations of the City, to secure such generous aid and support as may be obtainable from our business and industrial community, to supplement the actual and conditional gifts of the M. D. Anderson Foundation, and to aid generally in the furtherance of the University of Texas program in the Texas Medical Center, and to cooperate with the administrative officers of the University of Texas and the Board of Regents thereof, the Development Board, and the Houston Committee of the University of Texas Development Board, in the accomplishment of such objective.

Board of Regents Resolution

WHEREAS, there has been established in Houston, Texas, two units of The University of Texas, the M. D. Anderson Hospital for Cancer Research which was created by the 47th Legislature, and the Dental Branch which was created by the 48th Legislature, both of these units now functioning under the supervision of the Board of Regents: and

WHEREAS, there has been established also in Houston, Texas, The Texas Medical Center through the benefaction of Monroe D. Anderson, which has been established in a manner that destines it to become one of the greatest research and educational medical centers in the world: and

WHEREAS, the Board of Regents of The University of Texas has not been unmindful of the important part that The University of Texas must play in meeting the problems of public health as they arise in all three fields of health activities, research, education and service, since it is generally agreed that the health of the people of the State is one of the most important problems that confront The University; the Board of Regents recognizes that the need for a wider participation of The University in the study of health problems is one of the major problems of The University; and the Board has made special studies of the relationship of The University to all existing health educational units in the State; and

WHEREAS, the Board of Regents of The University was invited to participate in the development of The Texas Medical Center in Houston and after careful study decided that there will be located in The Texas Medical Center in Houston various and sundry units of

The University of Texas; so that these units may be afforded the opportunity to cooperate with the other units which are to be established in The Texas Medical Center; on the twenty-third day of March, 1945, the Board of Regents announced that the M. D. Anderson Hospital for Cancer Research, the School of Public Health, the Institute of Geographic Medicine, the Dental School, the Post-Graduate and Graduate School of Dentistry and Stomatology, the Institute of Orthodontics, and the College of Dental Nursing would be established in Houston in The Texas Medical Center; on the twenty-eighth day of September, 1945, the Board of Regents announced that the approximate cost of buildings and equipment for these units would be six million, two hundred fifty thousand, three hundred eighty-two dollars (\$6,250,382); these units are described as follows:

The M. D. Anderson Hospital for Cancer Research of The University of Texas will be the only institution in The Medical Center that will carry the name of Monroe D. Anderson. However, other units in the Center will receive funds for buildings and equipment from the M. D. Anderson Foundation. Although the primary purpose of this hospital will be cancer research, there will be provided hospital space for at least two hundred patients. This will make it possible for the hospital to serve as the proving ground for all cancer research projects of The University and for other units of the Center.

Since dentistry is recognized as a part of the whole program of the medical sciences, the plan of dental education for The University now and for the future will lead to a very thorough training in the medical sciences. Several units will comprise the Dental Branch:

(1) The Dental School will offer a four year course for the undergraduate student. Facilities will be provided for two hundred forty to three hundred students.

(2) The College of Dental Nursing will provide facilities for the training of young women in the specialized field of Dental Nursing. The graduate dental nurse serves the dentist in the same capacity as the graduate nurse serves the physician. The course of study will lead to a bachelor's degree in Dental Nursing. Facilities will be provided for one hundred to one hundred and fifty students.

(3) The Institute of Orthodontics will serve as a research center for the study of jaw and facial deformities. Research fellowships will be provided for those who are particularly qualified in this field.

(4) The Post-Graduate and Graduate School of Dentistry and Stomatology will provide facilities for the training of one hundred to one hundred and fifty graduate dentists a year in special fields of study. This school will also offer courses leading to graduate degrees in the various specialties in dentistry.

Because of the unusual opportunities for clinical teaching that will be present in The Texas Medical Center, facilities will be provided for a preceptorial training program for undergraduate medical students. This program will be under the guidance of a full time director, who will serve also as the liaison officer for the Medical Branch at Galveston. A building will be provided for offices, laboratories, and research facilities for the use of the members of the faculty of the Medical Branch. It will serve also as a center for undergraduate and post-graduate medical students who will be working on special assignments from the Medical Branch in Galveston.

The School of Public Health is primarily a graduate school for the training of graduates in medicine, dentistry, engineering, medical and dental nursing and for special work in public health. This school will provide facilities for one hundred to one hundred and fifty students a year. The acceptance of students and the granting of degrees in this school will be under the supervision of the Dean of the Graduate School. An Advisory Committee will be appointed by the President of The University that will work with the Dean of the Public Health School. The membership of this Committee will consist of representatives from the Medical Branch, the Dental Branch, the M. D. Anderson Hospital for Cancer Research, the College of Engineering, the Graduate School, and other representatives that may be desired.

The Institute of Geographic Medicine will serve as a research center for the study of diseases common to every part of the world. Because of the relation that diseases of this type bear to Public Health, it is essential that the Institute of Geographic Medicine be included in the School of Public Health.

Facilities will be provided in all units of The University that are in The Medical Center for the training of technicians in all fields of health; and

WHEREAS, no appropriation to finance the building and equipment for these several units of The University has been provided and since the income from The University's endowment cannot be used for these purposes because of limitations in the State Constitution: therefore be it

RESOLVED by the Board of Regents that within the limit of their duties as provided by law, they will lend their effort to the procurement of funds for buildings and equipment and prepare for the Legislature the Appropriation Bill that will be necessary for the maintenance and operation of these several institutions: and be it further

RESOLVED that the Development Board is authorized to take steps which it deems necessary to provide funds for building and equipment and whatever other funds that may be required for the establishment of the units that have been approved by the Board of Regents in The Texas Medical Center: and be it further

RESOLVED that a copy of this Resolution be delivered by the President of The University to the Trustees of the M. D. Anderson Foundation, to the Deans of the Colleges and Schools of The University at Austin, Galveston, and Houston, to the President of the School of Mines, to the Acting Director of the M. D. Anderson Hospital

for Cancer Research, to the Comptroller, to the Chairman and to the Director of the Development Board, and to such others that he may choose.

" . . . A Very Great and Wonderful Project"

The Chamber of Commerce Executive Committee on March 13, 1946, authorized President Neff to appoint a small committee from the Executive Committee to confer with Colonel Hill, Palmer Bradley and D. A. Simmons of the University development group "to determine how much the Chamber of Commerce might properly try to raise and from what group, and following such conference, to report back to the Executive Committee with recommendations for approval."

The special committee met March 21, 1946, and after full discussion of all factors involved in the situation, adopted four recommendations to be made to the Executive Committee, as follows:

1. That formal approval be given to a resolution drawn by George A. Hill, Jr., pursuant to motion adopted by the Board of Directors on Feb. 12, 1946.
2. That in carrying forward this resolution, the Chamber of Commerce aggressively endeavor to raise (but without any guarantee) a goal of \$750,000 for the University of Texas program in the Texas Medical Center.
3. That the Chamber's efforts be directed toward securing contributions from the corporate and business interests of the area, leaving individuals primarily to the Development Committee of the University.
4. That the President be authorized to appoint the organization committees and personnel to carry out the foregoing.

The Executive Committee approved the recommendations on March 26, 1946, and the Board of Directors approved on April 1, 1946, both actions being by unanimous vote. After the Board of Directors had approved, President Neff commented: "I believe you have endorsed a very great and wonderful project."

The Fund Campaign

President Neff announced to the Executive Committee on April 9, 1946, that Warren S. Bellows, whose firm was noted for construction of the San Jacinto Battleground Memorial Monument, had accepted chairmanship of the campaign committee. Assisted by Marvin Hurley, then assistant general manager of the Chamber of Commerce, as campaign committee secretary, Mr. Bellows lost no time in organizing the solicitation.

Mr. Bellows reported to the Board of Directors on Sept. 10, 1946, that "I can now say that we have reached our minimum" of \$750,000 in the campaign. He reported on Oct. 15, 1946, that, although some follow-up work remained to be done, the campaign had been concluded, with nearly \$1,000,000 pledged. (The final figure reported by Mr. Bellows was \$930,000, but some additional contributions, which were not formally reported to the Board of Directors, were made, thus there was no record in the minutes of meetings of the exact final total).

The 1946 year-end report of the Houston Chamber of Commerce commented that the highly-successful fund campaign "is a further indication of the recognition by Houstonians of the Texas Medical Center as the city's most significant development since the building of the Ship Channel."

The Legislative Situation

The next step in the chain of events leading to the funding of the University of Texas institutions in the Medical Center was the introduction of legislation in the Texas Legislature, which convened in January, 1947, formally authorizing the location of the institutions in the Center and providing operating funds as well as \$2,000,000 in capital funds. The various institutions were statutory branches of the University and thus were not eligible for capital funds from the University's permanent endowment.

The Legislature, faced with mounting costs for normal state functions and institutions, had before it requests for financing new projects in San Antonio, Dallas and Beaumont. The situation was further complicated by the untimely death of Senator Lacy Stewart of Houston, who had introduced the legislation for the Medical Center program and was guiding it through the Legislature.

The impasse in the Legislature prompted Colonel Hill, Colonel Bates, Hines Baker and Dr. Bertner to recommend to the Chamber of Commerce Executive Committee on April 29, 1947, that the \$2,000,000 capital allotment be eliminated from the bill. The recommendation was approved. The University Board of Regents and the Development Board also approved. The recommendation is reproduced here to give the complete picture of the situation then prevailing:

M E M O R A N D U M

An analysis of the progress in the Texas Medical Center brings forward certain important facts that require consideration and early action. Among these are the following:

1. In order to have a truly great medical center it is necessary to have more than well-equipped and efficient hospitals. At the heart of the Medical Center must be the research and teaching institutions around which great hospitals are operated. At the Texas Medical Center the primary research and teaching institutions are Baylor University, the University of Texas, and Houston University, with the Rice Institute adjacent and of great value in the basic sciences. The Baylor program is well under way, and provision is being made for the Nurses School of Houston University. The part which the University of Texas plays is to be embraced in its Dental branch, the Anderson Hospital for Cancer Research, the School of Public Health, and the Preceptorial Training Center. The carrying forward of this program is dependent at present upon the raising of at least \$2,000,000 for capital investment and Legislative authorization for the establishment of the School of Public Health and the Preceptorial Training Center as statutory branches of the University and the authorization for the removal of the Dental Branch to the Medical Center. The forward progress of the whole Medical Center program is dependent upon these authorizations and this added capital fund.

2. There is now pending in the Texas Legislature a bill by Senator Stewart establishing these branches of the University, appropriating \$2,000,000 of capital investment to supplement the \$4,250,000 already raised or committed by former appropriation and private grant, and providing funds for the maintenance and support during the biennium of the University's activities in the Center. This bill has the active support of the University of Texas Board of Regents, the University of Texas Development Board, the Houston Chamber of Commerce, and the Texas Medical Center, Incorporated.

3. Progress toward the enactment of the Stewart Bill is slow, and enactment of the bill as now drawn is doubtful for these reasons:

a. There is a feeling as a result of the generous support given the Texas Medical Center by the Anderson Foundation, Mr. and Mrs. H. R. Cullen, the citizens of Houston, and the announcements of future support of the Cullen Foundation in the Center, that the state need not appropriate money for capital investments for the various institutions of the University of Texas in the Center.

b. Due to the untimely death of Senator Stewart and the lack of an active sponsor in the Legislature for a substantial period, action on the bill in the House has been delayed. In the meantime the San Antonio groups have secured the appropriation by the Legislature of \$1,500,000 for a medical branch of the University of Texas in San Antonio, and the Dallas groups have secured the appropriation in the House of \$1,300,000 for a cancer and pellagra hospital in Dallas. In addition there is an appropriation requested of \$1,500,000 for Lamar Technological College at Beaumont. These, together with the requested \$2,000,000 for the University of Texas participation in the Texas Medical Center, make an aggregate appropriation requested for these four institutions of \$6,300,000.

There is a general feeling that if all of these claims are pressed, the Senate will kill all four bills and that if the Senate should concur with the House in the enactments of the bills, the Governor will veto them.

It would appear, therefore, that the further progress of the Texas Medical Center is greatly hampered or impaired by this situation.

4. It is imperative to progress in the Medical Center that the Legislature authorize the location of the Dental branch in the Medical Center and establish the School of Public Health and Preceptorial Training Center as statutory branches of the University of Texas in the Medical Center and provide for the maintenance and operation of these institutions. If such action is not secured at this session of the Legislature, the whole plan or program for the Medical Center receives a most serious setback.

It has been suggested by several of those concerned with this matter that the enactment of the Stewart Bill could be secured if the \$2,000,000 capital investment appropriation were dropped and the remainder of the bill enacted. It is believed that the bill, if so amended, would receive favorable action in the Senate and favorable action at the hands of the Governor. The appropriations for the San Antonio, Dallas, and Beaumont institutions would probably not become effective through Senatorial concurrence and Governor approval.

If private funds could be secured for the additional \$2,000,000 capital required to launch the complete Texas project and this announcement could be made to the Legislature, it is believed that the enactment of the amended Stewart Bill could easily be secured.

The Legislative Act

The bill was amended in the Legislature and was approved on May 8, 1947. Gov. Beauford Jester signed the legislative act on Tuesday, May 27, 1947, creating the School of Public Health, and authorizing the location of the cancer hospital, dental branch and other subsidiary units as recommended by the Board of Regents in the Texas Medical Center.

This Act, a basic document in the development of the Texas Medical Center, follows:

H. B. No. 821

AN ACT

authorizing the Board of Regents of The University of Texas to accept title for and in behalf of the State of Texas for the use and benefit of the University of Texas of any and all lands to be donated as sites needed for the location within the Texas Medical Center at Houston of the M. D. Anderson Hospital for Cancer Research, the Dental College of The University of Texas, a School of Public Health and a Preceptorial Training Center; authorizing the Board of Regents of the University of Texas to remove and locate said Hospital and Dental College on said sites; authorizing the Board of Regents to establish and operate within said Center on sites donated for said purpose a School of Public Health and a Preceptorial Training Center; providing for the sale of the property now belonging to the Dental College of The University of Texas at Houston, upon the removal and relocation of said College in said Medical Center; authorizing the Board of Regents of The University of Texas to accept gifts or donations for the purposes of this Act and reappropriating any unexpended balance from funds appropriated by Chapter 548, Acts, Regular Session, Forty-seventh Legislature, to be used for purposes of this Act; and declaring an emergency.

PREAMBLE

WHEREAS, There has been established by the Trustees of the M. D. Anderson Foundation, a Twenty Million Dollar (\$20,000,000) nonprofit charitable trust estate in the City of Houston, Harris County,

Texas, what is known and designated as "The Texas Medical Center" consisting of a plot of one hundred and sixty-three (163) acres of land as a site for said Center, upon which site there are to be located certain research laboratories, teaching institutions and training hospitals to be devoted to medical and dental education and research, which is destined to become one of the world's greatest medical centers; and

WHEREAS, The Texas Medical Center has been incorporated under the laws of Texas "exclusively for benevolent, charitable and educational purposes in order to promote and provide for or assist in the establishment, support and maintenance of facilities for medical, dental and nursing education and other phases of health and medical education, for hospitalization and treatment of the sick and afflicted and for research in the field of health and science and medicine and dentistry"; and

WHEREAS, The Board of Regents of The University of Texas in conjunction with the M. D. Anderson Foundation under the provisions of Chapter 548, Acts, Regular Session, Forty-seventh Legislature (1941), has established and is now operating in the City of Houston, Harris County, Texas, "The M. D. Anderson Hospital for Cancer Research," which institution is devoted to the diagnosis, teaching, study, prevention and treatment of cancer and allied diseases, and the Board of Regents of The University of Texas is now operating a Dental College of The University of Texas under the provisions of Chapter 329, Acts, Regular Session, Forty-eighth Legislature (1943), in the City of Houston, Harris County, Texas; and

WHEREAS, The Texas Medical Center has invited to itself numerous teaching, research and clinical institutions to constitute this great health center, but each separate institution to retain completely its own identity and to remain under the control and management of its separate governing boards, including a proposal that the M. D. Anderson Hospital for Cancer Research and the Dental College of The University of Texas become a part of the Texas Medical Center and be located on the sites provided therefor; and that the Board of Regents of The University of Texas establish and operate within said Medical Center a School of Public Health and a Preceptorial Training Center on sites to be donated therefor; and

WHEREAS, The M. D. Anderson Foundation is ready and willing to donate and to convey to the State of Texas for the use and benefit of The University of Texas the

sites needed for the location and erection thereon of buildings and other permanent improvements for the M. D. Anderson Hospital for Cancer Research, the Dental College of The University of Texas, a School of Public Health and a Preceptorial Training Center, and to continue to aid and assist in the operation of the Texas Medical Center and said M. D. Anderson Hospital for Cancer Research if the State will accept same for the purposes of locating said institutions in said Medical Center; now, therefore

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF TEXAS:

Section 1. The Board of Regents of The University of Texas is hereby authorized to select and to accept for and in behalf of the State of Texas for the use and benefit of The University of Texas title by proper conveyance or conveyances from the M. D. Anderson Foundation or other owner or owners thereof to all land within the boundaries of the plot of land designated in the City of Houston, Harris County, Texas, as "The Texas Medical Center" as the sites needed for the location, operation and maintenance thereon of the M. D. Anderson Hospital for Cancer Research, the Dental College of The University of Texas, a School of Public Health and a Preceptorial Training Center. Before title to said property can be accepted by said Board of Regents, however, the owner or owners of said land must furnish to said Board an abstract or other satisfactory certificate of title thereto, showing good and merchantable title, free of all liens, in the grantor named in said conveyances to the Board of Regents, and said title thereof must first receive the written approval of the Attorney General of this State. The Board of Regents of The University of Texas, whenever it deems it advisable to do so, is hereby authorized to remove, locate, operate and maintain on said sites so selected and acquired the M. D. Anderson Hospital for Cancer Research and the Dental College of The University of Texas. As soon as the Dental College has been properly removed and located on said site as provided for herein, the said Board is further authorized to sell and convey, at either a public or private sale, the property belonging to the State of Texas and now used by said Dental College of The University of Texas in the City of Houston, Harris County, Texas, said sale to be either for cash or on credit as said Board may determine to be for the best interest of the State. The title to said real estate now used as a site for the Dental College of The University of Texas shall be conveyed to the purchaser by proper deed duly executed under the authority and direction of the Board of Regents and the title to any personal property so sold shall be passed to the purchaser by a proper bill of sale

duly executed and delivered under the direction and by authority of said Board. The proceeds derived from the sale of any of said property as and when collected shall be used by said Board of Regents in the erection of additional buildings or other permanent improvements or for the equipment of said Dental College as said Board may determine to be for the best interest of said institution. The Board of Regents of The University of Texas is hereby authorized to establish and operate within the Texas Medical Center at Houston a School of Public Health and a Preceptorial Training Center.

Section 2. The Board of Regents of The University of Texas is hereby authorized to accept gifts or donations for the purposes of this Act. There is hereby reappropriated for each of the fiscal years of the biennium beginning September 1, 1947, and ending August 31, 1949, any unexpended balance remaining in the fund appropriated by Chapter 548 (H. B. No. 268), Acts, Regular Session, Forty-Seventh Legislature, to be used in connection with the establishment, equipping and operation of the M. D. Anderson Hospital for Cancer Research at Houston, Texas.

Section 3. The fact that the location of the M. D. Anderson Hospital for Cancer Research and the Dental College of The University of Texas within the Texas Medical Center in Houston, Harris County, Texas, will add greatly to the efficiency and economy in teaching, research and clinical instruction by said institutions, and the further fact that the establishment and operation within the Texas Medical Center of a School of Public Health and a Preceptorial Training Center will be in the interest of the public health of the people of this State, and the further fact that the M. D. Anderson Foundation has pledged Two Million, Five Hundred Thousand Dollars (\$2,500,000) towards the payment of construction costs in the location of said institutions in said site and the ex-students of the University are now engaged in a campaign to raise the sum of Three Million, Seven Hundred and Fifty Thousand Dollars (\$3,750,000) by public subscription for this purpose create an emergency and an imperative public necessity that the Constitutional Rule requiring bills to be read on three several days in each House be suspended, and said Rule is hereby suspended, and this Act shall be in force and effect from and after its passage, and it is so enacted.

President of the Senate

Speaker of the House

I hereby certify that H. B. No. 821 was passed by the House on May 6, 1947, by the following vote: Yeas 113, Nays 7; and that the House concurred in Senate amendments to H. B. No. 821, on May 8, 1947, by the following vote: Yeas 113, Nays 0.

Chief Clerk of the House

I hereby certify that H. B. No. 821 was passed by the Senate, as amended on May 8, 1947, by the following vote: Yeas 29, Nays 0.

Secretary of the Senate

Future Funding Outlined

Colonel Hill, as chairman, and Hines Baker, former chairman, of the University's Development Board; the Chamber of Commerce, the Anderson Trustees and others had worked long and hard, and persistently, to bring the University's program in the Texas Medical Center to this point of success. But much remained to be accomplished. Colonel Hill, in a letter dated June 27, 1947, to the Texas Medical Center trustees, outlined his ideas as to the course of action that might be undertaken:

June 27, 1947

To the Trustees of
The Texas Medical Center, Inc.

Gentlemen:

The Legislature of the State of Texas has enacted legislation authorizing:

(1) The University of Texas to accept title for and in behalf of the State of Texas, for the use and benefit of the University of Texas, of any and all lands to be donated as sites needed for the location within The Texas Medical Center at Houston of

- (a) the M. D. Anderson Hospital for Cancer Research;
 - (b) the Dental College of the University of Texas;
 - (c) a School of Public Health;
 - (d) a Preceptorial Training Center; and
- (2) To remove and locate the Cancer Hospital and Dental College to The Texas Medical Center, Inc.; and
- (3) To establish and operate within said Texas Medical Center a School of Public Health and a Preceptorial Training Center; and
- (4) Providing for the sale of property now belonging to the Dental College upon the removal and relocation of said College in the Medical Center; and
- (5) Authorizing the University of Texas to accept gifts or donations for the purposes of said Act.

Two especially significant features of this legislation consisted of:

First: The statutory creation of a School of Public Health, to be located in The Texas Medical Center; and

Second: The statutory creation of the Preceptorial Training Center to be located at Houston in The Texas Medical Center.

The School of Public Health was described as follows in the brochure published by the University of Texas Development Board:

"A school of public health, the critical need for which has been increasingly felt throughout the South and the Southwest, will be established. Here graduates in medicine, dentistry, engineering, and medical and dental nursing will come for special studies in the important field of public health. Provision will also be made for educational facilities for other workers in the public health field. The School of Public Health will be planned to accommodate one hundred to one hundred fifty students. It will cooperate with all of the appropriate divisions in the University, such as the College of Engineering, the Department of Preventive Medicine, and the Department of Physical and Health Education, in providing opportunities for field study.

"The Institute of Geographic Medicine, which will be a part of the program of the School of Public Health, will serve as a research center for the study of disease common to every part of the world."

The Preceptorial Training Center was described as follows in the brochure published by the University of Texas Development Board:

"Because of the unusual opportunities for clinical teaching that will be present in the Texas Medical Center, a building will be provided for preceptorial clinical training for undergraduate medical students. This program will be under the guidance of a full-time director who will serve also as a liaison officer with the Medical Branch at Galveston. This type of training will make it possible to expand the clinical teaching program of the Medical Branch. Facilities will be provided for offices and laboratories for the use of the members of the faculty of the Medical Branch. This building will serve, too, as a center for the Postgraduate and Graduate Program of the Medical Branch at Galveston and will afford the faculty at Galveston the opportunity to round out its whole program of medical education."

The Legislature made the following appropriations for the M. D. Anderson Hospital for Cancer Research and the School of Dentistry:

"M. D. Anderson Hospital for Cancer Research

	<u>1947-48</u>	<u>1948-49</u>
Salaries	\$220,580	\$413,370
Maintenance and Travel	107,900	195,250
Furniture and Equipment	500,000	218,000 Unex- pended balance

School of Dentistry

	<u>1947-48</u>	<u>1948-49</u>
Salaries	\$330,400	\$381,800
Maintenance, <u>Equipment</u> and Travel	69,500	376,000
Research	-	7,200

It will be observed from the foregoing that out of the total appropriation for the biennium the items appropriated for furniture and equipment totaled \$1,018,000.00,

and the salaries totaled \$1,346,150.00, in addition to the substantial appropriations for maintenance and travel which approximate \$450,000.00. (The item covering equipment for the School of Dentistry is \$300,000.00 out of the \$376,000.00 above noted). It will thus be seen that the Legislature appropriated new funds in the sum of \$800,000.00, and re-appropriated \$218,000.00 of a lapsed appropriation that may be used as a part of the equipment of the Cancer and Dental projects in The Texas Medical Center.

The calculated cost for the buildings and equipment of the University of Texas projects in The Texas Medical Center was \$6,250,000.00, which was intended to provide for the building and equipment for the M. D. Anderson Hospital for Cancer Research, the School of Public Health, the Institute of Geographic Medicine, the Preceptorial Training program of the Medical Branch, the Post Graduate and Graduate School of Medicine, and the Dental Branch, consisting of the Dental School, the College of Dental Nursing, the Institute of Orthodontics, and the Post Graduate and Graduate School of Dentistry and Stomatology, all of which are now in actual operation and/or authorized by statute to be established, located and operated in The Texas Medical Center.

The Trustees for the M. D. Anderson Foundation, as you know, pledged a conditional gift of \$2,500,000.00, conditioned upon gifts (and/or legislative appropriation for building and equipment) as follows:

- (a) The first \$500,000.00 contributed by the Anderson Foundation to be matched by \$250,000.00 on the basis of two for one;
- (b) The second \$500,000.00 contributed by the Anderson Foundation to be matched by \$500,000.00, upon the basis of one for one; and
- (c) The next \$1,500,000.00 to be contributed by the Anderson Foundation to be matched by \$3,000,000.00 on the basis of one for two.

The following represents the present status of the attempt to achieve the goal of \$6,250,000.00 requisite to the validation of the pledge of the Trustees of the M. D. Anderson Foundation in its totality:

\$1,018,000.00	- Legislative appropriation
938,000.00	- Public donations
336,801.27	- Rosalie B. Hite Estate (for Hite Cancer Laboratory)
150,000.00	- Value of Texas Dental College property
90,000.00	- Present Cancer Hospital equipment
2,500,000.00	- M. D. Anderson Foundation conditional gift
<u>\$5,024,801.27</u>	- Total
\$1,225,000.00	- Deficiency in goal

You will recall the reasons motivating the Executive Committee of the Chamber of Commerce and those who met with them who were primarily interested in the University of Texas projects in The Medical Center in advocating the amendment of the Stewart Bill in relation to the University of Texas projects in the Texas Medical Center, which memorandum dated April 29, I am attaching hereto for your more precise information. By the employment of this strategy the bill was enacted and we were still able, although that bill carried no appropriation to obtain \$800,000.00 in the general appropriation bill for the University of Texas for additional equipment for the Cancer Hospital and Dental College.

The question that squarely confronts the Regents of the University of Texas and the University of Texas Administration, and the Trustees of The Texas Medical Center, Inc., is how and when the University of Texas projects may be actually initiated in The Texas Medical Center by the full validation of the conditional pledge of the Trustees of the M. D. Anderson Foundation, - how and when and from whom the additional and requisite \$1,225,000.00 may be obtained so that the projects may be actually begun and the appropriated funds actually used, for the purposes and within the time for which such appropriations were made.

My own individual view is that such funds can only be obtained from the Foundations now established or being established for the broad purposes which, in my judgment, clearly include the projects of the University of Texas within The Texas Medical Center and I am convinced that capital funds, already given to such Foundations by their respective founders, can have no better assurance of continuing support than that resulting from the continuing legislative appropriations implicit in the establishment

of the State institutions established in the Medical Center which I believe that all concerned agree constitute an essential part of the very heart of the great Medical Center.

This letter is not a suggestion that the Trustees of The Texas Medical Center solicit the gift of funds to complete this project.

On the contrary, this letter is designed to respectfully raise the question as to whether or not the Trustees of The Texas Medical Center may not wisely and appropriately use their active influence in the furtherance of the overall plan of The Texas Medical Center to have \$1,225,000.00 allocated out of the funds that have already been given to these several foundations for broad purposes that include the objectives which The Texas Medical Center seeks to achieve, and which these several Foundations seek to achieve, in the Texas Medical Center, through one or more or several of the autonomous units now comprehended to be essential to the fulfillment of the purposes of this great Medical Center.

In brief, such projects already enjoy the manifest approval of the Trustees of the Texas Medical Center and have enlisted a generous, substantial and emphatic support of the President and Regents of the University of Texas, the Legislature and the Governor of Texas, the University of Texas Development Board, the Texas and Houston medical and dental societies, the Houston Chamber of Commerce, the Trustees of the Anderson Foundation, a large and representative group of our individual and corporate donors to these projects, and the final and definite action that seems to be now indispensable is for the persuasion by the Trustees of The Texas Medical Center of the Trustees of one or more of the several Foundations that their broad objective for the use of a part of the funds that have already been given for broadly described objectives can be used most advantageously for the consummation of these specific University of Texas projects in The Texas Medical Center.

I shall be deeply grateful if you will give this matter such early consideration as, in your judgment, you deem that it warrants as I do not see how the University of Texas can actively proceed until the financial problem involved has been resolved, and the suggestion which I have made seems to me to be the only available solution after a long period of intimate contact with the problem and a considerable devotion of study, work and consultation with those primarily interested in the successful consummation of these projects.

Sincerely and respectfully yours,
George A. Hill, Jr., Chairman
University of Texas Development Board

Even though the \$2,000,000 construction fund was eliminated from the 1947 legislative act, nonetheless this legislation was most important in that it provided for the statutory creation of the School of Public Health and the Preceptorial Training Center, to be located in the Texas Medical Center, as well as providing operative funds for the cancer hospital and the Dental College.

The Situation in Review

The situation facing the University institutions in the Medical Center was summed up at the meeting of the Chamber of Commerce Board of Directors on Feb. 10, 1948, at which time Colonel Hill reported in detail what had been accomplished and what remained to be done. The portion of the Board's minutes devoted to the Medical Center, and Colonel Hill's report, follow:

UNIVERSITY OF TEXAS PROGRAM IN MEDICAL CENTER:

"In presenting Colonel Hill to make this report, Colonel Bates said that Colonel Hill was always the one who was talking about what others were doing, but without the efforts of such men as Colonel Hill, Hines Baker, and Dr. Bertner, it would have been impossible to develop the program of the University of Texas in the Medical Center to its present position. Colonel Hill summarized the attached report, copies of which were distributed to members of the Board. He concluded his remarks by reading the paragraph in the report paying tribute to Messrs. Bellows, Bates, and Baker, and Drs. Bertner and Elliott. He referred at length to the outstanding leadership of Mr. Bellows in the fund-raising campaign, reporting a grand total in excess of \$930,000 which greatly exceeded the amount agreed upon.

"Following this report Colonel Bates also paid tribute to Ed Naylor for his part in the program. Mr. Hines Baker spoke briefly on the imagination, push, and foresight that has been supplied throughout the program by Colonel Hill.

"Dr. Bertner said that, in his opinion, the Chamber of Commerce should take steps to have someone in Austin for the next session of the Legislature in

order to maintain the momentum that has been developed on this program. He said that he had written to President Bellows on this matter.

"Mr. Baker said that, since the Chamber of Commerce had taken such an active part in the University of Texas program in the Medical Center, he felt that it was timely to express appreciation to the Board of Directors of the Anderson Foundation for their action on February 5, 1948, in making available their pledge in the sum of \$2,500,000 for this program upon a contemporaneous expenditure, dollar for dollar, of other funds available for the construction and equipment of the buildings in the Center. Mr. Baker moved the adoption of such a resolution of appreciation. It was seconded by Mr. Simpson and approved unanimously by the Directors with Colonel Hill putting the motion."

Houston, Texas
February 10, 1948

To the Board of Directors of the
Houston Chamber of Commerce:

Gentlemen:

President Bellows has requested that I report to you on the present status of the projects of the University of Texas in The Texas Medical Center.

It might be interesting to you to have in mind the chronology of the development of such projects:

On June 30, 1941, the 47th Legislature of the State of Texas passed an Act calling for the establishment of "a State Cancer Hospital and the Division of Cancer Research, the location, control and management to be under the supervision of the University of Texas."

\$500,000.00 was appropriated, of which amount \$250,000.00 was for building and equipment and the remainder of the amount appropriated was for the biennium beginning September 1, 1941. The Act specifically provided for: "authorizing the acceptance of gifts or grants of money from other than State sources."

On August 8, 1942, the Board of Regents of the University of Texas made a contract with the Trustees of the M. D. Anderson Foundation, by the provisions of which the Anderson Foundation made a grant of \$500,000.00, not less than \$400,000.00 of which was to be expended for the erection of buildings and other permanent improvements.

In 1943, the Legislature of the State of Texas, by Statute, created the Dental College of the University of Texas, and authorized the Board of Regents of the University to accept grants and gifts of property; and pursuant to this statute, the Texas Dental College conveyed to the University of Texas its building and equipment, and on September 1, 1943, the Dental College of the University of Texas commenced operations in the City of Houston.

In March, 1945, the Chamber of Commerce of the City of Houston adopted a resolution approving the proposed University of Texas projects in the proposed Texas Medical Center, to consist of:

1. The Anderson Hospital for Cancer Research.
2. The Dental College of the University of Texas.
3. The School of Public Health.
4. Graduate School of Medicine and Preceptorial Training.

The Chamber invited the Medical Committee of the Board of Regents of the University of Texas to meet with the Board of Directors of the Houston Chamber of Commerce on March 15, 1945, to enlist its interest in the establishment of the above named projects in the Texas Medical Center in behalf of the University of Texas.

On March 23, 1945, the Board of Regents of the University of Texas adopted a resolution giving its approval to the establishment of such projects by the University in the proposed Texas Medical Center, subject to the acquisition of adequate funds by gift, endowment, legislative appropriation, etc., for the necessary buildings and equipment, then estimated to cost \$4,050,382.00 (and the annual maintenance cost was then assumed to be \$923,482.00).

On September 29, 1945, the Board of Regents of the University of Texas approved the revised estimate of buildings and equipment of the proposed University of Texas projects in the Texas Medical Center in the sum of \$6,250,382.00, and authorized the University of Texas Development Board to proceed with plans to accomplish this purpose.

On November 5, 1945, a meeting was held in Houston attended by representative groups from the Board of Regents and the Administration of the University of Texas, the Medical and Dental Branches of the University, the Trustees of the Anderson Foundation, representatives of the ex-Students Association, and the Development Board of the University of Texas, and of the Chamber of Commerce of the City of Houston.

As a result of such meeting the Board of Regents of the University, at a meeting held in Austin, on November 30, 1945, adopted another resolution approving the University of Texas projects in a form deemed desirable for insertion in a Brochure to be prepared for the forthcoming campaign, and a plan of procedure was then adopted in which to begin a campaign formally on March 2, 1946.

The Trustees of the Anderson Foundation who had contracted originally to grant \$500,000.00 for the M. D. Anderson Hospital for Cancer Research, and an informal commitment on a matching basis of \$500,000.00 (dollar for dollar), for a building to house the Dental College, increased and formalized their pledge in the aggregate sum of \$2,500,000.00 (the first \$500,000.00 of which was to be matched by \$250,000.00; the second \$500,000.00 of which was to be matched by \$500,000.00, and the remaining \$1,500,000.00 which was to be matched by \$3,000,000.00, to be put up by others through gifts, endowment and/or legislative appropriation).

A campaign was undertaken in the City of Houston by committees from the ex-Students Association, the Development Board of the University and others, but the principal activity was conducted by a special committee of the Houston Chamber of Commerce, chaired by Mr. Warren S. Bellows, the present President of the Chamber of Commerce. The campaign in Houston resulted in the acquisition of gifts and pledges totaling approximately \$930,000.00.

In connection with this campaign, the Regents of the University of Texas set apart properties valued at \$336,801.27 from a bequest made to the University of Texas for cancer research by Miss Rosalie B. Hite for the establishment of the Rosalie B. Hite Laboratory for Cancer Research, in connection with the Cancer Hospital.

The Legislature of the State of Texas, at its last session appropriated for furniture and equipment, an unexpended balance for building, totaling \$1,018,000.00, available for building, furniture and equipment in the respective sums designated in the appropriation bill. (It should be noted parenthetically that the Legislature appropriated for maintenance and salaries for the biennium for the Cancer Hospital and the School of Dentistry, in excess of \$1,500,000.00).

The last Legislature also created by Statute a School of Public Health and Preceptorial Training Center, to be located in the City of Houston in the Texas Medical Center, as statutory branches of the University of Texas, and the Legislature also authorized the removal of the

Anderson Hospital for Cancer Research and the Dental College to the Texas Medical Center and the use of the proceeds of the sale of any present properties owned by them for their reestablishment in the Texas Medical Center.

Finally, on February 5, 1948, the Trustees of the Anderson Foundation entered into an agreement with the Board of Regents of the University of Texas making available their pledge in the sum of \$2,500,000.00 to the University of Texas for the University projects in the Medical Center, upon a contemporaneous expenditure, dollar for dollar, of other funds available for the construction and equipment of the buildings in the Texas Medical Center, which on February 5, 1948 are assumed to be as follows:

\$1,018,000.00	-	Legislative appropriation
930,000.00	-	Public donations
336,801.27	-	Rosalie B. Hite Estate (for Hite Cancer Laboratory)
150,000.00	-	Value of Texas Dental College property
90,000.00	-	Present Cancer Hospital equipment
2,500,000.00	-	M. D. Anderson Foundation conditional gift
<hr/>		
\$5,024,801.27	-	Total

This fine, generous and cooperative action upon the part of the Trustees of the Anderson Foundation and the Regents and Administration of the University of Texas has enabled all concerned to activate all of the plans for the prompt and orderly consummation of these building projects.

The goal sought to be obtained was \$6,250,000.00. The apparent deficiency in the goal is \$1,225,000.00. However, under a provision of the United States Hospital Survey Act, the Congress of the United States appropriated \$75,000,000.00 per year, for a period of five years, for aid in the construction of hospitals throughout the United States, such hospitals meeting required specifications of public service and being matched with funds in the ratio of \$2.00 for each \$1.00 of Federal appropriated funds, and the State of Texas was allocated \$5,000,000.00 for each of such years. The University of Texas has applied for a grant of \$1,225,000.00 from the United States Government, to be matched by \$2,500,000.00 in connection with the building and equipment of the M. D. Anderson Hospital for Cancer Research, in view of the fact that it is a State agency that will relieve regional and community hospitals of cancer patients for whom they cannot make adequate provision. Under the State and Federal law, a joint survey is made of hospitals

seeking the establishment of a priority, and in this connection, the University of Texas (and its able Director of Cancer Research, Dr. R. L. Clark) has received tentative approval of its priority for the allocation of \$1,250,000.00, in the year commencing July 1, 1948.

The next step will be the filing of a formal application in April, in Washington, for Federal approval, at which time preliminary drawings will be submitted before the 1st of July and, if they are approved, the Federal money will be available shortly after July 1, 1948.

This program has received the generous, painstaking and untiring support and assistance of many people of great vision and foresight and now has every prospect of reasonably prompt consummation. I dare not here attempt to assess the credit as it belongs in so many able and competent quarters, but in presenting a report to the Houston Chamber of Commerce I think that it is not inappropriate to mention the services contributed of such inestimable value by your President, Mr. Warren S. Bellows, and your Vice Presidents, Col. W. B. Bates and Hines H. Baker, and your Director, Dr. E. W. Bertner, and the Chairman of your Public Health Committee, Dr. Frederick Elliott, in the several capacities in which they have so diligently, wisely and unselfishly contributed to this program. Their associates in each of their several spheres of particular activity in behalf of the University of Texas have made like contributions, and the Board of Regents of the University of Texas and its Development Board are profoundly grateful for the invaluable support and assistance of each and all of them.

The increased cost of building materials, labor and equipment will undoubtedly bring the cost of these projects above the estimated cost of \$6,250,000.00. Recognizing that these projects are the very heart and core of a great Medical Center, the Board of Trustees of the Texas Medical Center have recorded this fact by resolution, and have invited the solicitous consideration of the several great foundations in the City of Houston having philanthropic and educational objectives to the further needs of the University of Texas in the fulfillment of its undertakings in the Medical Center, in the belief that this activity will act as an over-all stimulation to the development of the Texas Medical Center as a whole. I have no doubt that in due season the further necessary aid will be forthcoming from other

foundations who may view with approval not only the accomplishments, but also the unlimited potentialities of this great cooperative undertaking which, after the buildings and equipment are provided, will have the support of the entire State in perpetuity.

Respectfully submitted,

(s) George A. Hill, Jr.
Chairman, University of Texas
Development Board

---One of the Best Investments

Even though the State of Texas was thoroughly committed to the institutions it had created for location in the Texas Medical Center, the Legislature was reluctant to appropriate funds for construction purposes during its session in 1949. Legislation was introduced in that session appropriating \$1,350,000 for the cancer hospital and \$1,000,000 for the dental college. The Chamber of Commerce, Colonel Hill and members of the University's Development Board, the Anderson trustees, Dr. Bertner, Dr. Elliott and others worked long and hard with Senator Searcy Bracewell and Harris County members of the House, and with legislators from other sections of the state to gain approval of the appropriations. The Legislature, however, faced with the prospect of finding new and additional tax sources to finance the rising costs of the state government and its in-place institutions, finally eliminated new construction costs for all institutions from its appropriation bill. It was a discouraging climax to an effort that started with much optimism as the Legislature convened.

Gov. Beauford Jester, who generally had supported the Houston interests in their efforts in behalf of the University's institutions

in the Medical Center, died of a heart attack on July 11, 1949. He was succeeded by Lieut. Gov. Allan Shivers. The new governor was honored by Houston's civic leadership at a dinner Sept. 9, 1949, 1949, arranged by Jesse H. Jones.

At this dinner Governor Shivers asked that the Chamber of Commerce appoint a special committee to study the appropriation requests of the cancer hospital, the dental college and the Texas State University for Negroes (now Texas Southern University), and to prepare a report for him prior to the convening of a special session of the Legislature he intended calling early in 1950. In accordance with the Governor's request, the following committee was appointed: Gus S. Wortham, (American General Insurance Company), chairman; Craig Cullinan, (oil man), vice chairman; Dr. E. W. Bertner, Texas Medical Center president, George Carmack, editor of The Press; - Former Gov. W. P. Hobby, publisher of The Post, and M. E. Walter, editor of The Chronicle. The final report of this committee follows:

January 19, 1950

Honorable Allan Shivers
Governor of Texas
Austin, Texas

Dear Governor Shivers:

As chairman of the Houston committee, named at your suggestion to study appropriations requests of State Institutions located here, I make the following report:

Our survey was made in a thorough and methodical way. We held meetings to organize our committee and plan our procedures. Representatives of the Institutions and their architects were called before the committee to give details on their needs and their programs. Technical advisory committees, made available to us by professional organizations of architects, contractors and engineers, studied the building plans and submitted detailed reports to us. We enlisted the coun-

sel of other leading citizens and of Harris County legislators. We held additional meetings to study and evaluate this volume of information.

On the basis of this comprehensive study of the building needs and proposed building programs of The University of Texas School of Dentistry, the M. D. Anderson Hospital for Cancer Research of The University of Texas, and the Texas State University for Negroes, our Committee has come to the following conclusions:

1. The building programs proposed by these three state institutions are designed to carry forward programs established by actions of the State Legislature.
2. The building plans for the three institutions have been developed only after extensive study not only of the functional requirements of the institutions themselves but also of similar structures throughout the United States. Thus the plans have been made to effect the most economical type of construction possible and to most completely serve the functional requirements of the buildings.
3. On the basis of qualified technical advice, the committee is convinced that the building plans lend themselves to a satisfactory and economical development of engineering features, architecturally and from the construction standpoint.
4. The committee is further convinced, on the basis of this qualified technical advice, that the construction cost estimates are as accurate as they can be made at this time.
5. Qualified architects, engineers and general contractors have advised the committee that the buildings are free from unnecessary and costly features, that they will be economical to build, and that they will serve the purpose for which they are intended with a minimum of operating cost.

In view of these conclusions, and based upon the findings of our committee, we unanimously recommend the following appropriations for these institutions:

1. For the M. D. Anderson Hospital for Cancer Research of The University of Texas \$1,580,400.74
2. For the University of Texas School of Dentistry \$2,695,942.36
3. For the Texas State University for Negroes:
 - (a) Law School Building. \$ 256,629.00
 - (b) Science & Pharmacy Building \$1,942,725.00
 - (c) Dormitory Group - to permit the construction of as much of the \$3,347,896.50 proposed program as possible, but not less than \$1,000,000.00

These conclusions and recommendations are respectfully submitted.

Very truly yours,

Gus S. Wortham, Chairman
Governor's Houston Committee

Mr. Wortham's letter was accompanied by a detailed analysis of building proposals of each of the three institutions.

The special session approved the appropriation for the cancer hospital as part of a \$25,612,000 allocation for eleemosynary institutions, made possible by the passage of two tax bills to raise \$75,000,000 for the maintenance and building of state hospitals and special schools. (The appropriations for the dental college and Texas Southern University were approved at the following regular session of the Legislature in 1951).

Governor Shivers signed the cancer hospital bill on March 1, 1950, at a ceremony where he said the appropriation was "one of the best

investments the state has ever made." Present at the ceremony were Dr. Randolph Lee Clark, director of the hospital; Representatives Carlton Moore, William E. Miller, Bob Casey, Jim Heflin and Jeff Woodruff, and Senator Bracewell, all of whom had worked long and hard in behalf of the legislation.

The legislative appropriations made in 1950 and 1951 to the cancer hospital and the dental college made possible the start of construction of their facilities in the Medical Center. The state funds were supplemented by monies supplied by the M. D. Anderson Foundation, other philanthropies, and by grants of the Federal Government for such purposes.

The University of Texas, whose proposed cancer hospital started the chain of events that resulted in creation of the Texas Medical Center, thus became, at long last, firmly established in the Medical Center, where it is making immeasurable contributions to the benefit of mankind. (The University's growth and development in the Medical Center are detailed in a later section of this study).

THE CULLEN HOSPITAL GIFTS

There was only one hospital, Hermann, located in the Texas Medical Center in 1945, although the M. D. Anderson Hospital and Tumor Institute, then operating in temporary quarters in "The Oaks" at 2310 Baldwin Street, was destined to be located there when the Legislature approved construction funds. Major hospitals then operating in Houston in addition to Hermann, were Memorial Baptist, downtown; Methodist, St. Joseph's and Houston Negro, near-downtown, and Jefferson Davis, the city-county hospital, on Buffalo Drive (now Allen Parkway). There was an acute shortage of hospital beds to serve the growing community.

H. R. Cullen, the oil man-philanthropist, electrified the community in March, 1945, when he announced \$1,000,000 gifts each to Memorial, Hermann, Methodist and Episcopal hospitals, the gift to the Episcopalians enabling that denomination to establish its first hospital in Houston, St. Luke's. A few weeks later he gave another \$1,000,000 to St. Joseph's Hospital. While Mr. and Mrs. Cullen gave the money with no strings attached, the Methodist and Episcopal hospitals constructed their facilities in the Texas Medical Center, after each denomination had raised funds, principally from within their own memberships, for facilities costing in the range of \$3,500,000. The gift to Hermann Hospital enabled it to construct a new facility on its Medical Center grounds. Memorial and St. Joseph's expanded their facilities on site.

The Hermann Hospital expansion, and the new Methodist and St. Luke's hospitals were magnificent additions to the Texas Medical Center. In later years both Methodist and St. Luke's hospitals expanded their facilities and services. Later additions to the Medical Center's hospital facilities included the Shrine Crippled Children's Hospital, the Texas Children's Hospital and the Ben Taub Hospital, operated by the county hospital district.

Mr. and Mrs. Cullen, who previously had given \$800,000 to the Baylor College of Medicine to enable it to complete its construction program in the Medical Center, were praised for their generosity in a resolution by the Chamber of Commerce Board of Directors, and in an article in the March, 1945, issue of Magazine HOUSTON.

"Resolved that the Board of Directors of the Houston Chamber of Commerce in regular session assembled on the 13th day of March, 1945, hereby expresses to Mr. and Mrs. H. R. Cullen the genuine and profound gratitude and appreciation of the Board and the entire membership of the Houston Chamber of Commerce for their generous and magnificent gifts recently made to Hermann, Memorial, Methodist and Episcopal hospitals in the sum of one million dollars each, or an aggregate of four million dollars. These gifts are important and significant not alone because they enable the beneficiary institutions of mercy and healing to carry on a much more effective work, but also because they serve as a worthy example and inspiration to the people of Houston and other benefactors to support and enlarge the activities of these institutions and other institutions contributing to the welfare of the community. These gifts are but additions to the numerous and significantly worth-while benefactions made by Mr. and Mrs. Cullen to institutions and causes for education, culture, health, and the general improvement of the life of this community, notable among which are those

to Houston University and the Houston Symphony Orchestra. They are further expressions of the generous natures and the intelligence of the givers, and of their interest in and support of all worth-while community projects for the betterment of the people.

"Houston is no exception to the rule that great cities are created by great citizens. It has been fortunate in a long line of men and women of vision, courage, and unselfish devotion to its interests. Mr. and Mrs. Cullen are among this group; by their unselfishness and generosity they exert a profound influence in the achievement of the highest aims of the community.

"BE IT FURTHER RESOLVED that this resolution be spread upon the minutes of this meeting and that an engrossed copy thereof be sent to Mr. and Mrs. Cullen and copies be furnished the newspapers of our city.

"Resolution presented by Mr. Hines Baker, and upon motion of Mr. H. O. Clarke, seconded by Mr. Earl Hankamer and numerous others, it was unanimously adopted by the Board of Directors of the Houston Chamber of Commerce, March 13, 1945.

(s)

George Sawtelle, President

(s)

E. A. Blackburn, Secretary-of-the-Board"

THE H. R. CULLENS GIVE
\$4,000,000 TO HOSPITALS

Mr. and Mrs. H. R. Cullen, well known for their numerous philanthropies, again reflected their exceptional generosity, when they presented \$1,000,000 each, to the Memorial, Hermann, Methodist and Episcopal Hospitals. A million apiece was given to Memorial and Hermann on March 2. They then donated an additional \$1,000,000 to the Methodist Hospital of Houston on March 3 and another million dollars was given the Episcopalians for a hospital to be built, on March 7.

The Methodist Hospital will construct a new hospital with the money given by Mr. and Mrs. Cullen, the location yet to be announced. Mr. Cullen, in confirming his gift to the Methodist Hospital said:

"Mrs. Cullen and I have decided to do the same thing for the Methodist Hospital that we did for the Memorial and Hermann Hospitals as announced in the press this morning."

"We have been very much impressed with the very fine work the Methodist Hospital is doing in the rehabilitation of crippled children and we are anxious to see this work continued."

No strings whatever were attached to the gift, the use of the money being left entirely with the hospital authorities.

Bishop A. Frank Smith of the Methodist Church, Chairman Raymond P. Elledge of the hospital board and others identified with the institution's service, which started June, 1924, were generous in expressing appreciation of the gift and commending Mr. and Mrs. Cullen for their contribution, which, it was pointed out, will make real a dream of many years, that of erecting a new hospital and providing all the facilities for meeting the needs of those seeking relief from sickness and injuries.

Several years before the war those entrusted with the operation of the present hospital realized that a new and greater plant was necessary, and plans for such a building were considered, but the war caused these to be abandoned until a more suitable occasion. None of them dreamed, however, that there would be such a mammoth gift as the one just made by Mr. and Mrs. Cullen, in demonstrating their faith in the work of hospitals in Houston and in providing additional evidence of great philanthropic and civic interest.

"These magnificent gifts by Mr. and Mrs. Cullen reflect their generous natures and the high intelligence with which they use their means," said Hines H. Baker, executive vice president of the Humble Oil & Refining Company and a member of the board of trustees of the Methodist Hospital. "Humanity is greatly enriched because of them, and we all owe them a debt of profound gratitude."

Mrs. Josie Roberts, the hospital's superintendent for the past thirteen years, who has been with it since it opened 21 years ago, was enthusiastic in commenting on the Cullens' gift.

"The hospital is so crowded now that we are forced to turn away an average of between fifteen and twenty patients daily," Mrs. Roberts said.

At least \$30,000 of service annually is furnished persons unable to finance hospital service, she said, and without regard to religion or denomination. More non-Methodists than Methodists are its patients. Many crippled children are among those receiving attention at the hospital, which, however, is a general hospital.

The hospital was built at a cost of about \$250,000 by the Texas Methodist Conference, about ninety per cent of the money coming from Houston.

It has had only two board chairmen. John T. Scott was chairman of the board about twenty years, being succeeded by the present chairman, Raymond P. Elledge, Houston lawyer.

The hospital board is composed of the following, besides Chairman Elledge and Mr. Baker: W. L. Clayton, R. L. Cole, E. L. Crain, Judge James A. Elkins, Mrs. W. W. Fondren, W. L. Goldston, Dr. M. L. Graves, Dr. C. C. Green, Claud B. Hamill, Jesse H. Jones, J. H. Kurth, J. W. Mills, L. L. Nelms, Neal Pickett, John T. Scott, R. A. Shepherd and T. P. Wier.

Bishop A. Frank Smith, of Houston, recognized as one of the nation's foremost ministers, said:

"The magnificent gift made by Mr. and Mrs. H. R. Cullen to the Methodist Hospital insures the erection of an institution that will be one of the outstanding hospitals of the Southwest.

"The Methodist Church is grateful to Mr. and Mrs. Cullen for this further evidence of their keen sense of social, civic and spiritual responsibility as has been revealed in all their munificent gifts and widespread activities.

"The entire Southwest, regardless of race or creed, is debtor to the Cullens whose philanthropies bless multitudes and whose example is an inspiration to all in the unselfish use of wealth."

Raymond P. Elledge, chairman of the board of trustees of the Methodist Hospital, said:

"The extraordinary generosity of Mr. and Mrs. H. R. Cullen in making a gift of \$1,000,000 to the Methodist Hospital will make possible the fruition of long range plans for the establishment of a great new hospital. This gift, coupled with the contributions of Methodists and their friends throughout the Texas Conference of the Methodist Church, will provide an institution of the first class for the service of humanity in this entire area. The splendid contribution of Mr. and Mrs. Cullen is but an exemplification of their intense interest in every deserving civic, educational and religious enterprise. This bountiful gift toward the work of healing is but an extension of their philanthropies, both public and private, that are so well known to our citizenry. Their greatness of spirit toward their responsibilities to public welfare should warm the heart of every Texan."

The \$2,000,000 given to both the Memorial and Hermann Hospitals will be used for their building programs. The three millions represent an outright gift to be used in whatever manner the hospitals may designate.

In the case of Memorial, the million-dollar gift will be used to erect and equip a nurses' home and school for 250 nurses, to be built on a plot of ground at the corner of Louisiana and Lamar, across the street from the hospital. The ground is a gift of Mrs. J. W. Neal.

Like all Houston hospitals, Memorial is understaffed, under-equipped. It has been turning patients away at the rate of 20 to 40 daily for the past four years. The Cullen gift makes possible the start of an expansion program involving additional beds and an extension to the hospital facing on Lamar.

An architect's drawing of the proposed Memorial Hospital building was shown at the meeting.

The gift to Hermann will be used to enlarge the hospital from a 250 to a 500-bed hospital; to enlarge the nurses' home to take care of 250 nurses instead of its present facilities for 150; to enlarge the outpatient department and the doctors' quarters.

In accepting the gift for the Episcopal church Bishop Quinn said:

"I want the citizenship of Houston to know how very grateful I am and the entire membership of the Episcopal church of this city is for the generous gift to us by Mr. and Mrs. Cullen for the building of our St. Luke's hospital."

Mr. and Mrs. Cullen have been noted for their philanthropies. They have donated to the University of Houston, having built the Roy Gustav Cullen Memorial Building there in memory of their son; to the Houston Symphony Orchestra, to the Girl Scouts and many other organizations.

Also attending the meeting at which the presentation was made were Robert Jolly, Memorial administrator; George W. Cottingham, editor of The Chronicle; Allan C. Bartlett, editor of The Press, and W. P. Hobby, publisher of The Post.

Veterans Administration Hospital

The Veterans Administration announced in 1947 its intention to construct a hospital in Houston to serve war veterans of this region. Plans for an \$18,000,000 hospital were drawn and the 205-acre site acquired at Almeda road and Old Spanish Trail, across the highway from the Naval Hospital. With World War II concluded, the Naval Hospital, which was opened in 1946, was operating at about half its bed capacity. This situation prompted Washington authorities in 1948 to transfer the Naval Hospital to the Veterans Administration, and plans for the new hospital were dropped. The Veterans Administration Hospital works in close collaboration with Texas Medical Center institutions.

THE RECORD OF PROGRESS

The close of World War 11 marked the beginning of intensive planning for the construction of facilities in the Texas Medical Center. While the University of Texas institutions to be located in the Medical Center were involved in prolonged legislative logjams in the Texas Legislature, other institutions completed their planning and started construction. A news release of the Houston Chamber of Commerce dated Aug. 5, 1947, detailed the progress being made, as follows:

Nine million dollars worth of construction now under way in the Texas Medical Center in Houston represents another step in the mammoth \$100,000,000 program that will give Texas one of the nation's outstanding medical developments.

With 18 months of concentrated activity and planning behind them, the leaders in this project now can watch with justified pride as steel and mortar and brick give form and substance to their dream of providing better health for all through better education of doctors, dentists and nurses, through strongly supported research and the best in hospitalization.

The newest project to get under way in the Center is the \$3,500,000 Hermann Hospital. This 395-bed building will bring to 695 the number of beds provided by this great institution which has a long career of service behind it in its original building.

Draglines are now at work digging the foundation for this hospital for which ground-breaking ceremonies were held recently with the great Houston philanthropists, H. R. and Lillie Cullen, turning the first spadeful of earth. The Cullens contributed \$1,000,000 toward the new building fund of Hermann.

The newest job is being done almost under the shadow of the steel-work now completed for the new \$2,000,000 Herman Professional Building, second project to get under way in the Center. This modern office building will offer within its 14 stories of office space for doctors, dentists and technicians teaching and practicing within the various Center institutions. (Office space was doubled in later years with construction of a wing to the original building).

The first of the three buildings to go into construction and now nearing completion is the \$3,500,000 Baylor University College of Medicine. This modern and handsome structure is expected to be ready for the fall semester. The building will be equipped with the most modern of laboratories, library and class-rooms and will have a large and adequate off-street parking yard. Air-conditioned and scientifically lighted, the school will provide the best in medical school physical equipment.

Important additions to Baylor's most important asset, the teaching staff, are being made and will continue to be made during the next year or two.

It is expected that the fourth institution to go into construction in the rapidly-developing Center will be the \$800,000 Shrine Crippled Children's Hospital.

Construction of this 100-bed all-charity institution devoted to the needs of the children unfortunate enough to be afflicted as the result of any one of numerous crippling diseases will begin late in 1947 and culminate a program of devoted service to the crippled child that has featured Arabia Temple's activities for nearly 30 years.

Arabia Temple Shrine now has its funds ready for the construction of its hospital. The four-story hospital will be operated as a part of Hermann Hospital. It is expected to be ready for occupancy in the Spring of 1948.

Adjacent to the Center is the 1000-bed \$12,000,000 U. S. Navy Hospital plant of 37 buildings, which was completed and put into operation in September of 1946. While not technically a part of the Center, the Navy Hospital will cooperate so closely as to be in effect an integral part of the Center program.

The next few months also probably will see the letting of two more contracts in the Center; those for the construction of Methodist Hospital's modern new plant and for the construction of the newest member in the family of church hospitals in Houston, St. Luke's Hospital, to be built by the Episcopal Diocese of Texas.

Campaigns for funds for both these institutions are nearing successful conclusions. Each of these institutions was the recipient of the generosity of MR. and Mrs. Cullen in the form of \$1,000,000 contributed to the building funds.

Architectural plans of both St. Luke's and Methodist are in the final stages. St. Luke's is expected to spend \$3,000,000 and Methodist \$3,500,000.

Architects now are at work on plans for a modern 300-bed Tuberculosis Hospital to be built by the City of Houston. The citizens voted a bond issue of \$1,800,000 for this institution and other moneys probably will be available to augment the building fund. (These plans were scrapped and instead the new charity hospital, Ben Taub, was built in the Medical Center. The Tuberculosis hospital later was located in Jefferson Davis Hospital when the city-county hospital was built in the Medical Center).

Organization of the Texas Children's Foundation now under way is expected to be complete by early fall and its announcement probably will be shortly followed by the unveiling of plans for a \$2,000,000 Hospital and Research Institute for Children. This addition to the Texas Medical Center also will be the first and only complete children's center in the state. Founders and originators of this important contribution to child health are the 35 members of the Houston Pediatric Society.

The largest single institution to be represented in the Texas Medical Center will be the University of Texas.

With more than \$4,000,000 on hand to start its construction program, the state university officials now are moving rapidly in the making of plans for two of their several departmental institutions, the University of Texas Dental Branch and the M. D. Anderson Hospital for Cancer Research.

The Dental Branch will be excelled by no dental school in the United States. Its modern building will house the most advanced dental science courses, including

four branches; the School of Dentistry, the Institute of Orthodontics, the College of Dental Nursing and the Post Graduate School of Dentistry and Stomatology.

The M. D. Anderson Hospital for Cancer Research is the state cancer hospital now doing a notable work on a small scale in its temporary quarters at 2310 Baldwin Street. The hospital, with its 200 beds for cancer patients, should be well under way within the year. (This, of course, was an optimistic prediction).

Other University projects destined to be a part of the program are the School of Public Health and Institute of Geographic Medicine and the Post Graduate School and Preceptorial Training Center.

Preliminary plans are being made for the construction of the Texas Medical Center Outpatient Department. This \$1,000,000 building will have complete clinics and a central medical record department for statistical analyses which are highly essential to a well-integrated teaching and treatment program. Such a central department will give assurance that the maximum quantity of clinical material available in this area, especially in connection with the teaching of the specialties, will be put to the best possible use.

Another of the organizations now laying plans for buildings in the Center is the Houston Academy of Medicine which now has available the major portion of the funds needed to build its handsome and complete Library of Medicine. Preliminary architectural work on this building, which will be located in the heart of the Center, has been done.

At this point the history of progress is picked up in a brochure issued by the Texas Medical Center, Inc., in 1969:

Under the leadership and direction of the Board of the Texas Medical Center, Inc., significant progress has been made during the past 25 years in attracting most of the institutions necessary to comprise a comprehensive Medical Center. Through the leadership of these individual institutions and with the support of several financial resources, including local foundations and individuals,

as well as City, County, State, and Federal governments, modern physical facilities were planned and constructed.

In 1947 old Hermann Hospital (built in 1925) and its Nurses' Residence were the only completed facilities in the Center and Baylor College of Medicine was under construction. Two years later, in 1949, the "new" Hermann Hospital was completed.

Since the first developments in the late 1940's, there have been three periods of expansion of facilities, institutions, and programs. Between 1951 and 1955, original facilities for the following institutions were completed: The Methodist Hospital, Shriners Hospital for Crippled Children (formerly Arabia Temple Crippled Children's Clinic), Houston Academy of Medicine's Jesse H. Jones Library Building, Texas Children's Hospital, St. Luke's Episcopal Hospital, The University of Texas M. D. Anderson Hospital and Tumor Institute, and The University of Texas Dental Branch.

During the second major expansion period, between 1959 and 1963, there were several important developments, which added new or enlarged programs and facilities. In 1959 and 1960, the Texas Institute for Rehabilitation and Research, the Houston Speech and Hearing Center, Texas Research Institute for Mental Sciences (formerly Houston State Psychiatric Institute), Texas Woman's College of Nursing, and the Institute of Religion were completed as integral parts of the Medical Center complex.

The Ben Taub General Hospital, a city-county charity hospital, operated by the Harris County Hospital District and staffed by Baylor College of Medicine, was completed in 1963. That same year The Methodist Hospital completed a new addition, which practically doubled its patient care facilities and provided a total bed capacity of approximately 700. The Medical Science Research Buildings, constructed under the auspices of Texas Medical Center, Inc. for Baylor College of Medicine, were essentially completed in 1963, and March Culmore Hall, a residence hall for women, was opened the same year.

The final period of development -- 1964 to 1969 -- has seen expansion of the M. D. Anderson Hospital and Tumor Institute, construction of The Methodist Hospital Orthopedic-Cardiovascular Clinical Research

Centers, construction of a new residence hall by Texas Medical Center Housing, Inc., establishment of intensive care and radiological units at Hermann Hospital, expansion (now underway) of patient care, research, and educational facilities at St. Luke's and Texas Children's Hospitals, construction of an additional academic building by Texas Woman's University College of Nursing, and an addition to the Houston Speech and Hearing Center to provide increased space for research.

During this final period of growth, in addition to expansions within the Texas Medical Center, The Methodist Hospital also acquired a facility constructed as a Nursing Home, since modified to provide services as an Annex to The Methodist Hospital, with 150 beds available.

Also, during this latter period, in October, 1966, Texas Medical Center, Inc. purchased from Mrs. Carolyn Grant Fay a 22-acre tract of land located across Holcombe Boulevard from the original Medical Center tract and situated between the Prudential and Mayfair Apartment Buildings. This area is commonly referred to as the "Fay Addition" to the Texas Medical Center.

New Developments Underway or Now Being Planned
The expansion of facilities and programs in the Medical Center has been very rapid in recent years, but perhaps the largest and most significant proposed developments are those planned or anticipated by The University of Texas in Houston. The School of Public Health, which was activated in September, 1967, now has a permanent Dean, several faculty members, and is planning new facilities to meet its anticipated needs. The Graduate School of Biomedical Sciences was opened in 1964 and 13 students, and approximately 76 students are now in attendance. The M. D. Anderson Hospital and Tumor Institute has just completed a major expansion and another, including an enlargement of the bed capacity, is now being planned. There has been no definite action by the State Legislature to authorize a Medical School in Houston, but there has been a great deal of discussion on this subject by many interested parties. Should the Legislature locate the School at Houston, the Board of Texas Medical Center, Inc. has agreed that it should be in the Medical Center adjacent to and connected with Hermann Hospital. (The Medical School was approved by the Texas Legislature in 1969

and started its first class in 1971, as detailed in a later section of this report).

Major expansion is now underway at St. Luke's and Texas Children's Hospitals. This expansion will bring the total combined bed capacity from approximately 400 to 1,060 in 1971 and to 1,285 by the mid-1970's, with 250 of these beds allocated to the Texas Heart Institute. In addition, Texas Children's Hospital, in collaboration with Baylor College of Medicine, is planning a University-Affiliated Mental Retardation Training Center.

The Methodist Hospital is now completing the Fondren and Brown Orthopedic and Cardiovascular Clinical Research Centers. Other plans include a major expansion of the present hospital, which will add approximately 300 beds.

Texas Woman's University College of Nursing now has a new academic building under construction and anticipates adding another dormitory to house 240 students within the next 18 months. At the same time the College is continuing the development of its new physical therapy academic program and expansion of course offerings of its graduate program.

Hermann Hospital is now planning a 300-bed addition and hopes to construct this addition in coordination with the proposed new Medical School facility of The University of Texas.

Houston Speech and Hearing Center now has under construction a 40,000-square-foot addition to its present building, which will provide space for research facilities.

Baylor College of Medicine anticipates several advancements in education and research, including the expansion of its present student body, which will ultimately require an expansion of its present basic science facilities.

Other institutions planning physical plant expansions include Texas Research Institute of Mental Sciences, Texas Institute for Rehabilitation and Research, and The Houston Academy of Medicine Library for The Texas Medical Center.

Texas Medical Center, Inc. is developing plans to more than double the capacity of the Texas Medical Center Garage, and preliminary plans are

being started for a large central facility to be located on the corner of the intersection of Bertner and Moursund Streets. This facility is planned to include a large underground parking space and high rise building above, which would include auditorium, meeting rooms, classrooms, exhibit hall, cafeteria, closed circuit TV studio, the Common Research Computer Facility, offices for Texas Medical Center, Inc., recreational facilities, a Medical Center Postoffice, and space for other similar joint activities and programs.

The Role of Texas Medical Center, Inc.

A major function of the Texas Medical Center, Inc. is to provide overall planning, coordination, and development for the Medical Center as a whole. Policies are determined by the Board consisting of 31 members, including four designated by position, namely: the Chairman of the Board of Baylor College of Medicine, the local Regent of The University of Texas, the President of the Harris County Medical Society. The other members are outstanding business and professional leaders of the community, with a number of them serving on one or more Boards of the institutions in the Medical Center. Much of the routine work of the Board, which meets quarterly, is conducted by the seven-member Executive Committee which meets on call. Other committees of the Board include: Liaison Committee with the Houston Academy of Medicine, Liaison Committee with The University of Texas, the Architectural Committee, and the Parking, Traffic and Grounds Committee. Other special committees are appointed as required to deal with special problems or with joint or common endeavors. There is, also, a Council of Directors and Administrators, consisting of the principal administrator from each of the institutions in the Center. This Council has been responsible for initiating several studies which have resulted in many joint undertakings.

Texas Medical Center, Inc. is one of several important participants in joint undertakings. One of these activities is The Houston Academy of Medicine Library for The Texas Medical Center. The policies and overall administration of this Library rest with a Library Board, consisting of representatives from Baylor College of Medicine, The University of Texas in Houston, the Houston Academy of Medicine, Texas Woman's University and Texas Medical Center, Inc. This Board and the Executive Committee of the Common

Research Computer Facility are also responsible for the MEDLARS Center recently established in the Texas Medical Center.

The charter of the Texas Medical Center, Inc. states that one of its purposes shall be "... to promote, provide for, or assist in the establishment, support and maintenance of a general health program for the State of Texas...". In keeping with this expressed function, Texas Medical Center, Inc. has been active from the outset in the Regional Medical Programs for the Texas Region. It now serves as Fiscal Agent for the Regional Medical Programs in Texas, with programs in several parts of the State. Other participants in the Program in the Texas Medical Center include all divisions of The University of Texas in Houston, Baylor College of Medicine, The Methodist Hospital and Texas Institute for Rehabilitation and Research.'

In recent years, there has been increased need for adequate housing within or adjacent to the Texas Medical Center. The first efforts by Texas Medical Center, Inc., to meet this growing demand were in cooperation with Texas Woman's University and, after joint planning, the present nursing residence hall was completed and deeded to Texas Woman's University. The second effort to provide housing came as a result of a bequest from the late March Culmore, who left the major portion of his estate to Methodist and St. Luke's Hospitals for the purpose of providing residence facilities primarily for nurses.

These funds were later made available to Texas Medical Center, Inc., and this residence hall provides modern and convenient facilities for 98 girls. The building was completed in the fall of 1963 and was named in memory of the late March Culmore. A third residence facility was recently completed and is designed to serve single male students and couples without children. Funds were provided by a loan guaranteed by the Federal Housing and Urban Development Agency and a bequest from the estate of Laurence H. Favrot.

In 1966 the Officers of Texas Medical Center, Inc. engaged Brown & Root, Inc. to conduct a study to determine the need for and feasibility of a central heating and cooling system for institutions in the Texas Medical Center. After extensive discussions and evaluations, it was determined that a proposal submitted by Houston Natural Gas

Corporation was desirable, feasible and preferable over other proposals. The central plant is now being constructed on the Fay Addition to the Texas Medical Center and the first phase of the distribution facility will provide service to those institutions which plan to purchase steam heat and chilled water from the central facility. It is now anticipated that the plant will in operation in July, 1969.

In 1966 discussions were held and a survey conducted to determine the need for and the feasibility of establishing a child care center to serve institutions in the Texas Medical Center. The Center opened officially on April 16, 1968, in temporary quarters and moved into the permanent facility on July 6, 1968. Priority is given to the children of nurses; however, the children of therapists, technicians and female residents are also eligible.

After an extensive appraisal of the need for and the feasibility of same, a large-scale joint research computer facility for the Texas Medical Center was completed in 1964-65.

Under the auspices of the Graduate School of Biomedical Sciences, Division of Continuing Education of The University of Texas, plans are being carried forward to establish a co-axial cable system connecting all institutions in the Medical Center for the purpose of closed circuit television. This co-axial system will also provide the basic connecting link for remote terminals to the Common Research Computer Facility.

The current and projected plans summarized above, as well as the joint facilities and programs mentioned, will tend to strengthen the total resources in the Texas Medical Center and will enable the institutions to continue their progress toward even higher standards of attainment in service to patients, health education, and research.

The 1970 Review

Services and activities of the 22 institutions domiciled in the Texas Medical Center are reviewed in the annual report for 1970 of the Texas Medical Center, Inc. The first two sections of this report--Section 1, Statistical Summary, and Section 11, New Developments During 1970--are reproduced in full to describe precisely the work that is being undertaken by each of the institutions:

Expansion Programs

Nearly all of the institutions comprising the Texas Medical Center initiated expansion programs once they became firmly established in the Center. The expansion program in 1970/71 reflects the continuing effort to provide facilities and services in keeping with growing opportunities for service to mankind. Some of the major additions to physical facilities are listed below:

The Texas Medical Center, Inc., purchased a 38-acre tract of land south of Braes Bayou between North Braeswood boulevard and Old Spanish Trail. This property, contiguous to property already owned (the Fay property), will be developed by present and new institutions as they enlarge and complement the Center's health resources. The Texas Medical Center, Inc., enlarged the Fannin street garage by 660 spaces to help alleviate parking problems in the center.

Hermann Hospital began construction of new facilities to be used in connection with the University of Texas Medical School at Houston. --- The 27-story tower of St. Luke's Episcopal-Texas Children's Hospital was completed. --- The Texas Women's University completed construction of a 248-unit residence hall. --- The M. D. Anderson Hospital and Tumor Institute completed a major addition housing a 25-million volt linear accelerator which is now being used for patient therapy. The Anderson hospital was given the Southern Pacific Railroad Hospital just north of downtown Houston. This facility, with 110 beds, will become the Rehabilitation Center Annex of the Anderson Hospital. --- The new Lutheran Hospital, with 350 beds, adjacent to the Anderson Hospital, will provide a new facility for patient care.

In 1970 the Baylor College of Medicine started a very successful campaign to raise \$30,000,000 to permit it to double the medical school student body, erect a biological sciences wing, enlarge the faculty, strengthen Baylor's hospital affiliation agreements, expand the school of graduate studies, and establish and operate a neurosciences institute.

The City of Houston Department of Public Health, using \$4,000,000 in bond funds, was to add three floors to its building in the Medical Center to relieve an acute shortage of space, and was to construct three new health clinics in poverty areas of the city. --- The Houston Academy of Medicine-Texas Medical Center Library developed plans to enlarge its facilities. --- The University of Texas construction program includes \$2.5 million for a two-story 55,000-square-foot "mini school" building for the medical school, and first phase construction of an eight-story \$40 million 800,000-square-foot building in connection with the Hermann Hospital teaching facility.

UNIVERSITY OF TEXAS UNITS

The University of Texas has played a major role from the beginning in the development of the Texas Medical Center. The University's Board of Regents in 1942 approved a proposal by the M. D. Anderson Foundation trustees that the state cancer hospital, authorized for University operation by the Texas Legislature in 1941, be located in a medical center which the Anderson trustees proposed to establish. This action by the Regents marks the beginning of what today is one of the world's great medical centers.

The University of Texas operates five units in the Texas Medical Center, each of which has its own administrative head and operating budget. Each administrator is responsible to the Board of Regents through the Chancellor.

These units are described in a brochure issued by the University. Complete descriptions of each unit are provided herein, to underscore the contributions the University of Texas is making not only to the development of the Texas Medical Center but also to the benefit of mankind through its extensive medical teaching, research and healing programs in the Center.

M. D. ANDERSON HOSPITAL AND TUMOR INSTITUTE

Founded by the State Legislature in 1941, this cancer hospital and research institution was the first unit of The University of Texas System to be established in Houston. In three decades the Anderson has materialized from a concept into a vital component of the Texas state health programs and a national health facility.

DENTAL BRANCH

Established in 1943, the Dental Branch moved into specially designed new facilities adjacent to M. D. Anderson Hospital in 1955. Its origin dates back to the founding of Texas Dental College as a private school in 1905.

The Dental Branch is composed of the Dental School, Dental Science Institute, Postgraduate School of Dentistry and School of Dental Hygiene.

GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

This School encompasses the Division of Graduate Studies and the Division of Continuing Education.

The Division of Graduate Studies and the School were created in 1963 to conduct programs at the master and doctoral levels in biomedical sciences.

The Division of Continuing Education was formerly the Postgraduate School of Medicine, established in 1948 and merged with the Graduate School in 1963. Through this Division postgraduate programs and extensive communications systems are maintained for the physicians of Texas.

MEDICAL SCHOOL-HERMANN HOSPITAL

In 1969 the Legislature created The University of Texas Medical School at Houston and appropriated funds for planning, initial operations, architectural fees and first phases of construction.

The UT Regents and the Hermann Hospital Estate Trustees signed an affiliation agreement stipulating that the Hermann Hospital, established in 1925, would become the primary teaching hospital for the Medical School.

SCHOOL OF PUBLIC HEALTH

Approved by the State Legislature in 1947, the School of Public Health was activated September 1, 1967, with its initial appropriation from the State. The School offers graduate studies in public health and utilizes the community as its living laboratory. The Master of Public Health (M.P.H.), Doctor of Public Health (Dr. P. H.), Master of Science (M.S.) and Doctor of Philosophy (Ph.D.) degrees are offered.

M. D. ANDERSON HOSPITAL AND TUMOR INSTITUTE

"Cancer control is a human need that challenges our best resources. The finest of these have been gathered together and dedicated to meeting this need in The University of Texas M. D. Anderson Hospital and Tumor Institute at Houston."

Thus the President of the M. D. Anderson Hospital and Tumor Institute summarizes the purpose and philosophy of the state university cancer hospital.

Devoted to the diagnosis, study, prevention and treatment of neoplastic and allied diseases in partnership with the physicians of Texas, the hospital was authorized by the 47th State Legislature.

Since its initial legislative appropriation in 1942, the hospital has moved from temporary quarters on the old Baker Estate into a permanent building, which has already undergone several expansion programs. Today the Anderson is cited as one of the three largest cancer institutes in this nation.

The hospital is named in memory of Monroe D. Anderson, successful Houston cottonbroker whose estate established the M. D. Anderson Foundation. This initially matched the state appropriation for the cancer hospital and provided it temporary quarters in downtown Houston and its permanent site in the Texas Medical Center.

Today the Anderson Hospital and Tumor Institute encompasses 580,000 square feet of patient care, research and education areas. Some of the Anderson facilities are:

300 beds for inpatients, with ten nursing units including single, double and four-bed rooms

The Anderson Clinic, where nearly 600 outpatients are seen daily

A major research arm, the Tumor Institute

Within these facilities the following resources:

A new 32 million volt medical linear accelerator, first of its kind to be used clinically

Xenon-133 system, permitting minute measurement of each lung's capacity and its individual parts and functions

Blood Cell Separator, based on automated centrifugal separation of the blood's components for more effective treatment of blood diseases

Live Islands and Laminar Air Flow Rooms to provide completely sterile environments for patients undergoing chemotherapy and lacking resistance to common bacteria

Thermography systems, hopefully of great promise in rapid diagnosis of breast cancer

Electron microprobe for cellular in-situ measurement in terms of atoms

Eleven electron microscopes for in depth surveys of fundamental life processes

The Anderson-Mayfair, a 15-story apartment-hotel for patients and visiting professors and scientists, located at 1600 Holcombe across the street from the Anderson

Within the next few years the Anderson is projecting the following additional facilities:

The Lutheran Hospital will be adjacent and contiguous to and administered by the Anderson. It will encompass 350 beds for specialized studies in neurology, neurosurgery, genetics, hematology, metabolic disarrangements and endocrine abnormalities, plastic surgery and skin diseases, and pediatrics, especially as these relate to malignant disease.

The Anderson Clinic will involve construction of a new outpatient clinic to care for 1,000 to 1,200 people daily.

The Rehabilitation Center will be housed within the former Southern Pacific Hospital, located within the near north-side of Houston. This Center will provide 50,000 square feet of space for therapy, testing, evaluation and total rehabilitation of cancer patients, to be the first such complete center for cancer patients in the world.

Present programming is divided into patient care, research and education.

Patient Care: a total of 212 physicians and 13 dentists care for Anderson cancer patients in the Departments of Developmental Therapeutics, Diagnostic Radiology, Medicine, Anatomic and Clinical Pathology, Pediatrics, Radiotherapy and Surgery. Their work is enhanced by the division of patient care activities, including Hospital Administration, Nursing and other health team components.

Research: the physicians are joined by a research staff composed of 102 Ph.D. scientists, 11 M.D./Ph.D. researchers, 2M.D./DDS scientists and three veterinarians in both basic and clinical research in 134 programs and 423 projects. Basic research

includes the Departments of Biochemistry, Biology, Biomathematics, Epidemiology, Physics and Virology.

Education: Patient care and research programs receive support from both the Department of Medical Communications and that of Publications, as well as the Research Medical Library. The first department offers audio-visual support in lantern slides, motion pictures, videotapes, scientific exhibits, filmstrips and still photography. Publications have assisted in the publishing of more than 4,000 papers, monographs, reports, yearbooks and news letters since 1950. The Research Medical Library contains some 38,000 volumes and more than 800 journals. Approximately 1,400 physicians and scientists have trained at the Anderson in the past 13 years.

Total personnel in all categories is more than 2,600 people.

With the opening of the Lutheran Hospital, the new Anderson Clinic and the Rehabilitation Center these programs will be notably expanded in all three categories of patient care, research and education.

THE UNIVERSITY OF TEXAS
M. D. ANDERSON HOSPITAL AND TUMOR INSTITUTE
FACTS CONCERNING GROWTH AND DEVELOPMENT
1967-1970

Total Patients Registered.....	82,091
Total Referring Physicians.....	14,452
Texas Counties From Which Patients Have Come.....	254

	1967-68	1968-69	1969-70
Patients Seen	16,334	16,000	18,976*
New Patients Registered	4,818	4,487	4,792
Outpatient Visits	158,403	150,631	174,864*
Hospital Patient Days	87,454	88,053	94,042
Surgical Procedures	5,453	4,965	5,037
X-ray Therapy-Lesions Treated	2,088	1,837	2,010
X-ray Therapy-Areas Treated	55,048	53,438	57,344
Diagnostic Radiology Examinations	38,867	39,890	48,162
Anatomical Pathology Slides	100,272	74,792	87,325
Clinical Pathology Tests	428,339	572,135	834,039
Detailed Abstracts and Follow-up to Physicians	17,341	15,014	15,620

* Estimated Pending Final Tabulation

DENTAL BRANCH

The University of Texas Dental Branch at Houston, the first dental school in The University of Texas System, officially opened in September, 1943, with 125 students and a faculty composed of 13

full-time and 34 part-time members. Today there are 555 students and a faculty of 284 members, with total personnel of 344.

The Dental Branch is composed of the School of Dentistry, School of Dental Hygiene, Postgraduate School of Dentistry and the Dental Science Institute. Its primary purposes are to educate qualified persons to render oral health services to the public and to develop and disseminate new knowledge that aids in prevention and treatment of oral disease. Its emphasis is two-fold: 1) providing the student with the appropriate interdisciplinary dental educational environment for optimal development of judgment-making and skills in prevention, diagnosis and treatment of oral disease; and 2) encouraging professional excellence in practice in order that public health education and self education are continually advanced.

It is now established and recognized that the administration and faculty of the Dental Branch are devising and developing new teaching facilities and methods in testing new learning techniques and in making advanced changes in the dental curriculum. This is a leadership in which the people of Texas may take pride.

Today the Dental Branch encompasses a total of 220,000 square feet, 200,000 of which are within the Dental Branch building in the Texas Medical Center and 20,000 in the Dental Science Institute, housed in the original Dental Branch building a few miles from the Center.

Emphasis at the Dental Branch is primarily on education, with service to patients and research in dentistry closely interwoven. Therefore, facilities are geared to these programs.

Examples of some of the facilities include:

Specially designed student laboratories which allow each student to have at his immediate disposal all necessary equipment, samples, etc.

Three dimensional television system showing actual reality of depth perception, rather than the usual flat surface, with audio feedback, manual override to enable the student to start, stop, back space and select graded program levels and to branch off to different materials stored elsewhere, meanwhile learning at his own individual rate of capacity.

An outpatient clinic which allowed more than 80,000 patient visits during the past year.

Extensive research laboratories for studies in cell and tissue, human biology, developmental biology, applied biology and diagnosis, prevention, medical and surgical therapy and restorative therapy.

A Dental Science Institute with electron microscope suite and laboratories for microbiology, biomaterials, physiology, nutrition, tissue culture and pathology, as well as animal quarters.

By the fall of 1972 the Dental Branch will increase its Medical Center building by 10%, with additional gross square footage of 23,237. This major expansion will permit the following:

Increase in student enrollment by approximately 25%

Addition of 24 new students in each entering class, raising the total to 124 students per class

Increase from 38 students in a dental hygienist class to 48

Variable increase in postgraduate student population

Refurbishment of the Dental Clinic to meet the projected rise to 172,817 patient visits within the next eight years

The three closely interrelated aspects of the Dental Branch's program are as follows:

Education: An entirely new concept in dental education was instituted in the School of Dentistry in 1966. The traditional method of teaching departmental courses was replaced with an integrated multi-disciplinary teaching program involving the students in clinical dentistry early in their careers. This new program also emphasizes pertinent basic sciences in the third and fourth years. This concept combines the studies of anatomy, physiology, biochemistry, restorative and preventive dentistry, etc., with clinical experiences. Dental research indicates that learning becomes more meaningful when accompanied by practical application.

Research: Since the founding of the Dental Science Institute in 1964, an interdisciplinary research program has been underway in periodontal disease. These efforts have suggested an autoimmune component in chronic disease of the tooth-supporting tissues. A continuing research program at the School of Dentistry has produced numerous scientific papers at international, national and state meetings, as well as significant articles, books, brochures, films and recordings.

Patient Care: There is growing indication that almost 100% of the American population suffers from dental disease. Patients served by the Dental Branch must, therefore, be chosen on the basis of their educational potential, as well as personal dental needs.

With expansion of facilities the Dental Branch will be able to educate more young dental practitioners, postgraduate dentists and dental hygienists. The expansion will also lend greater impact to the Dental Branch's present programs of research and patient care.

GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

The Graduate School of Biomedical Sciences encompasses:

The present graduate education activities of the components of The University of Texas at Houston, with the exception of the School of Public Health

Continuing education for practicing physicians through a program inaugurated in 1948 under the former Postgraduate School of Medicine

The Division of Graduate Studies is designed to offer an interdisciplinary educational opportunity within the clinical settings abundantly available within the Texas Medical Center. Both the Master of Science and the Doctor of Philosophy degrees are granted through the Graduate School. Each student obtains a firm grounding in the basic sciences and brings this knowledge to bear on understanding specific biomedical problems. It is the goal of the Graduate School to train biomedical scientists, researchers and teachers, primarily for the State of Texas.

The Division of Continuing Education offers opportunities for Texas' scientists, physicians and dentists to receive constantly updated information. Seminars, workshops, lectures, closed-circuit television and other methods of communication and learning are utilized to attain these educational objectives. Approximately 1,000 participants register annually for its various activities.

One of the major strengths of the Texas Medical Center and Houston for the Graduate School's two divisions is the diversity of educational settings, both clinically and in research. The School draws heavily on these laboratories and classrooms within the other UT Houston components, as well as selected Medical Center institutions, such as the Texas Research Institute of Mental Sciences and Baylor College of Medicine. Administrative quarters for both divisions of the School are currently housed in the Hermann Professional Building Annex.

The Division of Graduate Studies hopes within the next few years to consolidate some of its administrative and educational activities within its own building or one shared with another UT Houston biomedical unit. In this manner it may expand its present class of more than 100 students to answer the ever increasing demand for teachers and scientists.

Within the Division of Graduate Studies degree programs currently are authorized in biomedical sciences. Research for dissertations may be conducted in such disciplines as:

biochemistry, biomathematics, biophysics, cell biology, endocrinology, genetics, immunology, microbiology, molecular biology, neurosciences, pathobiology, pharmacology, physiology, radiation physics, radiobiology, and virology

The student's program may be augmented by studies at other local institutions. Reciprocal arrangements with Rice University, Baylor College of Medicine, the University of Houston and the University of Saint Thomas, all of Houston, enable Graduate School students to enroll for additional courses.

The staff and facilities of The University of Texas M. D. Anderson Hospital and Tumor Institute, Dental School and Dental Science Institute have stimulated rapid growth of the Graduate School's program and have provided an environment for active research.

The General Faculty of The University of Texas at Houston supplements that of the Graduate School.

THE DIVISION OF CONTINUING EDUCATION

The Division of Continuing Education joins in utilization of common space within other UT Houston components and Medical Center facilities. With the Anderson it shares sponsorship of annual clinical conferences and symposia, both designed for the continuing education of physicians and the sharing of basic knowledge among researchers. The Division has just completed the installation of a Medical Community Television System uniting all of the Texas Medical Center institutions and other hospital and health facilities of Greater Houston. Transmission equipment is housed within the Jesse H. Jones Library Building in the Medical Center.

The Division of Continuing Education seeks now to implement the instrumentation of the Medical Community Television System and to evolve it into a major means of continuing education. This system will serve immediately Greater Houston and the Medical Center; however it is envisioned that the System's products of films, videotapes, etc., can ultimately be distributed across the State for the benefit of all Texas' physicians and scientists.

The program of the Division of Continuing Education currently consists of:

- 1) short intensive courses on timely subjects in medicine and related sciences
- 2) interrupted courses, e.g., two hours once per week for several weeks or months
- 3) medical seminars, conferences, clinical colloquia
- 4) approximately six symposia each year in medicine and biomedical sciences
- 5) Visiting Speakers Program, involving outstanding visitors to the Texas Medical Center and providing lecturers

- for physicians' groups across the State
- 6) informational materials listing opportunities for physicians and scientists in Texas

As The University of Texas at Houston continues to develop as a major health sciences university, the role of the Graduate School of Biomedical Sciences is expected to expand in its unique capacities.

MEDICAL SCHOOL-HERMANN HOSPITAL

In 1968 the Coordinating Board of the Texas College and University System approved the establishment of a "new four year public school of medicine in the Texas Medical Center in Houston. The new school should be designed for an eventual enrollment of 200 entering students and should be operated as part of The University of Texas System".

Subsequently the Texas Legislature authorized establishment of The University of Texas Medical School at Houston and appropriated funds for planning, initial operations, architectural fees and first phases of construction to be used during the 1969-71 biennium. In September, 1970, the first class of 19 students were enrolled by the new Medical School and attended classes at The University of Texas Medical Branch at Galveston and the UT Medical Schools at Dallas and San Antonio.

Primary objective of the new Medical School is the education of physicians for practice. The physician graduating from the UT Medical School at Houston must be given every opportunity to become concerned with the needs of people as individuals interested in maintaining health and performing their day-to-day roles in society, rather than seeing them only as disease-bearing patients.

One of the new Medical School's major objectives is in community involvement not only within Houston, but throughout the State of Texas. Thus, the resources of the School and its associated components will be made available to all of the people. The School is committed to the belief that involvement with the community is not a necessary by-product of medical school activity, nor is it some sort of levy extracted by society. Rather, it is an investment in terms of answering human needs, wants, attitudes, hopes and ambitions.

Primary teaching hospital for the Medical School will be the Hermann Hospital, founded in 1925 in what later became the Texas Medical Center. George H. Hermann, wealthy benefactor to Houston, recognized the need for such an institution and willed his entire estate to the Hospital.

In the following decades the Hermann Hospital has been dedicated to healing and to teaching. It has existed to care for the ill and injured without regard to race, color, creed or ability to pay. It is one of the largest non-profit, general teaching hospitals in the nation. New emphasis on its teaching programs will be realized through its affiliation with The University of Texas System.

The Hermann Hospital endorses the concept of comprehensive patient care as an everchanging and expanding enterprise. Thus, this Hospital attempts to achieve equitable balance between community needs for medical service and excellence in meeting these needs.

The Medical School is currently housed in the Jesse H. Jones Library Building. Recently it received federal funds for construction of its 55,000 square foot initial facility, which will be a "mini-medical school" and will serve as a pilot for the extensive complex to be constructed within the next several years.

As of the summer of '71, the first student class on the Houston campus utilized space in rented facilities. Facilities of other UTH components will also be used while the initial building is being finished. The mini-medical school will be equipped with special facilities for some 96 students.

Hermann Hospital has 623 beds and 85 bassinets located in two buildings. The Clinic Building, which was the original hospital, houses 239 beds and 35 bassinets. The Main Building, constructed in 1949, has 384 beds and 50 bassinets. Directly related to the Main Building and connected by an underground tunnel are the Hermann Professional Building, accommodating more than 350 physicians, and the Hermann Professional Building Garage, which can contain 1,500 cars. Immediately adjacent to the Hospital and also connected by tunnel is the 45-bed Shriners Hospital for Crippled Children, utilizing many Hermann services.

Next scheduled phase of construction for the Medical School will be the north wing of the major building. This nine-story building will contain 400,000 square feet and will be a complete laboratory and clinical sciences facility.

Programmed to accommodate 100 medical students per class, it will interface with the Hermann Hospital. A planned third phase of the building, designed to enlarge the school's capacity to 200 entering students per year, will contain another 400,000 square feet.

The Hermann Hospital is currently planning a 300-bed addition as part of an \$18 million, three phase expansion program, all destined to enhance its role as the Medical School's primary teaching hospital.

The Medical School's educational program is designed to assist the student in learning how to extract from all relevant sources knowledge enabling him to determine the nature of the individual's problem and to initiate appropriate measures resolving that problem effectively and efficiently. It will be essential that students and faculty be placed in close contact; that there be ongoing cooperative evaluation of programs by student and faculty; that students and faculty be engaged in scholarly activity aimed at generation of new knowledge and application of this knowledge to

human problems; and that there be ample opportunities for observation and participation in delivery of exemplary medical care in a variety of clinical settings. Format of the curriculum, organization of the academic units and architectural configuration of the physical facilities have been planned to accomplish these programming goals.

Following initial involvement in a core curriculum, laboratory science, study of medicine in today's society and an introduction to clinical medicine, the student will progress through clinical clerkships in medicine, community medicine, pediatrics, psychiatry, surgery and reproductive biology. He may then follow a track option in family practice, specialty practice, social and community medicine, behavioral science and medical research.

The Hermann Hospital has long maintained excellence of education in its multi-faceted training program. This excellence will now be blended with that of the Medical School. It presently also assists the University's educational programs by offering its clinical facilities to junior and senior medical students from the UT Medical Branch at Galveston, as well as to students and faculty of other UT System biomedical units.

The Hermann also presently maintains schools of nursing, vocational nursing, radiologic technology and training programs for medical technology, nuclear medicine technicians, chaplains, hospital administration residents, house staff and postgraduate students.

As The University of Texas Medical School at Houston develops, the Hermann Hospital will enlarge its programs to meet the School's needs and expectations in the training of young physicians for the State of Texas.

The Medical School also holds affiliation agreements with The University of Texas M. D. Anderson Hospital and Tumor Institute, Memorial Baptist Hospital System, St. Anthony Center, St. Joseph Hospital, Shriners Hospital for Crippled Children and Texas Research Institute of Mental Sciences, all of Houston.

SCHOOL OF PUBLIC HEALTH

A school of public health bears first the responsibility to provide academic instruction relevant to the planning, organization and conduct of the complex array of activities that constitutes public health in our world. Public health embraces a remarkable variety of skills and requires persons trained in medicine, other professional health fields and many aspects of physical, biological and social sciences. The UT School of Public Health must provide the orientation and philosophy that establishes unity from this diversity.

A school of public health must also serve as a focus of research activities directed toward community health problems.

Progress in the protection and promotion of health can proceed no more rapidly than knowledge of these problems advances. The search for new knowledge must be nurtured, lest the practice of public health grow sterile and atrophy.

No professional school can long maintain its excellence if it remains isolated from the realities and practicalities of professional practice. Thus, the School of Public Health must provide service to and maintain strong relations with public health service practice. This helps to insure that the School's teaching and research programs continue to have relevance to the community's current problems. The basic organizational unit of the School is the teaching-research unit, a group of faculty members and graduate students who work together as a learning community investigating an important area of public health concern.

The teaching-research units are:

Chronic Disease Control: Chronic diseases are major causes of death and disability. For many of them the basic knowledge on which control measures might be based is lacking.

Environmental Health: Among the more significant problems confronting today's society are those related to the environment's serious degradation. These concerns strike at matters basic to survival, e.g., the quantity and quality of air, water and space.

Health Services: This includes the planning and administration of public health services of a traditional kind and the systems for provision of personal health services.

Infectious Diseases Control: Despite the success attending infectious disease control activities, serious problems remain. To understand and develop ways to deal with them require efforts of microbiologists, entomologists, parasitologists, epidemiologists and other experts in disease control programs.

International and Ethnic Studies: Repeatedly in dealing with health problems, one encounters difficulty of transferring technical and scientific information and procedures across cultural boundaries. Comparative studies of community health in different cultures are critically important. It is envisioned that a valid hemispheric need might be met through establishment of a North-South Center for scholarly pursuits and exchanges of information between the Americas.

Population Studies: This field of research examines interactions between population growth and the components of health. Studies include social and mathematical demography, and population biology.

Urban Health: Heavy concentration of today's population in urban sites establishes a need for specific attention to the health of urban dwellers. Urban planning centers have been established at many universities, but notably lacking in them is concentration on health.

FACULTY
The University of Texas At Houston

Full-Time and Part-Time

	D.D.S.	M.D.	Ph.D.	D.D.S. M.D.	Ph.D. M.D.	Ph.D. D.D.S.	D.V.M.	Others	Total
Professor	35	48	46	1	6	1		6	143
Associate Professor	33	47	33	2	6		2	3	126
Assistant Professor	46	26	46	1	3	2	1	5	130
Instructor	7	3	5					13	28
TOTAL	121	124	130	4	15	3	3	27	427

COL. GEORGE A. HILL, JR.

Any record of the development of the University of Texas units in the Texas Medical Center must include the name of Col. George A. Hill, Jr., who worked tirelessly in their behalf as member and later chairman of the University's Development Board.

Through the long and often frustrating struggle to gain appropriations in the Legislature for the University's units in the Medical Center, Colonel Hill never wavered in his determination to crown these efforts with success. He kept the Development Board fully advised through detailed reports to its members, and appeared numerous times before the Chamber of Commerce Board of Directors to report and to plan strategy.

The failure of the Legislature in 1949 to include appropriations for construction of the cancer hospital and the dental college was a particularly bitter blow to Colonel Hill, but, nonetheless, the groundwork had been laid for success in 1950 and in 1951. It should be remembered, too, that Colonel Hill's leadership during the 1947 session of the Legislature had resulted in statutory approval of the School of Public Health and the Preceptorial Training Center for the Medical Center.

Colonel Hill did not live to taste the fruits of victory. He died on Nov. 2, 1949, just as plans were being laid to request approval of the Medical Center units' construction appropriations

at the 1950 special session of the Legislature. Among other unfinished projects with which Colonel Hill was identified at the time was a proposal of the Chamber of Commerce Military Affairs Committee, of which he was long-time chairman, to create an Armed Forces Center in Houston to be used as training centers for reserve units. This proposal, submitted to the Board of Directors in the early Fall of 1949, resulted finally in the creation of the training centers on Old Spanish Trail.

Colonel Hill's death was a shock to the community. The Magazine HOUSTON, in its November, 1949, issue, and a resolution of the Chamber of Commerce Board of Directors paid eloquent tribute to this dedicated civic leader. Strangely, neither the magazine article nor the resolution mentioned his services in connection with development of the Texas Medical Center. The record, however, as herein reported, is replete with references to these services.

The magazine article and the resolution are reproduced here in full in tribute to one who contributed immeasurably to the development of the Texas Medical Center.

The magazine article:

NATION LOSES GREAT LEADER

On November 2, 1949, at Greenville, South Carolina, where he was taken when stricken while en route to Washington, Col. George A. Hill, Jr., president of the Houston Oil Co., died after an illness of a few days.

Although having been advised of the attack which proved fatal, Colonel Hill's great host of friends here and throughout the nation were shocked at the news of the death of this distinguished Texan.

While only in his fifty-seventh year, George Hill had become one of the most prominent oil men of this nation and had crowded into his short span of years accomplishments and civic attainments that, while bringing him warranted acclaim, undoubtedly brought to a premature end the exceptional career of this outstanding American and devoted follower of all things Texan.

Born in Corsicana on January 12, 1892, he spent part of his teen years in Austin where he later graduated in law from the University of Texas. However much of his youth was spent in Houston and in high school where he was valedictorian and winner of a scholarship. In his senior year at the University of Texas, he was editor of the Daily Texan.

Colonel Hill began his career as a railroad attorney but switched to oil when he joined the firm of Kennerly, Williams, Lee and Hill in 1917, general attorneys for the Houston Oil Co. In 1930 he became general counsel for that company, and a year later was named its executive vice president. In 1932 Col. Hill was named president of the Houston Oil Company and president of the Houston Pipe Line Company, positions which he still held at the time of his death.

Colonel and Mrs. Hill, the former Mary Edythe Van Den Berge of Victoria, were married June 24, 1916. He was a veteran of World War I, where he served as captain of Troop C of the Seventh Cavalry.

Colonel Hill was the founder of the Texas Petroleum Council. He was a member of the Petroleum Industry's National Emergency Council during the depression of 1933. He was a member and former director of the Mid-Continent Oil and Gas Association, vice chairman of the oil policy committee of the Independent Petroleum Association of America, a member of the National Petroleum Council, vice president of the Oil World Exposition and a member of the American Institute of Mining and Metallurgical Engineers.

During World War II he served as a member of the executive, production and historical committees and as chairman of the facility security committee of the Petroleum Industry War Council in addition to being a member of the Petroleum Administrator for War's general committee of District 3 and chairman of the production committee of the same district. He was petroleum adviser on the Anglo-American Oil Treaty for the secretary of the interior from 1944 to 1945.

Long a Chamber of Commerce Leader

In 1933, he was elected a member of the board of the Houston Chamber of Commerce. The following year, 1934, he became chairman of the Military Affairs Committee and held both of these important posts at his death.

Few men have served this city through the Chamber of Commerce longer or rendered it more valuable service. Throughout the last war he gave unstintingly of the great ability that was his to aid those who were serving in the armed forces. This ceaseless work and that of his committee earned national recognition and the acclaim of those who were sent to this area.

A director of the Dallas Branch of the Federal Reserve Bank and a member of the economic policy committee of the United States Chamber of Commerce, Colonel Hill had been a member of the Business Advisory Council for the Secretary of Commerce for ten years.

He was president of the Houston Museum of Fine Arts from 1934 to 1938. A principal founder of the San Jacinto Museum of History, to which he had given several thousand items of rare historical material such as manuscripts, decrees and maps, in addition to a library of Texiana and Mexicana, he was president at the time of his death.

Colonel Hill was a fellow and former vice president of the Texas State Historical Association; a fellow of the Texas Folklore Society; a former president of the Texas Philosophical Society; a member of the Houston Philosophical Society; a member of the American Archivists Society, Sociedad Bibliographic of Mexico, the

Yanaguana Society, the Newcomen Society of England, the Sons of the Republic of Texas, and the Houston Symphony Society.

His wife and two sons, Raymond and George Hill III, who were at his side as he passed away, survive him.

Mrs. Peter Crambus, a daughter, also resides in Houston.

Interment was in Forest Park Cemetery November 4.

The resolution:

RESOLUTION
HOUSTON CHAMBER OF COMMERCE

The Board of Directors records with sorrow the passing of Lieutenant Colonel George A. Hill, Jr., one of the foremost citizens of Texas, and a beloved and esteemed leader of the people of Houston. He died "in harness", having denied to himself the comfort and ease which he so assiduously sought for others. The roster of his public services would fill a volume. He was an individualist of the old school, broad-gauged in his sympathies and uncompromising in his principles. His loss is a grievous one, not alone to his family and friends, to whom we extend our heartfelt sympathy, but to the nation at large.

It is well to recall the extent of Colonel Hill's interests and responsibilities. They ranged from the petroleum industry, keystone of the economy of the Southwest, to the field of fine arts, which he regarded as no less essential to the health and progress of the Commonwealth. For a generation, he headed the Military Affairs Committee of the Houston Chamber of Commerce, rightly regarding the survival of the State as a first concern of civic leadership.

A Texan both by parentage and by preference, Colonel Hill enriched the legacy of his compatriots by generous gifts to the Lone Star shrine at San Jacinto. A captain of the famed Seventh Cavalry in World War I, he served with equal faithfulness in World War II as an adviser to the United States Government on petroleum matters.

His specialized knowledge proved of immeasurable value in treaty negotiations with our ally, Great Britain. Colonel Hill was convivial and affectionate in private life, and conscientious and unsparing of self where the public interest was involved. Now that he is gone, all of us have come to realize, with a sense of shock, how much we have depended on him for many years.

It is the purpose of this Resolution to register for posterity our high regard for a gallant gentleman, one who will stand unsurpassed in the annals of history as a patriot and citizen. But the true measure of our esteem cannot, we realize, be put on paper, for it will be seen in the effort each of us puts forth, as an individual, to emulate his stirring example.

November 16, 1949

(s)

W. S. Bellows, President

DR. E. W. BERTNER

Dr. E. W. Bertner dreamed the dream for a great medical center in Houston. He laid his ideas before the trustees of the M. D. Anderson Foundation after the Texas Legislature in 1941 had appropriated \$500,000 for a cancer hospital to be operated by the University of Texas at a site to be selected by the University. The Anderson Foundation trustees recognized in this legislation an opportunity to gain for Houston the first unit of a medical center along the lines suggested by Dr. Bertner. The trustees offered \$500,000 to match the legislative grant as an inducement to locate the hospital in Houston. The offer was accepted and the first step thus was taken to create the Medical Center.

Dr. Bertner served as first director of the M. D. Anderson Hospital and Tumor Institute and first president of the Texas Medical Center. He died on July 28, 1950, from cancer---two months after the Texas Legislature, in special session, had approved funds for construction of the cancer hospital in the Texas Medical Center.

A prominent gynecologist and surgeon, Dr. Bertner served as advisor to the M. D. Anderson Foundation trustees during the World War 11 years and thereafter when the foundations for the Texas Medical Center were laid. What has been wrought in the Texas Medical Center is a continuing memorial to a man who gave fully of himself in the service of others.

The August, 1950, issue of the Magazine HOUSTON and a resolution of the Chamber of Commerce Board of Directors paid eloquent tribute to this remarkable man.

The magazine article:

DR. E. W. BERTNER

Death in the form of a foe he had combatted so long came to Dr. Ernst William Bertner on July 28, 1950.

Cancer ended the full 60 years of life for the president of the Texas Medical Center. Although his death had been expected, it still came as a shock to the thousands throughout Texas and the United States who had known Dr. Bertner as a friend and physician.

Dr. Bertner calmly diagnosed his own case as that of cancer two years ago, but did not relent from his fight against the disease. He eagerly insisted that every new development in cancer control be tested on him.

And even though seriously ill, Dr. Bertner continued to plan and be the guiding light of the \$100,000,000 Texas Medical Center, a project of which he had dreamed and worked with others even before World War I. It was not until November, 1945, almost 30 years later, that the Center was chartered. Dr. Bertner was asked to serve as its president. And the Center continued to be the main goal of his career.

Dr. Bertner was a Texan, born in the community of Colorado, Texas.

He was graduated with honors from the University of Texas School of Medicine at Galveston in 1911, going on to St. Vincent's Hospital in New York for his internship. Following internship he came to Houston in 1913 to practice, but only for a short time, for he enlisted in the British Army Medical Corps during World War I. He transferred to the American forces when the United States entered the conflict, receiving a shrapnel wound in front line fighting.

After post-graduate work at Johns Hopkins Hospital in Baltimore where he specialized in surgery, gynecology and urology, he returned to Houston. This was in May, 1922. That same year he married the former Miss Julia Williams.

And down through the years, Dr. Bertner coupled administrative ability with his high degree of professional qualifications. He served as acting director of the M. D. Anderson Hospital for Cancer Research in the Medical Center for four years, directing the building of its professional organization and its operation as a hospital. And for his service, he accepted no pay, just as the case as president of the Medical Center.

The list of organizations he had served sounds almost like a roster of the medical profession's associations. He had served as president of the Texas State Medical Association, Harris County Medical Society, Post-Graduate Medical Assembly of South Texas, the Texas Surgical Society and the Texas Association of Obstetricians and Gynecologists.

A former vice president of the American Cancer Society, Dr. Bertner in 1949 received the society's award for distinguished service in cancer control. In June, Dr. Bertner was presented an honorary doctor of laws degree from Baylor and, about the same time, a resolution from the Ochsner Medical Foundation in New Orleans setting forth a section of its new hospital would be named the Bertner Pavilion.

Somehow, in the face of all his other duties, Dr. Bertner still found time for an active civic life. He was a director of the Chamber of Commerce and a member of the Citizen's Committee for Reorganization of the Executive Branch of the Government. He was a 32nd degree Mason, a Templar, Shriner, Knight Commander of the Court of Honor of the Scottish Rite and a member of the Houston Club and the Houston Country Club.

The resolution:

A heroic life ended in a heroic death at midday Friday, July 28, 1950, when Dr. Ernst William Bertner died of cancer. Much of Dr. Bertner's medical career had been devoted to fighting this dreaded disease; and when his own diagnosis discovered two years ago that he, himself, was victim of cancer, he dedicated his body as a living laboratory for experimentation with treatments offering some hope to mankind. Dr. E. W. Bertner died as he had lived--with complete purposefulness in the unselfish service of his fellowman.

Dr. Bertner served Houston in his professional practice during most of his life, becoming the trusted and beloved physician of many Houstonians. Drafted as acting director of the M. D. Anderson Hospital for Cancer Research, he would accept no pay for his service while pioneering the building of its professional organization. The wide range of positions of honor and service to which the medical profession had elevated Dr. Bertner in recognition of his demonstrated abilities shows how high he was held in the esteem of his fellowmen in medicine.

So full a professional life would seem to leave little opportunity for the exploration of other interests, but Dr. Bertner was in every respect an exceptional man. Among his many and varied civic activities was his service on the Board of Directors, the Executive Committee, and other committees of the Houston Chamber of Commerce, where his stalwart capabilities, his diversified experience and his wide-ranging enthusiasms were unselfishly devoted without stint to the general welfare of his city, state, and nation. Dr. Bertner had further interests and constructive activities in other civic, fraternal, and social organizations and in his Church. In giving so generously of himself, Dr. Bertner also gave generously of material means to the welfare of his fellowmen, both personally and through the Bertner Foundation.

But the supreme triumph of Dr. Bertner's life is the realization of a dream which more than thirty years of dedicated effort is bringing to reality. Combining vision with patient but determined work, Dr. Bertner led in the

establishment of the Texas Medical Center, unusual in its conception and destined soon to become one of the great centers of medical research, education and treatment in the world. From the time of its founding until his death, Dr. Bertner served as the first president of the Texas Medical Center, directing the development of its basic plans and methods of operation, and devoting time and ability in attracting great institutions to the Center. The Texas Medical Center will long continue to grow in physical plant and influence as a monument to this great physician and surgeon whose memory will be forever enshrined in the hearts of his fellowmen to whom he devoted his lifetime of service.

THEREFORE BE IT RESOLVED by the Executive Committee of the Houston Chamber of Commerce, in regular meeting assembled this first day of August, 1950, that official recognition thus be taken of the distinguished public and professional service of Dr. Ernst William Bertner and that deepest sympathy be expressed to his bereaved wife; and furthermore that copies of this resolution be made a part of the permanent record of the Houston Chamber of Commerce, be sent to the wife of the deceased, and to the Texas Medical Center which is the splendid humanitarian realization of Dr. Bertner's fondest dream.

(s)

Ralph Neuhaus, Secretary of the Board

(s)

P. P. Butler, President

HISTORY AND DEVELOPMENT OF THE TEXAS MEDICAL CENTER

W. B. Bates

Read before the Texas Gulf Coast Historical Association's

First Annual Meeting, November 20, 1956

Members of the Texas Gulf Coast Historical Association,
Ladies and Gentlemen:

I understand that your Association was organized about a year ago to collect and preserve the political, social and particularly the economic records of historic importance to this area, to house these materials and provide for their use, and to publish a historical quarterly, books, and monographs.

I am flattered that your President has asked me to address your First Annual Meeting, and I am pleased, indeed, that he suggested I give you a short resume of the history of the formation and activities of the M. D. Anderson Foundation, including the historic events leading up to the formation and development of the Texas Medical Center which is already playing an important part in medical research and in the development of medical knowledge and better medical practices throughout the country, and which many think and we hope is destined to be one of the great medical centers of the world.

It has been my observation that history is composed of a continuing chain of events forged from the links of individual action. The stimulus for each new link in the chain has been the actions and achievements of one man after another whose interest, personal ambition and courage motivated by either selflessness or selfishness has enabled him to make contributions to an ever increasing enlightened world. Such men have included the inventor of the wheel, the discoverer of fire, and the early navigators, men without recorded names in many cases. As the historic chain has lengthened through the centuries, new names have been preserved in traditions of the past or spread upon the pages of recorded history, such as Moses, Alexander, Plato, the Caesars, Jesus the Christ, Charlemagne, and so on.

In this connection I would like to say a few words about the late Monroe D. Anderson whose personal integrity and devotion to his adopted state and the welfare of its people spurred him to create a new link in our own regional historic chain. In doing so, I will largely quote from what I said of him at the dedication of the M. D. Anderson Hospital for Cancer Research on September 17, 1944.

"M. D. Anderson was born June, 1873, in Jackson, Tennessee, a town that he loved and that loved him, and where his name is now revered and held in high esteem, and where his remains are interred. Here, he grew to manhood and acquired his early business experience as a banker. In his early thirties, he gave up banking and joined with his brother, Frank E. Anderson, and Messrs. W. L. and Benjamin Clayton, all boyhood companions, in the cotton business under the firm name of Anderson, Clayton & Co., which as a result of their joint efforts became and is now the leading cotton merchandising concern in the world. In 1907, he came to Houston as a representative of his firm. He immediately made for himself and his firm an important place in the industrial and financial circles of the city. He definitely cast his lot with Houston and Texas, and he and his firm have been one of the greatest contributing factors in making Houston a great port and a great city. He died in Houston, August 6, 1939, and by the terms of his Will left practically his entire fortune, approximately \$20,000,000, to the M. D. Anderson Foundation, which he created and established by trust indenture under date of June 9, 1936.

"Mr. Anderson was typical of most great Americans. He started out in life with a good American heritage and nothing more save an early schooling and lessons learned in hard work, thrift and self-denial. To him, the spending of money except for a useful purpose was distasteful and an evidence of lack of good breeding. He had a wide acquaintance but was reticent and had the appearance of being shy, and only a few knew him intimately. Those who did greatly admired and loved him. He never married but was fond of home life and children and loved and treated his brother's children as though they were his own.

"Mr. Anderson lived a simple and unostentatious life. He was guided by a few simple basic principles which probably were responsible for the greatness he attained. To him it was axiomatic that neither an individual nor the people as a whole could be happy or prosper without hard work, thrift and self-denial; that laziness and profligate spending inevitably lead to unhappiness and a sorry life. He refused to be rushed on important matters, but insisted on time to meditate and think before making decisions of consequence. He, like the Greek, believed in "making haste slowly"; that meditation often saves many false steps. Those who were close to him now see wisdom in many of his acts which we did not appreciate at the time.

"He did not believe in personal charity for the individual except for those that are afflicted. In his opinion, an individual sound in body and mind who sought or accepted charity was not worthy of it. But he did believe in improving the opportunity of the unfortunate to help himself, and in giving comfort and remedial relief to the sick and afflicted. It was these simple rules of conduct and thought that guided his life and enabled him to create his great fortune and motivated him in establishing the M. D. Anderson Founda-

tion, dedicating his fortune for the benevolent and charitable purposes set forth in the Trust Indenture, namely:

'To the improvement of working conditions among workers generally, as well as among particular classes of unskilled and agricultural workers;

'To the establishment, support and maintenance of hospitals, homes and institutions for the care of the sick, the young, the aged, the incompetent and the helpless among the people;

'To the improvement of living conditions among people generally as well as in particular sections or localities;

'To the promotion of health, science, education, and advancement and diffusion of knowledge and understanding among the people.'"

As I have just stated, the M. D. Anderson Foundation was established and created by Trust Indenture executed on July 9, 1936, with Mr. Anderson as the Grantor and with himself and one of my law partners, Jno. H. Freeman, and myself as Trustees. Mr. Anderson made an initial contribution to the Foundation of \$10,000 and additional contributions from time to time so that at his death the Foundation had a corpus of around \$300,000. By his Last Will and Testament, the Foundation as the principal beneficiary of his estate received something like an additional \$19,000,000.

The first grant of the Foundation was a \$150 donation to the Houston Junior League for the purchase of glasses for indigent school children with defective vision. This donation was made during Mr. Anderson's lifetime. The Trustees of the Foundation continued the small donations to carry on this program as long as it was requested and until the Junior League was able to finance this program with funds from other sources, giving in all a total of about \$1,700.

The two remaining Trustees, Mr. Freeman and I, on August 31, 1940 named Horace Wilkins, then President of the State National Bank, as Trustee to fill the vacancy created by Mr. Anderson's death. Mr. Wilkins died on September 13, 1953. He was a very wise Trustee, with farsighted vision, sound judgment and discretion, and deserves a full share of credit for all worthwhile accomplishments and contributions of the Foundation for the community welfare during the period of his service as such Trustee. On February 18, 1954, the remaining Trustees named Warren S. Bellows as Trustee to fill the vacancy created by the death of Mr. Wilkins. Mr. Bellows, whom all of you know, had long been one of the community's most effective leaders and workers in all worthwhile undertakings for civic improvement, as well as the improvement of health, cultural and educational institutions of the city.

In the beginning the grants made by the Foundation were nominal and included \$1,000 gifts to institutions such as the DePelchin Faith Home, Blue Bird Circle, Crippled Children's Clinic and Memorial Hospital for needed equipment. However, during this period greater things were being planned and most prominent among such plans was the dream of a great medical center.

In 1941 the Texas Legislature appropriated \$500,000 to the Board of Regents of the University of Texas for the purpose of establishing a cancer research hospital, giving the Regents authority to accept funds from other sources. It occurred to the Trustees of the M. D. Anderson Foundation that such an institution as a great cancer research hospital would make an ideal nucleus for the medical center they had been dreaming about. Shortly after the announcement of the Legislative grant, a meeting was arranged on my back porch between Dr. John Spies, then Dean of the University Medical School at Galveston, and the Trustees of the Foundation (Mr. Wilkins, Mr. Freeman and myself).

This first meeting was followed by a succession of conferences with Dr. Spies, President Rainey and certain members of the Board of Regents of the University which resulted in the Trustees of the M. D. Anderson Foundation offering to match the Legislative \$500,000 grant with an equal sum by the Foundation if the University authorities thought that Houston was a logical location for and were interested in establishing the cancer research hospital as the first unit of the medical center. We also agreed to furnish an adequate permanent site as well as temporary quarters for the operations of the hospital until a building could be erected on the permanent site, which offer the University of Texas gratefully accepted by agreement dated August 8, 1942 between the Trustees of the Foundation and the Board of Regents of the University. This was the first institution to be selected for the medical center which had not at that time been organized, but which we had determined to name the Texas Medical Center, as it was then visioned by the Trustees that the scope of the activities and influence of such a medical center would not be confined to the limits of Houston, but would be prevalent throughout Texas and the Southwest. The Texas Medical Center was actually incorporated October 8, 1945, with James Anderson, Hines H. Baker, William B. Bates, E. W. Bertner, Ray L. Dudley, Frederick C. Elliott, Jno. H. Freeman, Clinton S. Quin and Horace Wilkins as incorporators.

The Trustees of the Foundation having arranged for the first unit of the Medical Center, were now confronted with two serious problems--a temporary site for the proposed cancer research hospital, and a permanent site for the Texas Medical Center. The Trustees acquired in 1943 the beautiful former home of Capt. James A. Baker at 2310 Baldwin Street and its six acres of ground known as "The Oaks". The late Capt. Baker had bequeathed this property to Rice Institute. The Trustees acquired the property from Rice Institute at a cost of approximately \$68,000 and turned it over to the University of Texas as a temporary site for the cancer research hospital. The Trustees of the Foundation then arranged for

a number of army barracks from Camp Wallace, which were moved to the temporary site, The Oaks, adjacent to the former Capt. Baker residence, furnished and equipped with central heat and air conditioning at a cost of approximately \$125,000. The barracks as reconstructed were not too attractive, but they were very serviceable and served as an admirable pilot plant for Dr. Clark, Director of the hospital, in the establishment and training of his staff. The cancer research hospital, during the last year or two of its operation at its temporary site, daily hospitalized an average of 113 patients and treated in its clinic an average of another 144 patients per day, so that at the time of the completion of the new cancer research building Dr. Clark had an excellent trained staff and a well operated hospital to move to the new quarters. To add to the temporary facilities, Mr. and Mrs. Lamar Fleming, Jr. acquired and donated a two-story apartment building at 406 Webster, which was made suitable for convalescent quarters.

The Trustees of the Foundation after acquiring the temporary quarters for the cancer research hospital, turned their attention to the location and acquisition of a suitable permanent site for the Medical Center. The Trustees consulted with other interested parties with reference to a suitable permanent site, particularly Dr. E. W. Bertner who had been a close adviser to the Trustees concerning the Medical Center from the beginning. All agreed that the most ideal site for the Center was 142 acres owned by the City adjacent to the Hermann Hospital site of 20 acres and the Hermann Park. We negotiated with the City officials for the purchase of this site, but since some contended that the site had been purchased by the City for park purposes, the matter of the sale and purchase was submitted to a vote of the people who approved the sale of the site to the Foundation at an election held in November, 1943. This property and its improvements which included paving of Fannin Street and Holcombe Boulevard cost the Foundation in excess of \$500,000. Another \$500,000 or more has been spent by the Foundation in subdividing the property into suitable sites for hospitals and other institutions and on water and sewage mains and the grading, paving and lighting of streets. I believe most of you will agree that the site selected in all respects is a beautiful and suitable location for a great Medical Center.

In 1943 about the time these things I have mentioned were taking place, two of the Trustees of Baylor University, W. K. Martin of San Antonio and Carr Collins of Dallas, arranged for a conference with the Trustees of the Foundation, in which they advised that the Baylor College of Medicine had definitely decided to leave Dallas and was looking for a new location. They wanted to know if the Trustees of the M. D. Anderson Foundation were interested in having the Baylor Medical College as a teaching institution in the Texas Medical Center. Following this meeting, successive conferences were held with Governor Pat Neff, then President of Baylor University, and other Trustees of Baylor, resulting in an agreement dated May 8, 1943, between the Trustees of Baylor and the Trustees of the Foundation to move the Baylor Medical School, as well as the Baylor Dental College, to Houston, and an agreement on the part of the Trustees of the Foundation to donate

to Baylor \$1,000,000 for a new building and a 20-acre site in the Medical Center as a site for the new building. The Trustees of the Foundation also agreed to make an additional grant of \$1,000,000 for research to be used for that purpose over a period of not less than ten years. In addition to this, the Houston Chamber of Commerce raised by popular subscription another \$500,000 as a donation to Baylor in connection with this move. As a result of these conferences and donations, we now have Baylor College of Medicine, one of the great medical schools of the country, as the principal teaching unit in the Texas Medical Center.

The Texas Dental College, first established as a private institution for the profit but later taken over by a group of philanthropic dentists and operated on a non-profit basis, had been in operation some 40 years, and it and the Baylor Dental College at Dallas were the only institutions for the training of dentists in Texas. In 1944 the Trustees of the Texas Dental College offered to donate the Texas Dental College as a going institution, with all of its property evaluated at about \$150,000, to the State if the Legislature would authorize the University of Texas to take over the institution and assume its operation as the dental school of the University. The Houston Chamber of Commerce and others appeared before the Legislature and urged the acceptance of this generous offer. In connection with the offer, the Trustees of the M. D. Anderson Foundation agreed to give the University a permanent site for the dental school adjacent to the site reserved for the cancer research hospital, and also to make a grant of \$500,000 towards the cost of a permanent building. The Legislature accepted the offer. Later the Trustees of the Foundation, in 1946, as an inducement to the Legislature and the State to provide more adequate housing for the dental college and the cancer research hospital, agreed to give up to another one million and a half dollars for the two State institutions on a dollar grant basis of \$1 by the Foundation for each \$2 raised by the University of Texas. The Houston Chamber of Commerce also raised \$1,000,000 for the University of Texas units in the Center, that is, the cancer research hospital and the dental school. Mr. Warren S. Bellows, now one of the Trustees of the Foundation, headed this campaign for the Chamber of Commerce. Incidentally, the State far more than met the conditions laid down by the Foundation for this additional grant, and has contributed to the two institutions three or four dollars for one, instead of two as was required to earn the grant.

The Trustees of Baylor University, in conference with the Trustees of the Foundation, now took a position that since the University of Texas would have a dental school in the Texas Medical Center, they believed it would be better for dental education in Texas and the Southwest if the Baylor Dental College remained at Dallas. The Trustees of the Foundation agreed with Baylor and agreed to relieve Baylor of the obligation to move its dental school to Houston, and Baylor reduced its request for a permanent site for the medical school from 20 acres to 17 acres of ground.

The M. D. Anderson Foundation has made the following grants to other institutions located in the Medical Center:

\$500,000 to Arabia Temple Crippled Children's Hospital

\$500,000 to New Hermann Hospital

\$500,000 to Methodist Hospital

\$500,000 to St. Luke's Episcopal Hospital

\$400,000 to The Texas Children's Hospital

\$350,000 towards the cost of the Library Building.

In addition to this, the Foundation has made donations from time to time to the Academy of Medicine for the acquisition of historic and research material for the library, the last being a donation of \$60,000 for such purpose. It is the purpose of those in charge of the library through these additional gifts to build up for the Center one of the great medical research libraries of the world.

History would not be properly served in any discussion of the development of the Texas Medical Center without taking due note of the cooperation and financial contributions of Mr. and Mrs. Hugh Roy Cullen, Mr. and Mrs. James S. Abercrombie and Mrs. and the late Jesse H. Jones. The Cullens gave \$1,000,000 each for the New Hermann Hospital, Methodist Hospital and St. Luke's Hospital, and \$1,000,000 or more to Baylor Medical School and they have donated generously to the other institutions in the Center. They also gave the beautiful Cullen Home for Nurses located at the Memorial Hospital downtown, and the family has contributed generously to St. Joseph's Hospital. Their total contributions to the Medical Center and to other medical institutions in the city amount to \$9,610,000.00. This is in addition to all that they have done for the University of Houston. Mr. and Mrs. James S. Abercrombie are, without question, the principal benefactors of the Texas Children's Hospital. Mr. and Mrs. Jones gave \$700,000 towards the cost of the Jesse H. Jones Library Building, which houses the central libraries of the Medical Center. The Clayton Foundation for Research, long interested in the basic causes of disease, has made grants to the Medical Center institutions for research purposes.

There are many other individuals who have made contributions of great value in terms of time, talent and energy, but their stories can better be told by others more familiar with them than I am. However, I must not forego the opportunity to mention Dr. E. W. Bertner who served without pay and who devoted his great talent and the greater part of his time during the last three or four years of his life in the planning for and as Director of the Texas Medical Center. Dr. Bertner's knowledge and experience in the medical field, and his vision, wise counsel and advice were indispensable to the Trustees of the Foundation in the promotion and establishment of the Texas Medical Center. Dr. Frederick C. Elliott was appointed Executive

Director of the Medical Center in November, 1952, the position which he holds at the present time. Dr. Elliott has been an important factor from the beginning in the planning and development of Medical Center. His selection to succeed Dr. Bertner as Director was very fortunate for the Center.

The M. D. Anderson Foundation has not devoted itself exclusively to the Texas Medical Center, nor even exclusively to the field of medicine. The Foundation advanced to the Sam Houston Area Council of Boy Scouts of America the necessary funds for the down payment for a 2,400 acre prospective camp site near Conroe, which was purchased from the University of Texas. Later, Mr. George Strake paid the remainder of the purchase price and even repaid the Anderson Foundation for the money it advanced for the down payment, so that George Strake paid the entire purchase price money for the 2,400 acre site and donated it to the Boy Scouts as a camp site. In appreciation the camp was named by the Sam Houston Council of Boy Scouts, Camp Strake. The Foundation later gave \$25,000 towards equipping the Camp.

When Rice Institute in 1942 had an opportunity to purchase a half interest in the Rincon Oil Field, the Foundation donated \$300,000 towards the sum needed by the Institute to purchase the properties; and thereupon the half interest in the oil field which now has an estimated net worth of \$30,000,000, was acquired for Rice Institute and is now owned by it. The Foundation has made additional small gifts from time to time to the Institute to be used in payment of salaries of outstanding visiting professors on leave from other universities.

The Foundation purchased approximately 90 acres of land adjoining the University of Houston and donated it to the University as an addition to its campus, and later made an additional grant of \$1,500,000 for the building of the new M. D. Anderson Memorial Library on the campus of that institution.

The Foundation from time to time has made grants to the Y.M.C.A. and other worthy institutions and organizations. In all, since its establishment, the M. D. Anderson Foundation has made grants totaling in excess of \$18,000,000. The assets passing to the Foundation under the Will of the late M. D. Anderson consisted largely of his interest in Anderson, Clayton & Co. and his interest in the Seaport Oil Company. The Seaport Oil Company was operated for a time and later sold for twice its value at the time of Mr. Anderson's death. Some \$11,000,000 of Anderson, Clayton & Co. stock was put on the market and sold by the Foundation. All these funds were invested and reinvested from time to time to advantage for the Foundation, so that now, although the Trustees have made grants totalling more than \$18,000,000, the corpus of the Foundation has increased from a book value of approximately \$19,000,000 to a book value in excess of \$25,000,000. It is the policy of the Trustees, to make all donations out of income and preserve the corpus as a perpetual fund so that the income down through the ages may be used for the promotion of health, education and general welfare of the community.

It is my opinion that the accumulation of great wealth through constructive genius, thrift, hard work, and self-denial, and leaving such wealth to foundations for the promotion of health, the arts, education, and cultural institutions for the general welfare of the community where such wealth is accumulated, is one of the finest products of our free enterprise and capitalistic system. Houston has been very fortunate in this respect. Mr. George Hermann, poor and almost unlettered, came to Houston at the tender age of 8 and through thrift, self-denial and hard work accumulated a very large fortune for his time in dealing in Houston real estate, and left the remainder of his fortune, after giving the Hermann Park and the Martha Hermann Park to the City, to the Hermann Hospital Estate for the establishment and maintenance of hospitals for the care of the sick and the indigent of Harris County. Mr. William Marsh Rice left his great fortune for the establishment of the William M. Rice Institute for the Advancement of Literature, Art and Science, for the education of the young men and women of this section. Mr. Robert E. Welch, born in South Carolina, came to Houston at the age of 17 and through long years of hard work, thrift and self-denial accumulated a huge fortune estimated at \$50,000,000 or more, leaving the remainder of his fortune, after giving 15% to his employees, to the Welch Foundation. The use of the funds of the Welch Foundation for the first ten years is restricted to chemical research, which has been construed by the Trustees to include research in biochemistry, an important field in medical research. After the expiration of ten years, the funds may be used for at least as broad purposes as those of the M. D. Anderson Foundation and, no doubt, throughout the foreseeable future will contribute greatly to the happiness and welfare of the people of this community.

The late Mr. Jesse H. Jones left practically his entire fortune, estimated at anywhere from \$100,000,000 to \$200,000,000, to the Houston Endowment, Inc., a foundation with broad purposes and which will, no doubt, be a great benefactor in the development and promotion of health, education and general welfare of the people in this community.

No doubt, Houston will have similar foundations established in the future by some one or more of its generous citizens. The Trustees of such foundations give an unlimited amount of their time, experience and talent to the operation of these foundations without compensation. Just think of the advantage of such a system over the welfare state where the government takes everything from its citizens except a bare living and the greater part of the welfare funds is eaten up by inefficient and excessive personnel in the bureaucratic administration of the funds.

The Trustees of the M. D. Anderson Foundation all agree that credit for all that has been done by the Foundation in the promotion of health, education and general welfare of this community belongs to the late Mr. M. D. Anderson, the creator of the Foundation, and not to the Trustees. It has been a privilege and a pleasure for the Trustees of the Foundation to serve as such Trustees and to help

promote and carry out the dreams and ambitions of Mr. Anderson and in doing so endeavor to give a performance that Mr. Anderson would be proud of if he was on the scene. While the Foundation was a result of much thought and meditation on the part of Mr. Anderson over a long period of time, he probably did not realize the ultimate import and greatness of his act in its establishment. It has been said that one never knows when he is doing something extraordinary. Mr. Anderson has done something extraordinary. His fortune has been permanently dedicated to the use and benefit of mankind. What greater thing could he have done with his wealth?

All the information I have given you, and more, could be had by a careful review of articles appearing in the Houston newspapers during the past thirteen years. However, this would be a rather onerous task. To save you and future interested parties this trouble, I have tried to assemble here, in one document, the most important events in connection with the establishment and operation of the M. D. Anderson Foundation up to this time, including the establishment and development of the Texas Medical Center. In some instances, I have not given you the exact dates of the happening of some of the important events, but these can be ascertained and added later by way of appropriate footnotes. I hope what I have here is worthy of being preserved as a part of your permanent records for use by future interested persons.

SECTION I

STATISTICAL SUMMARY

A. INSTITUTIONS INCLUDED IN SUMMARY INFORMATION PROVIDED BELOW:

1. Baylor College of Medicine
2. Ben Taub General Hospital
3. City of Houston Department of Public Health
4. Hermann Hospital
5. Houston Academy of Medicine
6. Houston Academy of Medicine - Texas Medical Center Library
7. Houston Speech and Hearing Center
8. Institute of Religion and Human Development
9. The Methodist Hospital
10. St. Luke's Episcopal Hospital
11. Shriners Hospital for Crippled Children
12. Texas Children's Hospital
13. Texas Institute for Rehabilitation and Research
14. Texas Medical Center, Inc.
15. Texas Research Institute of Mental Sciences
16. Texas Woman's University College of Nursing
17. The University of Texas Dental Branch
18. The University of Texas Division of Continuing Education
19. The University of Texas Graduate School of Biomedical Sciences
20. The University of Texas M. D. Anderson Hospital & Tumor Institute
21. The University of Texas Medical School at Houston
22. The University of Texas School of Public Health

B. ESTIMATE OF CAPITAL INVESTMENT IN PHYSICAL PLANTS ACCORDING TO THE FOLLOWING SOURCES OF FUNDS:

Private Gifts	\$ 90,282,000
Federal Grants	30,809,000
State appropriations and other State Funds	17,112,000
Institutional Funds (including accumu- lated surpluses from earnings)	43,642,000
City-County Funds	15,517,000
Other	<u>12,872,000</u>
TOTAL (Note 1)	\$ 210,234,000

Note 1. This total includes completed or in place portion of the buildings now under construction. Figures above do not include the value of the land.

C. ESTIMATE OF ANNUAL OPERATING EXPENDITURES ACCORDING TO THE FOLLOWING CATEGORIES:

Patient Care	\$ 74,440,000
Education	16,016,000
Research	29,693,000
All Other (Includes administration, maintenance, general expenditures, etc.)	<u>39,325,000</u>
TOTAL (Note 2)	\$159,474,000

D. NUMBER OF STUDENTS BY CATEGORIES:

Medical	422
Dental	386
Graduate	478
Interns	86
Residents	395
Post-doctoral Fellows	254
Nurses (in workshops)	144
Nursing (Practical and Vocational)	111
Baccalaureate Degree (B.S.) Program for RN's	368
Diploma Nurses and RN's	84
Medical Technology	45
X-ray Technology	60
Cyto-Technology	13
Physical Therapy	43
Occupational Therapy	28
Dental Hygiene	75
Operating Room Technology	19
Other Students	<u>186</u>
TOTAL	3,196

E. NUMBER OF HOSPITAL BEDS:

Adult and Children	3,256
Bassinets	<u>191</u>
TOTAL	3,447

F. NUMBER OF IN-PATIENTS DURING 1970 105,313

Note 2. The amount listed under research reflects total research expenditures and is not the same amount as research grants which is listed under item J. The substantial decline in research grants reflects reductions, terminations and non-funding of certain grants, primarily due to policy changes at the Federal level.

G. NUMBER OF OUTPATIENT VISITS DURING 1970 949,662

H. NUMBER OF PERSONNEL EMPLOYED (as of January, 1971)

Full-time 13,047

Part-time 2,145

TOTAL 15,192

I. NUMBER OF FACULTY

Full-time 888

Part-time 317

Volunteer 1,766

TOTAL 2,971

J. RESEARCH PROGRAMS

Number of Research Grants 947

Totaling: \$ 21,655,000

SECTION II

NEW DEVELOPMENTS DURING 1970 IN THE AREAS OF EDUCATION, RESEARCH, PATIENT CARE AND SERVICE

During 1970 significant progress was made in the total educational, research, patient care, and service programs in the Texas Medical Center. Some of the most significant areas of development are noted below.

The Annual Report for 1969 stated that perhaps the most significant developments in the area of patient care pertained to strengthening community health services. The following developments were emphasized: the establishment of a Department of Community Medicine by Baylor College of Medicine and the Hospital District; the addition of a satellite health center by the City of Houston Department of Public Health; and, under the Regional Medical Programs, closer working relationships were established by several institutions in the Texas Medical Center with certain community hospitals including St. Elizabeths, Riverside, St. Josephs and others.

During 1970 continued progress was made in these community health endeavors. Although not without problems and frustrations, the Department of Community Medicine made very significant progress and the following accomplishments deserve special mention: the identification of goals and the establishment of an organizational framework for the Department; organization of a Community Medicine Service for the Harris County Hospital District; establishment of a viable framework for a comprehensive care program within the Hospital District; establishment of a working relationship with professional organizations, institutions of higher learning and community agencies; and, the development of a curriculum in comprehensive health care for undergraduate medical students.

Projects supported by the Regional Medical Programs and sponsored by Baylor College of Medicine, the University of Texas and other institutions in the Texas Medical Center at certain community hospitals were continued with important professional benefits being obtained by the hospital staffs. At the close of 1970, progress was being made in the initial activation of the Medical Community Television System with a limited number of closed-circuit broadcasts from the Texas Medical Center to Riverside Hospital. As this project becomes fully operational, a new dimension in the area of "continuing and upgrading" education for professional and technical medical personnel in this community will be available. Effective utilization of this Medical Community Television System should not only be beneficial to all participants but should also be an integrating force between the Texas Medical Center and the community health institutions thereby strengthening the total health care system in Harris County and this region.

In the area of patient care another significant development during the past year was the establishment of the Houston - Galveston Regional Drug Abuse Treatment Center at the Texas Research Institute of Mental Sciences. Institute physicians, social workers, psychologists and research scientists spent a great deal of their time teaching and advising school and community representatives on how to cope with drug use and drug abuse. In 1971 the program will be expanded to neighborhood clinics and an in-patient and methadone maintenance unit will serve patients in an eight-county area.

In education and training there were four highly important developments that should be noted here: first, the organization and establishment of the University of Texas Medical School at Houston with Dean Cheves McC. Smythe assuming his responsibilities April 1, 1970; second, the initiation

by Baylor College of Medicine of a new curriculum operating on the quarter system year around and the beginning in September, 1970, of a plan to double the undergraduate student body progressively over a three year period; third, adoption of a plan by Texas Woman's University to double the undergraduate student body at the Houston Center; and, fourth, graduation of the first class and a major expansion in the faculty and student body of the University of Texas School of Public Health.

In the area of research perhaps the most important accomplishment during the year was the highly successful Tenth International Cancer Congress of the International Union against Cancer which was held in Houston in May, 1970. Approximately 6,000 scientists and physicians representing seventy-two nations were present for the meeting which was hosted by The University of Texas M. D. Anderson Hospital and Tumor Institute and the National Academy of Science. During the week 1,801 papers were presented at the Albert Thomas Convention Center, Jones Hall, Music Hall and surrounding buildings and five major convention hotels. Forty-five main Congress panels were conducted, as well as fourteen post-graduate courses. Live surgical procedures were transmitted from Anderson Hospital via a system that permitted exchange of questions and answers between surgeon and audience. The Houston meeting marked the first time the Congress had met in the U. S. in almost a quarter of a century.

Another very significant accomplishment in 1970 related to education and research was the successful consummation of a Library Operating Agreement which made the Houston Academy of Medicine - Texas Medical Center Library a truly joint and cooperative library for the Texas Medical Center and the Houston academic medical community.

Section I of this Report gives statistical information covering changes and developments in the areas of education, research, patient care and community service. The remainder of this section gives a rather comprehensive summary of the more significant developments in these areas of responsibility by the various institutions in the Center.

A. BAYLOR COLLEGE OF MEDICINE

With the initial step to double the number of medical students being taken in September, 1970, the student body increased from 359 in 1969 to 396 in 1970. In addition, Baylor had 99 graduate students (82 Baylor plus 17 Rice and University of Texas students who participated in the Baylor program), 53 interns, 301 residents and 112 post-doctoral fellows. The faculty was comprised of 424 full-time, 96 part-time and 950 volunteers. The total number of personnel on the staff was 1,924 of which 1,519 were full-time and 405 were part-time. There were four outstanding categories of development in educational programs at Baylor College of Medicine during 1970.

First, the selection of a number of outstanding medical scientists as department chairmen and professors. (The major appointments are listed in Section VI.)

Second, the establishment of the new Department of Community Medicine with Dr. Carlos Vallbona being appointed Chairman. (See introductory part of this Section); and, the establishment of the Institute for Health Services Research - Xerox Center, with Dr. Harry S. Lipscomb serving as Director.

Third, the development of a new curriculum operating on the quarter system on a year around basis with the Freshmen entering in July. The first four quarters, or a full calendar year, will be devoted to a revised basic science curriculum which will constitute a single sequence for all students. Thereafter, each student will arrange in appropriate sequence five quarters of clinical clerkships and three quarters of elective studies chosen from a wide variety of offerings in both the pre-clinical and clinical subjects. Students who so desire may therefore complete their

medical curriculum in three calendar years instead of the customary four years, and be prepared to begin their internship in July as usual.

Fourth, a decision to double the undergraduate student body progressively over a three year period with the Freshman class being raised to 124 in 1970, 146 in 1971 and 168 in 1972. A grant from the Physicians' Augmentation Program from the National Institutes of Health will assist in supporting the added costs of the program. Plans are being prepared for a Basic Medical Sciences Building which will provide an efficient and effective learning center for the increased student body.

In the area of research, Baylor College of Medicine had some 681 research grants, totaling \$13,548,701. This combined support reflects the high quality of the biomedical effort at Baylor.

At Baylor College of Medicine, biological and medical research constitute an important part of the College's activities. To provide an optimum environment for medical and graduate students in the biological sciences, the faculty is recruited and supported with a view toward discovery of new knowledge and application of this knowledge to people with disease. The research activities vary from elemental analysis of biological compounds to development of pumps to substitute for the human heart.

It is not possible to summarize the total research endeavors at Baylor College of Medicine in this brief Report. However, it should be noted that the following research areas have received special emphasis and productivity has been very significant: the Cardiovascular field, Virology and Epidemiology, Lipid Research, Pharmacology, Rehabilitation, Microbiology and the Clinical Research Centers including three General clinical research centers carried out in hospitals affiliated with Baylor College of Medicine. These included the centers at Texas Children's Hospital, The Methodist Hospital and Ben Taub General Hospital.

Progress during the past year in certain specific research projects has been quite significant. These projects are:

Possible Viral Causation of Cancer of the Uterine Cervix

Detection of Virus in Water

Development of Vaccine Viruses that Immunize Against Tumors in Animals

Development of a new surgical procedure to bypass occluded heart arteries and to improve the blood supply to the heart in patients with advanced coronary artery disease.

Discovery of the first artificial substance which can transmit a specific form of behavior from one animal to another was isolated, identified and synthesized in its entirety.

Through a substantial NIH grant, a stroke center was established by Baylor at The Methodist Hospital to give comprehensive care to patients with strokes including the latest surgical, medical and rehabilitation services.

It was discovered that a breakdown in calcium transport within the heart muscle cell is a specific biochemical defect found in heart failure.

B. BEN TAUB GENERAL HOSPITAL

During 1970 Ben Taub continued to be one of the principal teaching hospitals for Baylor College of Medicine and also continued its intern and residency program in conjunction with the Baylor College of Medicine Affiliated Hospitals Residency Program. In addition, students in the following categories received clinical experience and training at Ben Taub: Degree Program in Nursing (Texas Woman's University College of Nursing and Prairie View A & M College of Nursing); Vocational Program in Nursing (Houston Independent School District); and, Associate Degree Program in Nursing (San Jacinto Junior College of Nursing). The Harris County Hospital District supports schools of Medical Technology (12 students), X-ray Technology (19 students), Nurse Anesthesia

(8 students), Surgical Technicians (19 students), and Cyto-Technology (2 students).

The Hospital District also participated in the Neighborhood Youth Corp Program in which youth from poverty areas are given an opportunity to become acquainted with hospital jobs. The District also had one Hospital Administration Resident in training during the year.

The special eight-bed Clinical Research Center and Metabolic Laboratory established by Baylor College of Medicine in 1968 continued in operation and became an important research arm of not only Baylor College of Medicine but also of Ben Taub General Hospital. As noted above, a Department of Community Medicine was established in cooperation with Baylor College of Medicine.

The most significant developments in the area of patient care include the expansion of a surgical intensive care unit (ICU) from four beds to ten beds and improvement of laboratory services with the addition of a 660 autoanalyzer and a Mark 10 Discretionary Analyzer for the Biochemistry Laboratory and an auto Technicon Tissue Processor for the Histology Laboratory. The Ben Taub Hospital had its first kidney transplant patient in 1970.

C. CITY OF HOUSTON DEPARTMENT OF PUBLIC HEALTH

The Houston Health Department continues to present a course in Public Health to the Sophomore Class of Baylor College of Medicine each Spring under the auspices of the Baylor Department of Epidemiology and Virology. The Health Department staff also participate as sponsors of

elective projects in epidemiology and community health pursued by students at Baylor.

A short course in Community Health is provided to Senior Physical Therapy students of Texas Woman's University; and baccalaureate nursing students from Texas Woman's, Prairie View and Baptist College receive orientation and observation in Public Health Nursing. Special Community Health Workshops for student nurses were held twice in 1970. Vocational Nursing students from Houston Independent School District and Hermann Hospital attended one-half day workshops in Community Health in 1970.

The Department was able to provide temporary limited classroom space for the University of Texas School of Public Health.

The following research projects were being carried out under the auspices of the City of Houston, Department of Public Health in 1970:

1. A project for the purpose of evaluating a multiple vaccine used at an early date in the life of a child is supported by the National Center for Disease Control. This project evaluates serum antibody to combine mumps, rubella and rubeola vaccine when administered between the ages of 12 months and two years.
2. Approximately 50,000 asymptomatic females have been cultured for gonorrhea. Carrier rates of two to ten percent have been shown depending on the location of the clinic or private doctor's office. This preliminary data suggests that a culture for gonorrhea should be routine along with the cancer tests for all adult women. Data collected on carrier rates among asymptomatic males is currently under review.
3. The Galveston Bay Study supported by the Federal Water Pollution Control Administration is being carried out in cooperation with the Texas Water Quality Board to measure chemical and microbiological pollution on a seasonal basis.
4. A vaccine prepared from an avirulent Treponema pallidum strain is being studied in order to evaluate its potency for developing

immunity to syphilis. This study is being done in cooperation with the Department of Dermatology, Baylor College of Medicine.

5. A teaching and training grant supported by the National Institutes of Health is in effect for five years for the purpose of training post-doctoral fellows in diagnostic bacteriology, virology and serology as well as public health laboratory procedures used in examining environmental health problems. This grant is in cooperation with the Baylor College of Medicine, Department of Microbiology.

In the area of patient care, the following developments should be noted: the increased curbside unit service is now able to extend immunization and certain screening tests into more areas; the seven small units and five major health centers are now in full operation with the Family Planning Service being offered five days each week at Northside; Social Hygiene Service has been extended to Lyons Avenue Health Center with a five day week schedule; and, the Division of Nursing Assignments continues to be divided into home health services and health center clinic activities.

D. HERMANN HOSPITAL

A total of 203 individuals participated in the formal and informal educational and training programs at Hermann Hospital during the year. This number included five medical students from The University of Texas Medical Branch who participated in a rotating ten-week program. In addition, there were 13 interns, 45 residents, 34 vocational nursing students, nine medical technology students, 11 X-ray technology students, one histology technician student, 84 diploma nursing students and one post-doctoral fellow. In addition, 90 staff registered nurses completed a four-week course in cardiac nursing care taught by the Cardiology Staff.

The Hospital maintained the following approved training programs for physicians: Internships - Rotating, Straight Medicine and Straight Pathology; Residencies - General Surgery, Internal Medicine, Obstetrics/Gynecology, Orthopedics, Ophthalmology, Pathology, Anesthesiology, Urology and Colon and Rectal Surgery. The Radiology Residency was terminated on July 1, 1970. An integrated residency program in radiology under the direction of the University of Texas Medical School at Houston is in the developmental stage. A new Plastic Surgery Residency was approved. In addition, the Hospital participates in the Baylor City-Wide Pediatric Residency and has an ENT resident on rotation from Baylor. The Hospital also offers a residency in Oral Surgery under the auspices of the University of Texas Dental Branch.

There were 24,226 in-patient admissions at Hermann Hospital during the year and 82,789 out-patient visits. The Hospital had 623 beds and 55 bassinets available for occupancy during the year. The total full-time staff numbered 1,593 with an additional 123 full-time equivalent part-time personnel.

The following improvements in the area of patient care were made or are in the process of being completed: an acute hemodialysis unit was made available for patients, a new Occupational Therapy Department was added and a new Cardiac Catheterization Room is being installed to improve studies of heart diseases.

The Hospital administration and staff devoted a great deal of time and effort in preparation for Hermann Hospital to become the principal teaching hospital for the new University of Texas Medical School at Houston.

E. HOUSTON ACADEMY OF MEDICINE

The Houston Academy of Medicine - Texas Medical Center Library was for many years the sole responsibility of the Houston Academy of Medicine. In recent years, this responsibility has been shared first with Baylor College of Medicine and later with other participating institutions in the Texas Medical Center. Under a recently approved Operating Agreement, which is mentioned below, the Houston Academy of Medicine remains one of the five participating institutions responsible for the support and operation of the Library.

In addition, the Houston Academy of Medicine has for the past seven years helped to defray expenses for Guest Speakers for the nine Affiliated Scientific Sections (Specialty Societies - County) and for the Harris County Medical Society.

The Houston Academy of Medicine Memorial Education and Research Foundation established late in 1969, was able during 1970 to grant one student loan in the field of nursing. The Directors of the Foundation anticipate that additional funds will be available for loans as the Foundation matures and becomes known.

F. HOUSTON ACADEMY OF MEDICINE - TEXAS MEDICAL CENTER LIBRARY

The Houston Academy of Medicine - Texas Medical Center Library made significant progress in several areas during the past year. The following items should be emphasized:

1. A new operating agreement was approved by the five participating institutions represented on the Library Board: Houston Academy of Medicine, Baylor College of Medicine, Texas Woman's University, The University of Texas Institutions at Houston and Texas Medical Center, Inc.

2. Automation of the Library through the use of the Medical Community Television System and the Common Research Computer Facility was essentially completed at the close of 1970. This online system is expected to advance the operational efficiency of the Library.
3. The Audiovisual Resource Center was established during the year and the first program transmission via the Medical Community Television System was conducted on December 8, 1970.
4. The installation of TWX service was a major step forward in fulfilling the Library's role as Resource Library of TALON Regional Medical Library Program. There has been a 90 percent increase in inter-library lending in the last five years.
5. Changing the fiscal year to coincide with the fiscal year of state institutions was an important step in terms of providing more stable funding during the entire fiscal year. Pledging the entire budget of \$346,625 prior to the beginning of the fiscal year was a unique experience in terms of recent years, but hopefully will be the normal procedure in years to come.
6. Under the leadership of Mrs. Jean Collier, close cooperation was maintained with other institutional libraries in the Medical Center and the Houston academic community.

At the close of 1970 the Library reported 99,667 volumes and 1,812 periodical titles being received. The circulation was 142,656 with 7,080 subscribers being recorded during the year. Total expenditures amounted to \$287,507.

The following recent developments deserve further elaboration in this year's Annual Report:

1. THE AUDIOVISUAL RESOURCE CENTER

A unique audiovisual system for the medical community was planned and the initial groundwork begun in 1969 and was installed in 1970. Devised by the Division of Continuing Education of the University of Texas Graduate School of Biomedical Sciences at Houston and assisted by the Texas Medical Center, Inc., the audiovisual resources of Texas Medical Center institutions have been made available through an Audiovisual Resource Center maintained and operated by the Library. The Library staff has cataloged all the material of this type in the various institutions of the Medical Center as well as the Veterans Administration Hospital adjacent to the Medical Center. These institutions are connected by receiving and sending cables. This service has been extended by means of a

transmitting tower to other hospitals in the Houston area. Anyone owning a television receiver and a small converter can receive medical educational broadcasts at his home, thereby making it possible to broadcast directly to the homes of some 2,000 physicians of Harris and surrounding counties. Plans are being made to provide direct linkage with the Medical Library at The University of Texas Medical Branch at Galveston.

2. RESOURCE LIBRARY OF TALON

In 1969 the Library Board committed the Library as one of the resource libraries of the South Central Regional Medical Library Program (TALON). This program is a decentralized program with eleven resource libraries in Texas, Arkansas, Louisiana, Oklahoma and New Mexico, headquartered at The University of Texas Southwestern Medical School at Dallas. The program became operational in 1970. As a Resource Library of TALON, this Library is responsible for filling the medical library needs of physicians and hospital personnel in the counties adjacent to it. In order for the Library to serve successfully all segments of this large area, it is necessary to reach what has been called the medical information indigent members of our health society, i.e., the hospitals of 100 beds or fewer. This demand will increase the need for an extension librarian on the staff of the Library.

3. MEDLARS

The MEDLARS activities were increased during the year, and beginning January 1, 1970, an increasing number of search requests came from scientists outside the Texas Medical Center and also from a larger number of centers in the five state area of Region 9. The total number of searches processed during the year was 1,677. Of these, 58 percent were received from Houston, 24 percent from other locations in Texas and 18 percent from the other four States in Region 9 (New Mexico, Oklahoma, Arkansas and Louisiana).

MEDLARS is a system that uses for its data base all articles listed in Index Medicus since 1964. About 200,000 articles per year are indexed in depth using MeSH (Medical Subject Headings). Each article is assigned four to twenty index terms at the point of indexing at NLM. The bibliographic material and assigned index terms are then computer processed to build an information bank. During the period 1964 - 1969, approximately 1,000,000 medically related articles were put into the MEDLARS information bank. About 20,000 articles a month are now being added.

In connection with the operation of MEDLARS, it should be pointed out that the Common Research Computer Facility, which processes the MEDLARS searches for the MEDLARS Center, has also provided computer service for the MEDLARS Centers at the University of Alabama Medical Center since October and for the National Library of Medicine since November. An agreement was recently signed to provide similar service to the National Science Library in Ottawa, Canada.

During the year, the MEDLARS Center conducted four user orientations for librarians and users of the system.

At the close of the calendar year of 1970, important steps were being taken to develop plans for the expansion of the library building with the Library Board designating Dr. William Fields as the Coordinator to prepare a grant application for Federal matching funds. The Library Board also designated Dr. Grant Taylor, Dr. Willson Fahlberg and Mr. Don Macon to prepare grant applications for research development projects of the type now supported by the National Library of Medicine. The newly organized Search Committee, as the year closed, was actively seeking a director for the Library.

G. HOUSTON SPEECH AND HEARING CENTER

The Houston Speech and Hearing Center continued its patient care and education programs during 1970 as well as a limited research endeavor. There were a total of 1,882 diagnostic visits and 392 children and youth participated in the instructional and therapy programs. There were 28 full-time personnel on the staff.

An example of very significant work at the Speech and Hearing Center is that now being conducted by Dr. Tina Bangs. She serves as the Project Director of a grant from the Bureau of Education for the Handicapped of the Office of Education, H.E.W. This program is concerned with the development of and carrying out of a model program for the pre-school education of the very young handicapped child. The children in the program are divided into two age categories, birth to three years and first grade age. This latter group is being taught in a new non-graded educational program.

Educators from other States, Europe, Latin America, Canada and Australia have visited the classes and Dr. Bangs has conducted numerous short courses for others who wish to develop similar educational programs for handicapped pre-school children.

H. THE INSTITUTE OF RELIGION AND HUMAN DEVELOPMENT

The Institute of Religion and Human Development is a graduate center for education, service and research in religion, ministry and health. The Institute had 22 staff members composed of nine academic faculty, seven clinical associates and six physicians as adjunct faculty. There were 40 full-time students engaged in graduate clinical theological education.

The following summary statements give a brief description of the education, research and service components of the Institute's programs:

Education at the Institute is available at different levels to clergymen and other related professionals. This includes an internship year in hospital ministry and, secondly, advanced clinical education in marriage and family counseling to clergymen specializing in this field, and to advanced students from other helping professions. Thirdly, a post-doctoral research year is provided for a small group of selected scholars engaged in interdisciplinary research in the area of religion and science, religion and culture and religion and health.

Research interest of the Institute focuses upon the nature of health and the processes by which individuals, families and communities become healthy and stay healthy, or by contrast fall into disease. The Institute explores processes of healing and recovery and not simply at the separate levels of physical, emotional and spiritual experience. Rather, man is explored in a holistic and organismic way, to clarify the sources of his creativity and the sources of his distress.

Service. Students in the hospital ministry program at the Institute, along with and under the supervision of the staff chaplains of each hospital, work as chaplain trainees within five hospital communities of the Texas Medical Center. In these settings, these clergymen offer pastoral care and support to patients, to the

families of patients and to members of the professional staff as they participate in the human crises and grief situations which occur.

The Marriage and Family Counseling Center, which is affiliated with the American Association of Marriage and Family Counselors, provides the metropolitan Houston area with a professional therapeutic resource specializing in marriage and family counseling. Services are available to individuals and couples anticipating marriage, caught in chronically conflicted marriages, or moving toward termination of marriage. At the same time, this is one of the few clinical resources in Houston offering therapeutic intervention with whole family groups. During 1970 more than 300 couples and family groups were involved in counseling at this Clinic.

In a different section of the city (where many university students, artists and religious communities live) the Institute provides a setting for another dimension of the study of modern man. This is the Center for Ecumenical Celebration which includes the famous Rothko Chapel. The Center for Ecumenical Celebration proclaims the profound truth that while man's deepest fears about human life and destiny may be checked by reason, they are calmed by ritual. It provides a setting for traditional liturgical worship as well as for experimental ecumenical worship.

I. THE METHODIST HOSPITAL

In addition to being one of the principal teaching hospitals for Baylor College of Medicine and Texas Woman's University, The Methodist Hospital's educational programs included a number of other students - 20

interns, 18 medical technology students, 16 X-ray technology students, four post-doctoral fellows and one hospital administration resident.

The Hospital has sponsored a series of continuing education programs in Internal Medicine for physicians. The opportunity to participate in these programs has been extended to all members of the Harris County Medical Society, as well as other physicians practicing in the southern part of Texas. During 1970 programs were presented in the following areas of interest: Valvular Heart Disease; Hematology; Pulmonary Disease; and modern concepts of Cardiology.

Major clinical research endeavors are carried on at The Methodist Hospital. Internationally recognized research projects are carried on in the Hospital's facilities in the areas of Cardiovascular Research, Myocardial Biology and Lipid Research. In addition, the following research laboratory facilities and resources were part of the research activity in progress at The Methodist Hospital during the year:

Anesthesiology; Audiology and Speech Pathology; Circulatory Cybernetics; Cardiovascular Pharmacology; Computer Monitoring; Electronic Monitoring; Experimental Pathology; Immunology, Tissue Typing and Virus; Orthopedic Prosthesis; Renal; Urology, Surgery.

During 1970 the advent of several programs resulted in significant improvements in patient care at The Methodist Hospital. The capacity for performing hemodialysis on patients suffering from renal failure was greatly expanded. A viral diagnostic lab began operation, with the distinction of being the only facility of its kind in the southern United States. This laboratory is capable of isolating and identifying viruses with a degree of sophistication previously unavailable. In the area of intensive care, two separate units have been opened: a coronary

intensive care unit and a pulmonary intensive care unit. Computer interpretation of medical data has been further developed. The tissue typing laboratory expanded from the research field into the area of clinical service for a wide geographic area.

J. SHRINERS HOSPITAL FOR CRIPPLED CHILDREN, Houston Unit

The Shriners Hospital admitted 451 children during the year and recorded 11,517 out-patient visits. The Hospital has 40 beds available for crippled children patients and last year had a staff of 66 with twelve serving on a part-time basis.

The Shriners Hospital has continued to departmentalize the Hospital and develop special clinics for different categories of patients.

There are now ten special clinics within the field of children's orthopaedic surgery. This has improved patient care, has made the program much more attractive academically and has encouraged more clinical investigation in various areas.

A conference on general orthopaedic problems is held once a week. This is directed chiefly toward the residents on the program and to the staff; however, it is open to any of the residents in the community or to any other parties within the profession who are interested in children's work.

Special clinics meet once a month, some meet twice a month, and these are open to medical personnel who have special interest in any of these subjects: Clubfoot, Cerebral Palsy, Amputation, Myelodysplasia, Scoliosis, Neuromuscular Diseases, Hand, Hip and Metabolic Diseases.

The Hospital has several research and investigative programs in progress, but none has been developed to the point where it can be evaluated as yet.

K. ST. LUKE'S EPISCOPAL HOSPITAL

St. Luke's Hospital continued to be a major teaching hospital for Baylor College of Medicine and Texas Woman's University College of Nursing. In addition, the Hospital provided an opportunity for other clinical training programs including training for 12 post-doctoral fellows, two residents, one graduate student, four medical technology students, two hospital administration students, 77 vocational nursing students and 40 students in clinical pastoral care. There were also 11 medical externs at the Hospital.

In the area of education and training, the following programs and activities deserve further elaboration:

The Vocational Nursing is a nationally accredited program and is contributing a significant number of trained personnel for the hospitals. A total of 42 vocational nurses were graduated and obtained licensure in 1970. It is anticipated that 75-100 students will graduate in 1971. The presence of these students in the nursing service units provides stimulus for the nursing staff and has tended to upgrade nursing care.

Clinical pastoral education brings ministers and theological students into supervised encounter with persons in crisis. The student studies human growth, development, change, life styles, illness and health. Out of his intense involvement with persons in need, he develops sensitivity and awareness of the meaning of relationships and social structures. From his supervised experience, he develops skill in helping persons to resolve conflict, growth in maturity and search for ultimate meaning.

Discussions are proceeding toward formal arrangement with Texas Woman's University School of Physical Therapy for field training of students in physical therapy and occupational therapy.

St. Luke's Episcopal Hospital received approval from the Council on Medical Education and Hospitals to offer a straight medicine

internship with recruitment for candidates who will begin their training in July of 1971. Six positions are available.

In addition to cooperating with Baylor College of Medicine in both educational and research undertakings, St. Luke's Hospital carried on certain research endeavors under the auspices of the hospital. The funding level for support for these research projects was \$124,556.

The following areas of research deserve brief summary statements:

The Reproductive Research Laboratory, an activity of the Department of Obstetrics and Gynecology, Baylor College of Medicine, is now in full operation at St. Luke's. This facility provides sophisticated analyses necessary to diagnose and treat endocrine problems and serves also as a unique teaching opportunity in the sub-specialty.

The Clayton Foundation for Research has established an Exercise Testing and Non-Invasive Measurement Laboratory at the Texas Heart Institute. Using physiologic and electro- and mechano-physiologic data, obtained from the intact human by a series of non-invasive techniques, laboratory personnel will study coronary artery and valvular disease as well as cardiac myopathies and arrhythmias.

The Spanish Government and the Texas Heart Institute have embarked upon a collaborative effort of research, clinical care and education as it relates to cardiovascular disease. Initial research emphasis is focused on improvement of available cardiac valve prostheses and development of an orthotopic cardiac prosthesis.

At the end of the year The Hospital had 444 beds and 96 bassinets.

There were 1,106 full-time and 221 part-time staff members for a total of 1,327. There were 16,699 in-patient admissions and 16,359 out-patient visits recorded during the year.

Significant new developments in the area of patient care included the following:

Introduction of a Neurology Service with allocation of 30 beds; Introduction of Physical Medicine and Rehabilitation Service with full-time staff and accommodation in new facilities; Expansion of

Nuclear Medicine program; Relocation of Reproductive Research Laboratories (Baylor College of Medicine Department of Obstetrics and Gynecology) to St. Luke's Episcopal Hospital; Relocation to new facilities of professional staff, cardiovascular medicine and surgery (Texas Heart Institute); Relocation of service laboratories to new facilities; Relocation of X-ray to new department; Opening of Tower units through 16th level; and, Termination of free and part-pay obstetrics service.

L. TEXAS CHILDREN'S HOSPITAL

Texas Children's Hospital continued to be one of the major affiliated teaching hospitals of Baylor College of Medicine and Texas Woman's University. In addition to the Baylor College of Medicine Affiliated Intern and Residency Program, the Hospital also participates in a pediatric dentistry program in affiliation with the University of Texas Dental Branch which has been enlarged to receive three residents and two interns. In preparation for expansion to a three-chair facility, a half-time faculty director has been engaged. As pointed out above, the Vocational Nursing Program is carried on jointly with St. Luke's Hospital.

In 1970 the total number of in-patient admissions was 7,780 and the total number of out-patient clinical visits was 24,095. There were 174 pediatric beds available for occupancy. The full-time personnel numbered 554 and the part-time was 111 making a total of 665.

In the area of patient care the following represent the more significant developments at Texas Children's Hospital during the past year:

Relocation of clinical laboratories to new facilities with increase to four full-time pathologists; Relocation to new facilities of Junior League Outpatient Department; Restructuring of medical staff into five major departments including Department of Ambulatory Services; Relocation of X-ray to a new department; and, Introduction of Neonatology Service and expansion of pediatric Nuclear

Medicine, Physical Medicine, Child Psychiatry and Hematology programs.

M. TEXAS INSTITUTE FOR REHABILITATION AND RESEARCH

The Texas Institute for Rehabilitation and Research continues to give major emphasis to education, training and research as well as to patient care. In a number of ways the programs of teaching, research and patient care are carefully integrated to the end that the teaching and research give emphasis to improving care not only by the student who later may be a physician or nurse, but also looking to better medical treatment for the patient now.

The administration and professional staff at Texas Institute for Rehabilitation and Research recognize the necessity for increasing the numbers of interested personnel in rehabilitation medicine and also believe that this need can best be met by affording greater opportunity for students to become more familiar with the concepts, practice and procedures which underlie its philosophy. The faculty of the Texas Institute for Rehabilitation and Research will participate in 15 electives and clerkships offered to Baylor students in the new, expanded curriculum.

The Texas Institute for Rehabilitation and Research continues a large program of formal and informal instruction in rehabilitation medicine for Allied Health Personnel from other institutions in the Medical Center and in the community and from institutions throughout the nation.

The Texas Institute for Rehabilitation and Research continued during 1970 to conduct a diversified research program committed to understanding

the etiology and pathophysiology of disability, as well as the treatment and rehabilitative management techniques yielding the most enduring degree of rehabilitation in the shortest possible time for the greatest number of disabled persons. The 45 research projects which were active during the year were supported by a research and training grant from the Social and Rehabilitation Service and by grants from federal and private agencies to individual investigators. Some highlights of the research program include the following:

1. A multidisciplinary approach was taken to refining and evaluating techniques of functional electrical stimulation for correcting gait defects exhibited by a large number of "stroke" patients. This work involves a miniaturized stimulator, worn by the patient, which stimulates the nerve leading to certain "paralyzed" muscles while the individual is walking.
2. Considerable advances were made in devising and implementing on-line computer approaches to maximizing the effectiveness of the Institute's rehabilitation program. Fully operational programs have been provided for arranging in-patients' treatment schedules, retrieving medical data on current and past patients, optimizing the scheduling of therapists' activities and facilitating hospital business office procedures.
3. A Work Tolerance Evaluation Laboratory was established in which on-line computer techniques are being developed for assessing the work capacity of cardiac patients. Availability of these techniques will make it possible to obtain this important information efficiently for a large number of patients.
4. Evaluative tests and efforts at further refinement were begun on a motorized wheelchair which is controlled by movements of the user's eyes. The chair, developed under the auspices of NASA's research program, is of considerable potential importance in providing mobility for spinal-cord injured patients with paralysis of both the upper and lower extremities. This project is but one example of the Institute's efforts to determine how NASA-developed technology can be used in the rehabilitation of the disabled.

Four special projects in the area of patient care are summarized below. Additional information regarding education and research is also included as they relate to these areas of specialization.

Spinal Cord Injury Center

Emphasis this year has been placed upon individualization of patient care and establishment of a comprehensive program of follow-up, whereby the rehabilitation concept can be successfully continued post-discharge. Methods to achieve this goal include: In-Patient Education Programs to teach and to prepare a patient for discharge, Family Education Groups for interchange of ideas, and review of home care techniques and new developments and procedures. The feasibility of a "Core Team Followup Crew," consisting of members of the various disciplines, to make home visits within a given geographical location is presently being investigated as is the use of closed-circuit T.V. and amateur (ham) radio contact with patients.

The Spinal Cord Center continues to utilize the Disability Profile as a means of individualizing patient care, and being computerized it is readily available to any physician on call.

This year the Spinal Cord Center Core Team instituted a self-education program wherein each member of the team presented his role in rehabilitation. It is hoped that, through this, better understanding of each discipline's role in rehabilitation will be achieved.

Comprehensive Respiratory Disease Center

The Comprehensive Respiratory Disease Center has been developed in response to the recognition of a need which has been intensifying for several years. The environmental hazards of increased urban population and concentration of people in crowded conditions has resulted in a rapidly growing number of respiratory patients needing care for acute and immediate problems and for long-term rehabilitation. Thus, the Center has been established to accommodate these patients with reasonable cost and optimum results. The respiratory team will provide comprehensive care for the pediatric patient with acute and/or chronic pulmonary disease and the use of the center concept for patient care will continue to be developed.

Cystic Fibrosis Care, Teaching and Research Center

This Center has been in operation for 11 years. Although located at the Texas Institute for Rehabilitation and Research, the Center directs satellite clinics in several other hospitals. During 1970 there were approximately 400 cystic fibrosis patients and 150 patients with other chronic respiratory disease problems registered at the Center. The Center also includes a laboratory where basic science research is carried out in many patho-physiological parameters underlying the multi-organic problems presented by this disease.

Experimental and Demonstration Respiratory Camp

The camp program, initiated in 1969, was expanded and developed further during the Summer of 1970. A total of 35 patients with respiratory problems attended the first camp session and 25 persons attended the second session.

The first year's camp established clearcut benefits to campers in terms of increased pulmonary functions and improved attitudes of independence, motivation and responsibility. Camp Fun 1970 was planned to expand both these care goals and the teaching program, with staff and assistants being selected as much as possible from medical and paramedical student groups.

N. TEXAS RESEARCH INSTITUTE OF MENTAL SCIENCES

The Texas Research Institute maintains academic affiliations with The University of Texas Graduate School of Biomedical Sciences and School of Public Health, Baylor College of Medicine and the University of Houston. During the past year 14 graduate students and seven post-doctoral fellows participated in the educational programs at the Institute. The collaborative professional educational program provides young investigators with the opportunity to complete their graduate research projects at the Institute, supervised by members of the Institute's Faculty for Advanced Studies who hold faculty appointments at these universities. Three students received master's degrees in biochemistry; one was awarded a Ph.D. in neuroanatomy. Many more from local and out-of-state universities - psychology interns, clinical psychology practicum students, psychiatry residents, pastoral trainees, nursing students, caseworkers and occupational therapists - took part in the Institute's educational programs.

The highlight of the year's training program was the fourth international symposium, Brain Chemistry and Mental Disease, which brought

together this country's and England's leading clinicians and researchers in neurochemistry and psychopharmacology to discuss their most recent work. Monographs from these yearly symposia are published in a continuing series, Advances in Mental Science. Drug Dependence, the collected papers of the Institute's second symposium in 1968, came out in July. The volume represents a cross section of current research and opinion on drug abuse, its causes, treatment and social consequences.

The Institute's behavioral pharmacology research team developed animal models of drug dependence to study the extent to which drug-controlled behavior can pervade an animal's total existence. The studies include alcohol, narcotics and marihuana. Biochemical and neuroendocrinological research concentrated on factors controlling alcohol metabolism and the effect of alcohol on fundamental metabolic processes in the brain and in other organs. The neurochemistry and neuropharmacology group developed a series of new compounds in their search for new chemotherapeutic agents to treat mentally ill patients.

After ten years of work, the psychophysiology research group developed the world's first working period-analytic system. Using an encoder, the new system records and analyzes by computer the electrical impulses of the human body - from the brain, heart, skin or respiratory system. Applied to encephalography, the encoder is presently capable of logging eight channels of brain waves at once. It is now being used to pinpoint the site and trace the action of drugs in the nervous system, and it will soon be employed in interpreting clinical EEG's with greater precision than was possible before.

In experimental therapeutics research, two hundred patients participated in ten carefully controlled studies of new, as compared to standard therapeutic drugs. This year doxepin was introduced on the market; it had been studied in clinical trials at the Institute in 1968. Doxepin turned out to be a useful medication in neurotic patients suffering from a complex of anxiety and depression.

There were 924 in-patients admitted during the year and 34,686 out-patient visits reported. The Institute maintained 85 intensive care type in-patient beds and an additional 25 general research beds. There were 389 on the total hospital staff including 26 who worked on a part-time basis.

Texas Research Institute of Mental Sciences is the largest out-patient psychiatric treatment program in Texas. During the past year the treatment clinics cared for 4,000 patients from Harris County with services combining individual, group and drug therapy. One thousand children received diagnostic services and counseling for psychiatric and learning problems.

The general psychiatric unit at Center Pavilion Hospital treated and discharged 812 patients after an average stay of only 33 days. New preventive treatment programs were designed to enable patients to remain close to their homes and families: the day hospital included 303 people, and the transitional exit unit helped 54 patients to return to independent life. Follow-up medication clinic, night group therapy for patients and families, night couples group, vocational evaluation and job exit activities expanded broadly, so that this small, community oriented hospital unit used its bed capacity more than ten-fold.

A very significant development during the Summer of 1970 was the establishment of the Houston-Galveston Regional Drug Abuse Treatment Center at the Texas Research Institute with financial backing from the State and Harris County Mental Health and Mental Retardation Boards and the Texas Criminal Justice Council. This year the program is expected to spread out into neighborhood clinics, and an in-patient and methadone maintenance unit will serve patients from an eight-county area. Group therapy was the main modality of treatment. The Texas Research Institute clinicians accepted both the casual drug experimenters who need a therapeutic peer-group milieu, and the youngsters and young adults whose self-destructive drug habit is a symptom of psychiatric illness. Institute physicians, social workers, psychologists and researchers spent a great portion of their time in teaching and advising school and community people how to cope with drug use and abuse among the young, and their efforts helped to change anti-drug efforts in Houston from hysteria to education.

0. TEXAS WOMAN'S UNIVERSITY

The educational programs conducted by Texas Woman's University at the Texas Medical Center are the following:

<u>Clinical Programs</u>	<u>Number of Students in 1970</u>
Undergraduate Nursing	364
Graduate Nursing	77
Physical Therapy	37
Occupational Therapy	28
Continuing Education (workshop)	144

The faculty consisted of 39 full-time members, two part-time and 47 volunteers including guest lecturers and physical and occupational

therapy clinical supervisors. Significant developments during the year include the following:

Nursing

1. Two new sequences (the Maternal Infant program and the Parent Child program) leading to the Master of Science degree in Nursing were implemented during 1970.
2. The University has added a full-time Director of Continuing Education to the College of Nursing faculty at the Houston Center to insure acceleration of pertinent offerings in this area. These offerings in Continuing Education included a conference on computer information systems and rehabilitation workshops.
3. The University obtained approval to offer a Doctor of Philosophy in Nursing.

Occupational Therapy

1. A course in pre-vocational testing was developed for the purpose of preparing occupational therapists to assist disabled patients in job and career choices.

Physical Therapy

1. The School of Physical Therapy sponsored monthly seminars for physical therapists and Allied Health personnel in the Texas Medical Center and in the Houston area.
2. A core curriculum in clinical medicine was developed for students in occupational therapy and physical therapy in cooperation with Baylor College of Medicine, Department of Physical Medicine.

Two research grant projects with a combined funding level of \$125,000 were active during the year. In addition, Texas Woman's University continued to emphasize action research in the preparation and utilization of practitioners in nursing and related health sciences.

Graduate fellowships and scholarships are available to all graduate students in the Houston Center.

P. THE UNIVERSITY OF TEXAS DENTAL BRANCH

As pointed out in the Annual Reports in the past, the University of Texas Dental Branch has continued in the study and evaluation of the Dental School curriculum. The principal objectives of the curriculum revisions were summarized in the 1968 Annual Report and will not be repeated here. However, it should be noted that the curriculum is an integrated multidisciplinary teaching program involving students in clinical dentistry early in their careers. The first class of dental students to complete their studies under the new concept in dental education graduated in June, 1970. An attitude study comparing this class to alumni having practiced ten years projected almost the same professional attitude profile.

The annual faculty workshop continues to be basic to curriculum development and change. An electives program which permits students to mesh basic knowledge and dental skills in judgment making is an example of a successful workshop outcome. Short courses, faculty seminars and instructional development planning reflect a significant change in teaching methods and instructional technology.

The student body at The University of Texas Dental Branch consisted of 386 dental students, 52 graduate students, 16 post-graduate students and 75 dental hygiene students making a total of 529 students at the Dental Branch during the past year.

There were 115 full-time and 168 part-time and volunteer faculty members at the Dental School. As a part of the clinical instructional program, clinical patients are served at the Dental School. The total

number of clinical out-patient visits during the past fiscal year was 81,469.

In connection with clinical patient care, it should be emphasized that the Dental School has launched a broad program in teaching acceptable practices for the prevention of dental disease. The approach is along two main fronts: First, teaching dental students and auxiliaries their roles; and second, patient education - the dentist and dental auxiliaries helping patients to prevent dental disease. The students are able to relate patient dental problems to individual eating habits and oral hygiene habits by discussing them in a personalized manner. Dietary inadequacies are recognized and patients become motivated toward specific changes in habits. Through discussion, the patient is enabled to define his own dental problem and helped to discover personal solutions.

The Dental Science Institute

This Institute is the research arm of the Dental Branch which has as its primary objective the solution by group effort challenging problems in dental research. Another objective of the Institute is to recruit and train promising personnel in an environment conducive to self-growth, self-stimulation and peak performance.

During the past year it was found that some species of marmoset developed a spontaneous chronic thyroiditis of the Hashimoto's type. This is the first time that spontaneous thyroiditis was described in a primate. The demonstration that the marmoset of the genus Callithrix are highly predisposed to chronic thyroiditis provides a primate model for the

study of the natural history of this disease. It is believed by many that most chronic thyroiditis cases are autoimmunopathies. This is of particular interest to dental science because during this past year, the concept that chronic destructive periodontitis may have an autoimmune compartment has been developed. It is interesting to note that chronic destructive periodontitis is a disease which occurs primarily in the genus Callithrix, the same species of marmoset which develops chronic thyroiditis.

Q. THE UNIVERSITY OF TEXAS GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

The Graduate School of Biomedical Sciences is divided into three divisions: Advanced Graduate Studies, Special Graduate Studies and Continuing Education. In the academic year beginning in September, 1970, there were 93 graduate students, six non-degree students and three University of Houston students taking special work. There were eleven full-time, eight part-time and 120 volunteer faculty members. The faculty is drawn primarily from the University of Texas Medical components including M. D. Anderson Hospital and Tumor Institute, the Dental Branch, the Dental Science Institute, the School of Public Health and the Biomedical Institute. Additional active faculty are drawn from the Texas Research Institute of Mental Sciences and Baylor College of Medicine. The Division of Graduate Studies provides a Ph.D. program which has initiated a truly interinstitutional awareness of ongoing research efforts. The Division is now the largest graduate effort within the medical components of The University of Texas System. It will provide the graduate effort which is so necessary for the developing University of Texas Medical School at Houston in its acquisition of staff and faculty.

The following areas of research should be noted:

The Department of Neural Sciences is a balanced effort concentrating on the fine structure details of visual perception. This program is thoroughly integrated with and compatible to programs at Baylor College of Medicine and the Texas Research Institute of Mental Sciences.

A Human Cytogenetics Laboratory, under the supervision of Dr. Margery Shaw, continues to study human chromosome structures through comparisons of light microscope images with those obtained with the electron microscope. This laboratory has recently entered into an extensive contract with NASA for the cytogenetic analysis of space pilots before and after flights to determine the effects of weightlessness on chromosome structure.

The Molecular Genetics Laboratory, under the supervision of Dr. Thomas S. Matney, has been established during the past year. He has obtained a contract from the Atomic Energy Commission to continue to study the relationship between the enzyme systems involved in radiation repair and those concerned with the phenomenon called gene conversion. The laboratory is also interested in studies concerning the molecular basis of speciation and microorganisms.

Since the Graduate School is not superimposed upon an undergraduate system, there are not inherent teaching assistantships available. In lieu of this, the students have approached the Dean of the School of Pharmacy at Texas Southern University and have procured four teaching assistantships from that school. They include the areas of microbiology, pharmacology, biochemistry and pathology. An additional student obtained an instructorship at Texas Southern University to offer a three hour course in microbiology, while another instructed a course in general genetics at the Dominican College. Several students have volunteered to serve as tutors in the biomedical sciences at Texas Southern University.

The graduate students of The University of Texas Graduate School of Biomedical Sciences at Houston have initiated several other activities

in which they provide services to the community outside the Texas Medical Center.

R. THE UNIVERSITY OF TEXAS GRADUATE SCHOOL OF BIOMEDICAL SCIENCES, DIVISION OF CONTINUING EDUCATION

During the past fiscal year the Division of Continuing Education provided 1,004 hours of instruction for 936 physicians, residents, fellows, interns and students. The staff consisted of nine full-time and two part-time members.

The Division of Continuing Education provides an opportunity for practicing physicians to stay abreast of the latest medical knowledge through organized courses conducted by specialists in the various fields of medicine. The Division continually seeks to enlarge its service to physicians and the community. In this connection, a Medical Community Television System was conceived and during the latter part of 1968 and in 1969, arrangements were worked out with all of the institutions in the Medical Center to participate in this project. Financing for the project has come from state appropriations, the Texas Medical Center, Inc., the M. D. Anderson Foundation and certain available funds from divisions of The University of Texas in Houston. The Medical Community Television System, which was installed in 1970, provides an electronic linkage among all the institutions in the Texas Medical Center. The System will provide a means of consolidating the outstanding medical education resources in the Center and sharing these resources among the institutions in the Medical Center as well as health and health related institutions in the City and County.

During 1970 twenty-two courses on a variety of subjects were planned and executed by the Division of Continuing Education. Of particular significance were the following symposia: 1) Teaching Methods, 2) Selected Topics of Cardiology, 3) 8th Annual Symposium on Biomathematics and Computer Science in the Life Sciences, and 4) Humanism in Medicine.

The Division of Continuing Education is administering an NIMH training grant which provides funds for the training of nonpsychiatrically oriented physicians. The small group method of instruction is used. Physicians in attendance present cases from their practices.

S. THE UNIVERSITY OF TEXAS, M. D. ANDERSON HOSPITAL AND TUMOR INSTITUTE

As in the past the M. D. Anderson Hospital and Tumor Institute, continued to provide excellent care for patients and at the same time carried on major educational, research and service programs.

In addition to working closely with the Graduate School of Biomedical Sciences, the Hospital and Tumor Institute conducted a major educational program of its own which included the following student body: 44 interns, 98 post-doctoral fellows, six medical technology students, 14 X-ray technology students, 11 Cyto-technology students, six physical therapy students, seven Histo-technology students, 12 inhalation therapy students and 50 summer student nurses.

The faculty consisted of 183 full-time, 46 part-time and 149 volunteers of which 131 served as consultants.

As pointed out in the introductory part of this section, probably the most significant research related activity during the past year was the Tenth International Cancer Congress which was held in Houston under the auspices of the M. D. Anderson Hospital and Tumor Institute (see page 9). Other highly significant educational, research and service activities carried on by or with the major support of the M. D. Anderson Hospital and Tumor Institute include the following:

The Fifteenth Annual Clinical Conference on "Progress in the Rehabilitation of the Cancer Patient" was held November 19-20, 1970. The purpose of these annual conferences is to provide learning opportunities to practicing physicians for the improvement of cancer care at the community level. This meeting was one of the first to offer an interdisciplinary approach to cancer rehabilitation. Registrants of the meeting included physicians, physical therapists, vocational counselors, psychologists, nurses, etc. Registered attendance totaled 372, including 55 from outside the state and country. Proceedings of the meeting will be published in monograph form.

Dial Access, a medical information service on cancer, was established in March, 1970, for the physicians of Texas. The program, which is funded by Texas Regional Medical Program, serves as a consultative aid and is intended to enhance the personal care of the family physician. The five to six minute pre-recorded medical lecture-consultations are transmitted via toll-free long distance telephone. The presentations were recorded by Anderson's physicians, as well as other eminent Texas scientists. More than 2,200 Dial Access calls were received in 1970 and numerous requests have been made to extend the service to other states.

An Alumni Association for Former Trainees was established during the Tenth International Cancer Congress. Later in the year the Felix Rutledge and William S. MacComb Societies were formed. All three groups aim to foster growth in professional stature and contribute to educational programs.

The National Institutes of Health has established an office from which a national program on cancer of the large intestine will be initiated at the M. D. Anderson Hospital and Tumor Institute. Dr. Walter J. Burdette, professor of surgery and associate director (research), has been appointed director, to whom responsibility for the administration of this program has been delegated by Dr. Carl Baker of the National Cancer Institute. Offices for the project have been established in the Center Pavilion Hospital. Both an external and an internal advisory committee are being appointed

and the initial stages of the program have been started. A large program of basic and clinical work is planned to exploit promising new leads to improve the diagnosis and treatment of this disease, which now takes more lives annually in the United States than any other type of cancer.

At the request of the Atomic Energy Commission, an isotope known for the first time only a few years ago, Californium 252, is being evaluated by Dr. Robert Shalek, head of the Anderson Department of Physics, and his staff for application to the treatment of cancer. This isotope emits neutrons which may possibly provide additional means for treating cancer by utilizing needles containing the material in cavities and tissues of the body. Techniques for scheduling dosage of the material and the response of tissues to this type of irradiation are included in the study. After this initial biology study, it should be possible to utilize characteristics which are especially advantageous in the program of therapy at the M. D. Anderson Hospital. This work will be done in conjunction with the work on the type of irradiation emitted from the cyclotron.

Under the direction of Dr. Gilbert Fletcher, Head of the Department of Radiotherapy, a 25 to 32 million electron volt linear accelerator has been installed in the M. D. Anderson Hospital as a result of a grant from the National Cancer Institute and a gift from Mrs. Harry C. Wiess and Mr. and Mrs. Theodore N. Law. This microwave electron accelerator for the treatment of patients is now being used for the management of patients at the Hospital. In addition to emitting X-rays, the electron beam from the machine is also utilized in treatment. A parallel research program on the response of tissues in the laboratory to this type of irradiation is in progress, and it is hoped that a new dimension of irradiation therapy will be added to the management of patients in the Texas Medical Center as the full potential of this machine is realized.

The replacement of human blood platelets and leucocytes in the treatment of neoplastic and other diseases has been made a reality by the use of a blood cell separator consisting of a continuous flow centrifuge and biomechanical components which separate these and return the remainder of the blood to the donor. Although it is considered that this type of work utilizing both lymphocytes and granulocytes in combating neoplastic and infectious diseases is in the investigative stage, it is quite clear that means are at hand for realizing the benefits that may accrue from this approach to treatment. A number of studies have been done with different patients, and the results obtained by Dr. Emil J. Freireich, chief of the Section of Hematology, and others at the M. D. Anderson Hospital are encouraging.

Dr. Darrell N. Ward, head, and colleagues in the Department of Biochemistry are in the process of elaborating the amino acid sequence of ovine and bovine luteinizing hormone, which should

provide the structural formula for this hormone. Comparison of the types of hormone in different types of animals will be useful in understanding how this female sex hormone acts normally and should provide information useful in the management of neoplastic and other diseases.

The total number of in-patient admissions was 6,629 and there were 174,864 out-patient clinical visits during the year. The number of beds maintained at the Hospital was 294. At the close of 1970 there were 2,590 full-time and 111 part-time staff members making a total of 2,701.

In the area of patient care the following represents the most significant developments:

The construction project was completed for housing a 25-MEV linear accelerator in the department of radio-therapy. This new accelerator is now installed and is being used for patient therapy. The facilities for physical therapy and occupational therapy were increased to take care of the patient care needs for these two services. An intravenous additive service of the pharmacy department was started during the past year, and an interstomal therapy service was activated to assist patients who have surgical stomas as a result of cancer treatment. A superior system for screening women for breast cancer utilizing a thermograph of new design and an infrared photography system was developed. A platelet transfusion program was developed in which 10,000 units of platelets per year are obtained by a plasmapheresis from volunteer donors.

T. THE UNIVERSITY OF TEXAS SCHOOL OF PUBLIC HEALTH

The students in the first graduating class of the School of Public Health completed their work in the Spring of 1970. With the opening of school in September, 121 graduate students were registered and in addition there was one post-doctoral fellow. The faculty numbered 29 full-time, four part-time and 21 volunteers.

The concept of the School of Public Health is different from that of many Schools of Public Health, reflecting a firm commitment to the

idea that public health is an interdisciplinary entity characterized chiefly by a series of important major problems, e.g., population growth, preservation of an environment consistent with human survival, and improved organization and delivery of personal health services to all segments of society. The concept recognizes further that an interdisciplinary, problem-centered field demands an academic structure serving that fundamental idea. For that reason, the basic organizational unit of the School is the Teaching-Research module, a group of faculty members and graduate students who, with supporting technical and clerical personnel, work together as a learning community investigating an important area of public health concern. At present, modules in health services administration-comprehensive health planning, urban health, occupational health-aerospace medicine, international health, population studies, environmental health, pathobiology and chronic disease have been organized. This modular structure serves to bring teaching and research together physically and organizationally, as well as conceptually, under a common umbrella, learning. It is believed by the administration and faculty that this tends to encourage development of student and faculty potential and initiative. Within these modules, faculty and students engage in joint and individual learning activities. The modules are the basis for faculty research, individual study and thesis projects.

In the area of research, the following projects should be noted as having particular significance at this time:

Mosquito Killing Bacteria and Spores-Student Research

Through research conducted jointly between the Harris County Mosquito Control District and The University of Texas School of

Public Health, a septicemic bacteria and a microsporidian which attacks and kills the encephalitis-carrying Culex quinquefasciatus mosquito has been discovered in the Houston area.

This discovery could eliminate the dangers of oil sprays and pesticides now used to combat the mosquito population. Attempts will be made to spread the bacteria and spores and infect healthy mosquito larvae. If means of reproducing and distributing them in quantities can be developed, they may become more effective than spraying.

City of Houston Contract

Violence is being viewed as a public health problem because it affects the well-being of citizens and communities. The Project for the Early Prevention of Individual Violence is designed to determine what clusters of factors contribute to assaultive behavior and to ascertain what agencies and resources can be mobilized to reduce the potential for violence by being alerted to possible early warning signs.

United States - Mexico Border Health Survey

In cooperation with the United States - Mexico Border Public Health Association, the School of Public Health is completing a survey of community health needs and current patterns of utilization of human and institutional health resources in the El Paso-Ciudad Juarez area. The field survey was conducted jointly by the School of Public Health at Houston and the School of Medicine of the Autonomous University of Chihuahua, Mexico. The study is funded by grants from the Houston Endowment Fund and the Texas Tuberculosis and Respiratory Disease Association.

Operation MEDIHC

Funds provided by The Department of Health, Education and Welfare and The Executive Department, Office of Comprehensive Health Planning of the Governor's Office are being used in support of a project entitled "Operation MEDIHC." The objective of this project is to design and activate an advanced and effective counseling service and vocational guidance support system which will help a maximum number of military health personnel to make a successful transition to civilian health careers programs, by direct placement of returning servicemen into health jobs, and placement of servicemen into educational or training experiences leading them to health jobs. This project will further analyze and study health manpower problems in Texas and will recommend specific methods to solve problems related to this manpower shortage.

U. UNIVERSITY OF TEXAS MEDICAL SCHOOL AT HOUSTON

In 1970 The University of Texas at Houston launched an accelerated program for the establishment of the school designed to accommodate an entering first year enrollment of 200 students by 1976.

During the year administrative offices were opened in the Jesse H. Jones Library Building. The architectural firm of Brooks, Barr, Braeber & White, Austin, was appointed to design the school facilities to be located in the Texas Medical Center. A planning team was organized in order to utilize the expertise of the members of the Texas Medical Center and the University of Texas System. The team consisted of the Dean and the Associate Dean for Business Affairs of The University of Texas Medical School at Houston, the Director and an Assistant Director of Hermann Hospital, the project architects, representatives of the University of Texas administration, consultants on various programs and staff members from other University of Texas medical units.

Subsequently, an educational program was developed, and organizational structure and operating approach was outlined. Designs for both initial facilities and permanent facilities were completed and submitted in June to the Health, Education and Welfare Department for assistance in federal funding. In January, 1971, HEW officials announced approval of both plans for the construction of the University of Texas Medical School facility and the joint proposal for the major expansion of Hermann Hospital, thus insuring the School's clinical teaching facility. The School's projected program of development was outlined before the Liaison Committee on Medical Education and a reasonable

assurance of accreditation was issued by that committee after a visit to the site.

Nineteen students were selected for enrollment. In September, through the close cooperation of the other University of Texas Medical Schools, they began their studies in Dallas, Galveston and San Antonio. They will be transferred to the Houston campus in the Spring of 1972.

An aggressive faculty recruitment program was initiated in 1970 and by December, the Associate Dean for Academic Affairs, Professor of Neurology and Professor of Neurobiology had been named. Affiliation agreements with organizations within the Texas Medical Center were firmly established and plans were begun to structurally and functionally integrate the new Medical School with the expanded and renovated Hermann Hospital, the School's primary teaching hospital.

Relations with the M. D. Anderson Hospital and Tumor Institute were strengthened and joint programs in both clinical and pre-clinical disciplines were planned. A plan was initiated with The University of Texas Dental Branch for a joint program in undergraduate teaching. Courses in Biomathematics and Epidemiology are being planned in conjunction with the facilities of The University of Texas School of Public Health. The Medical School will contribute to the programs of the Graduate School of Biomedical Sciences and is cooperating in the development of the expanding role in genetics planned by that school. Relations with Baylor College of Medicine and other institutions in the Texas Medical Center are being developed, the most tangible of which is a joint agreement with the Houston Academy of Medicine and

the Texas Medical Center, Inc. for the use and support of a Medical Center Library. Ancillary affiliations have been made with Memorial Baptist Hospital System, St. Joseph Hospital and St. Anthony Center to further balance the clinical experience to be offered the students.

An advisory group of prominent local businessmen and civic leaders formed the Houston Medical Foundation, Inc. to aid in the development of the School.