

By 1950, the Texas Medical Center complex was already becoming a significant feature on the Houston landscape. Courtesy Edward A. Bourdon.

## Alan Gregg and the Early Years of the Texas Medical Center

*Lesley Williams Brunet*

Today the Texas Medical Center is widely known as the largest health care complex in the world, as well as the largest single employer in Houston. Forty-one institutions, including two medical schools and fourteen hospitals, make up the six-hundred acre campus. Yet only fifty years ago the site was covered thickly with trees, and the Hermann Hospital, built in 1926, was the only medical institution on the edge of what was to become the campus.<sup>1</sup>

While the Texas Medical Center was not incorporated until October of 1945, and the site was not formally dedicated until February of 1946, plans for the center accelerated in the early 1940s. Dr. Alan Gregg, an internationally known authority on medical education, toured the site and met with medical center officials in 1945, and recorded the visit in his diary (now held by the Rockefeller Archive Center). Gregg's account of his stay provides an insight into the development of the Texas Medical Center and the intentions of its founders.<sup>2</sup>

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<sup>1</sup>Lettice Stuart, "Houston: Texas Medical Center Offers Builders \$1.3 Billion Rx," *New York Times*, May 20, 1990; Walter H. Moursund, M.D., *A History of Baylor University College of Medicine, 1900-1953* (Houston, 1956), 133; Naomi Safford Foster, "A Factual History of George H. Hermann and Hermann Hospital, 1925-1975" (unpublished bound manuscript, July 1975), 105, Houston Academy of Medicine—Texas Medical Center Library (hereafter referred to as HAM-TMCL), Historical Research Center.

<sup>2</sup>To date, no scholarly general history of the Texas Medical Center exists. Dr. James Tinsley of the Department of History at the University of Houston is in the process of writing such a history, however, and other references are available. N. Don Macon has authored several books based on videotaped interviews Macon recorded with individual founders of the medical center. These include *Mr. John H. Freeman and Friends: A Story of the Texas Medical Center and How It Began* (Houston, 1973); *South of Flower Mountain* (Houston, 1975), based on interviews with William W. Bates; and *Clark and The Andersons: A Personal Profile* (Houston, 1976), focusing on R. Lee Clark. M.D. Macon's interviews are on deposit at HAM-TMCL.

Some of the member units of the medical center have compiled histories of their institutions, such as Moursund's *History of BUCM*; *The First Twenty Years of the University of Texas M. D. Anderson Hospital and Tumor Institute*, Dr. R. W. Cumley, ed. (Houston, 1964); Marilyn McAdams Sibley, *The Methodist Hospital of Houston: Serving the World* (Austin, 1989); Foster, *Hermann Hospital*. These tend to be more descriptive than analytical, however.

The most important of these founders was Monroe Dunaway Anderson, of Anderson, Clayton and Company, reportedly the world's largest cotton merchandisers. He established the M. D. Anderson Foundation in 1936, and among its purposes was the establishment, support and maintenance of hospitals and the promotion of health, science, education and research. When Anderson died in 1939, he willed the bulk of his estate, about nineteen million dollars, to the Anderson Foundation. In carrying out the purposes of the fund, Anderson trustees envisioned a medical center whose activities and influence would spread beyond Houston to all of Texas and the entire Southwest. When the Texas Legislature in 1941 appropriated \$500,000 for the University of Texas to establish a cancer research center, trustees of the Anderson Foundation became interested in establishing the cancer hospital as the first institution of the medical center. They offered to match the state appropriation, and in 1943 the M. D. Anderson Hospital for Cancer Research was established in temporary quarters. In November of 1943, a city election approved the sale of 134 acres of city property adjacent to Hermann Park and the Hermann Hospital which would be the nucleus of the Texas Medical Center.<sup>3</sup>

In this same period, events in Dallas surrounding Baylor University College of Medicine (BUCM)<sup>4</sup> and its affiliation with Parkland Hospital prompted Baylor University trustees to consider whether the College of Medicine should be moved to a new location. The philanthropic community in Dallas had never given the medical school the financial support it needed to prosper, and political struggles within the medical community had further exacerbated its difficulties.<sup>5</sup> Conferences between Governor Pat Neff,

<sup>3</sup>Moursund, *History of BUCM*, 113-114, 132; *The First Twenty Years of M. D. Anderson Hospital*, 18-20, 22-26; W. B. Bates, "History and Development of the Texas Medical Center," paper presented at the Texas Gulf Coast Historical Association's First Annual Meeting, November 20, 1956, bound copy, HAM-TMCL, 3-9.

<sup>4</sup>Baylor University College of Medicine separated from Baylor University in 1969 and was renamed Baylor College of Medicine (BCM).

<sup>5</sup>The need for financial aid, combined with pressure from most of the medical profession in Dallas, had led Baylor University trustees to agree to a joint operation of the medical school with the Southwestern Medical Foundation, which had been created in 1939 to raise funds for a regional medical center in Dallas. This agreement, approved in June of 1942, stipulated that the medical school would be governed by an administrative committee composed of members appointed by Southwestern Medical Foundation and by trustees of Baylor University. In March of 1943, the Southwestern Medical Foundation signed a contract with Parkland Hospital for clinical teaching that stipulated that the hospital facilities would be used by a medical college that was not under denominational control or influence. In this way, control of the medical college would have been divested from Baptist-affiliated Baylor University. Baylor trustees had little choice but to cancel the agreement in April of 1943. According to Dean Walter Moursund, "It would have been extremely difficult, if not impossible, for Baylor's medical college to have continued in Dallas." For further background on this episode in the history of the medical school, see Moursund, *History of BUCM*, 102-118 (quoted material from page 113).

president of Baylor University, Baylor trustees, and trustees of the M. D. Anderson Foundation resulted in a proposal by the Anderson trustees to provide BUCM with an adequate site in the planned medical center, \$1,000,000 for construction of a college building, and another \$1,000,000 allocated for research over a ten-year period. This proposal was accepted and the College of Medicine moved to temporary quarters in Houston in the early summer of 1943.<sup>6</sup> While wartime shortages prevented construction of the medical school and the cancer hospital, plans for the Texas Medical Center and its member institutions intensified in the next few years.

Early in 1945, Earl C. Hankamer, the president of Prudential Oil Company and a Baylor University trustee who played a crucial role in the development of the College of Medicine in its new location, invited Dr. Alan Gregg, the director of the Division of Medical Sciences for the Rockefeller Foundation, to meet some of the planning committees involved in the planning of the medical school in Houston. According to Raymond Fosdick, trustee and later president of the Rockefeller Foundation, Gregg knew more about medical education than any other man in the world, with the exception of Abraham Flexner. Part of Gregg's genius derived from the quality of advice that he provided. "It finally came to a point where scarcely any new American projects in medicine were undertaken that were not cleared first across Alan's desk." While the Depression and World War II had affected the finances of the Foundation, Gregg took great satisfaction in offering advice and criticism on new undertakings in medical education and research. He maintained extensive records on his contacts and kept a diary of both telephone conversations and face-to-face interchanges during his visits to medical and educational institutions.<sup>7</sup>

<sup>6</sup>The original proposal by the Anderson Foundation had also included removal of the Baylor University College of Dentistry to Houston, but it was later decided that the dental school would remain in Dallas. The Texas Dental College in Houston had first been organized in 1905, and by 1943 discussion of the possibility of the dental school becoming a part of the University of Texas system had been underway for more than a decade. When plans for the Texas Medical Center were realized with the removal of Baylor University College of Medicine to Houston, the Texas Dental College offered to donate the dental school to the state if the Legislature would authorize the University of Texas to assume its operation. The Anderson Foundation then agreed to give the University a site in the medical center for the dental school and to make a grant of \$500,000 for the cost of constructing a permanent building. The Anderson Foundation also agreed that the change in plans for a dental school in the medical center would not affect the stipulations of its agreement with Baylor University College of Medicine, and the Baylor University College of Dentistry remained in Dallas. Walter H. Moursund, M.D., "Medicine in Greater Houston, 1836-1956" (unpublished manuscript), 264-267, HAM-TMCL, Historical Research Center; Moursund, *History of BUCM*, 111-121; Bates, 9-12.

<sup>7</sup>Alan Gregg, *Diary*, February 14, 1945, 29, R.G. 12.1 (Officers' Diaries), Rockefeller Foundation Archives, Rockefeller Archive Center, North Tarrytown, New York (hereafter referred to as Gregg Diary); Moursund, "Medicine in Greater Houston," 220-229; Wilder Penfield, *The Difficult Art of Giving: The Epic of Alan Gregg* (Boston, 1967), x-xi, 299-300.



Dr. Alan Gregg in 1975. Courtesy of the Rockefeller Archive Center.

Although Gregg declined Hankamer's earlier invitation, he visited the Texas Medical Center in July of 1945 to confer with various officials of the medical center and its member institutions, as well as with representatives of Rice Institute.<sup>8</sup> The diary entries which follow include both his activities in Houston and earlier references to the plans for his visit. The record of Alan Gregg's visit to Houston reveals much about the complex problems facing the medical community as it planned the direction of the medical center and its schools and hospitals.<sup>9</sup>

Gregg's diary is not only a view of the project from a knowledgeable observer. It also documents the influence of one of the most highly respected medical advisers in the nation at that time. Many of his recommendations can be seen in the subsequent development of Baylor College of Medicine as well as the medical center. For example, he stressed the importance of careful selection of teachers for the next five years, and from 1945 to 1950 two of Baylor's most important faculty were chosen. Dr. Michael E. DeBakey came to Houston in 1948 to head up Baylor's Department of Surgery, and he has played a key role in the growth of The Methodist Hospital. Dr. Russell Blattner joined the faculty in 1947 as chairman of the Department of Pediatrics, and he was a moving force behind the establishment of Texas Children's Hospital. Gregg also emphasized the importance of a teaching affiliation for The Methodist Hospital, which became a Baylor-affiliated hospital, and he discussed the measures necessary to make the medical center a regional center. He dealt at length on the role of the central library in the medical center and how the schools should have a dominating interest and responsibility in the library.<sup>10</sup>

While not all of Gregg's recommendations were developed in subsequent years, the diary reflects Gregg's opinions and judgments and provides a fascinating commentary on this exciting period in the growth of the Texas Medical Center and of Houston.

<sup>8</sup>The name of Rice Institute was changed to Rice University in 1960.

<sup>9</sup>The following diary entries are from the Gregg Diary, 1945 volume, pages 20, 29, 110-116.

<sup>10</sup>Gregg also had ongoing conversations with many of the people involved with the medical center. In subsequent years he continued to discuss the plans for the library with Claude C. Cody, Jr. (See, for example, Gregg Diary, May 18, 1949, 85-86, and May 10, 1951, 63.) And he discussed with President W. R. White of Baylor University possible candidates for a successor to Dean Walter Moursund, who planned to leave the deanship in 1952. Gregg Diary, March 13, 1951, 36. It is important to note, however, that Gregg was only one of several medical authorities who came to Houston in the forties and fifties to give advice on the medical center, and recommendations from medical experts did not guarantee that controversial plans would succeed. For example, Dr. Basil P. MacLean was invited to Houston in 1949 and he advised using funds designated for a new tuberculosis hospital towards a general hospital in the medical center and turning Jefferson Davis Hospital over to the tuberculosis committee. See "Cullen Lauds Others in Story Behind Story of Hospital Gift," *Houston Post*, July 22, 1949.

*Editor's note: The diary entries have been edited in order to retain the flavor of the manuscript while at the same time helping the modern reader who may be unfamiliar with the history of the Texas Medical Center. Capitalization has been made uniform, following, for the most part, current usage. Problems in punctuation have also been corrected in order to facilitate an understanding of the meaning. Misspelled proper names have been corrected, while alphabetical designations used in place of a full name (H for Hankamer, for instance, and RF for Rockefeller Foundation) have been retained. Brackets have been used to give complete names or titles wherever possible, and brief endnotes have been used to identify persons and institutions within the context of the text. Sources on the history of the Texas Medical Center and its institutions are often contradictory and readers are advised to consult bibliographical and archival materials for a fuller understanding of events.*

re re re sh sh sh

Tuesday, January 30, 1945

Mr. Hankamer, Texas Medical Center, Houston<sup>11</sup>

I reviewed to Hankamer the history of GEB [General Education Board] and RF [Rockefeller Foundation] in point of aid to medical schools as medical schools and told him there was no possibility of contribution from the RF to buildings or endowment of the school. The school has a guarantee over a ten-year period from the Anderson Foundation, and conversation drifted to the satisfactory relationships between [the] board of the medical school which is still controlled by Baylor University<sup>12</sup> and the three trustees of the Anderson fund.<sup>13</sup> I told him I thought three was too small a number and suggested that if it were feasible to increase the number of trustees on the Anderson Foundation, there might be some interlocking between the two boards so that Anderson trustees would be well informed and interested in the progress [of] the Texas Medical Center. The school has apparently an excellent site and the architecture projected is nothing if not inclusive.

<sup>11</sup>It is unclear from the text whether this entry refers to a phone conversation or whether Hankamer was visiting Gregg in his office.

<sup>12</sup>The "board of the medical school" refers to what was called the Houston Executive Committee of the Board of Trustees of Baylor University. It was made up of those members of the board living in Houston and in 1945 consisted of Judge E. E. Townes, Ray L. Dudley, Earl C. Hankamer, J. Sayles Leach, A. H. Kennerly, and W. W. West. The Board of Trustees of Baylor University had final jurisdiction over the medical school, but the Houston Executive Committee had the power to act in all matters that did not require the action of the entire board. Moursund, *History of BUCM*, 126, 130-132.

<sup>13</sup>Anderson Foundation trustees were Colonel William B. Bates, attorney to Monroe D. Anderson; John H. Freeman, who was Bates's partner in the law firm of Fulbright, Crooker, Bates and Freeman; and Horace Wilkins, president of State National Bank.

Wednesday, February 14, 1945

E. C. Hankamer, 1411 Commerce Bldg., Houston, Texas - phone

Wants AG [Alan Gregg] to come out to Houston to meet some of the planning committees in connection with the development of the Baylor medical school there. Told H I could not allow any inference to be made that the RF was interested in contributing. He replied that it would be better for their purposes to have me say the RF was not going to contribute. Told him I would think the matter over and let him know within a week. (Done: declined)

[Gregg's records do not explain why, after declining the earlier invitation, he decided to visit the Texas Medical Center.]

Saturday, July 7, 1945

Left for Houston at five - arrived shortly after nine - outside temperature 94 - Hotel Rice lobby air cooled. Met [BUCM Dean Walter H.] Moursund for a brief greeting - did not recognize him since he looks at least 10 years younger than when I saw him last in Dallas.<sup>14</sup>

Houston

Sunday, July 8, 1945

Breakfast with Moursund and Dr. James Greene,<sup>15</sup> a graduate of the University of Texas [Medical Branch in Galveston] and of Harvard Medical School and for some years with Fred Smith at Iowa - is here on full time. M tells me later that Greene has had at least one coronary attack but is not much limited - is an excellent teacher and much liked by the students. Is 45.

We went out to the site of the Texas Medical Center, which is the name for a large area of ground originally belonging to Senator [?] Hogg and intended for a large recreation park - recently bought from the city of Houston by the Anderson Foundation and to be used as the site of an extensive series of hospitals and schools (medical, dental, etc.).<sup>16</sup>

The only hospital now on this site is the Hermann, which was built about 1925 and is now crowded and beginning to show some wear and tear - a hospital of about 260 beds, maintained on a basis of voluntary contributions

<sup>14</sup>Walter H. Moursund, M.D., acting dean, 1920-21, 1922-23, dean, 1923-1953, Baylor University College of Medicine. Gregg visited Baylor University College of Medicine in January of 1939. Moursund, *History of BUCM*, 93, 203, 214.

<sup>15</sup>James Greene, M.D., professor of medicine, dean of clinical faculty, BUCM.

<sup>16</sup>Gregg is referring to Will Hogg, Houston businessman and philanthropist, who reportedly had dreamed of a medical center on this site, but when his plans did not materialize, he sold the property to the city of Houston. *The First Twenty Years of M. D. Anderson Hospital*, 55-56.

plus endowment - takes medical, surgical, obstetric and pediatric cases.<sup>17</sup>

Greene showed me his laboratory in the hospital which is devoted to studies of metabolism and at the present time is practically unused "due to the difficulty of getting adequate laboratory technicians."

The site as a whole is excellent and is across a large arterial highway from the Rice Institute. About a quarter of a mile away the Navy is building a large hospital.<sup>18</sup> Houston and everything that one sees here is on the make, growing and with plenty of evidence of prosperity and optimism. Lunch with M & G.

In mid afternoon went to a Mexican movie news film which showed [Franklin D.] Roosevelt, [Joseph] Stalin and [Winston] Churchill with a much longer exposure of the three than I saw in White Plains, [New York], and it is to be noted that in the Mexican release Roosevelt was obviously a very old and sick man.

Dinner with the trustees of the Houston Academy of Medicine at the Houston Club. Among them the most active, Dr. C. C. Cody<sup>19</sup> and Dr. E. W. Bertner.<sup>20</sup> Also met Dr. [Frederick C.] Elliott, who is the dean of the University of Texas Dental School. Conversation at the dinner was around the subject of a building to house a library for the medical center. The Houston Academy of Medicine apparently has some \$200,000 in fairly clear sight for this purpose, would like to make it also something of a social center for the Academy, and as the evening went on it became more and more apparent that the Academy of Medicine would like to remain the controlling factor in the affairs of the library.

Cody wanted advice on how many storeys the library should have, but I steered away from details and laid emphasis on the services that the library could supply for the whole community, the hospitals and the schools, and said I thought 2/3 to 3/4 of the budget of the library ought to be supplied by the schools. Cody was thinking in terms of budget of \$30,000 plus about \$12,000 for the purchase of books, journals and back numbers. I said I

<sup>17</sup>While only charity patients were admitted for the first few months after the hospital opened in 1925, pay patients made up half of the patients in 1945. Foster, 104; Moursund, *History of BUCM*, 128.

<sup>18</sup>A naval hospital which had been authorized during the war was opened in late 1946. The Veterans Administration had announced in late 1945 that a neuropsychiatric veterans hospital would be built in Houston near the site of the naval hospital. After some delay, in December of 1948 it was announced that the planned VA Hospital had been cancelled and that the naval hospital would be transferred to the Veterans Administration, and this transfer occurred shortly afterward in early 1949. Moursund, *History of BUCM*, 167.

<sup>19</sup>Claude C. Cody, Jr., M.D., clinical professor of otolaryngology, 1943-1950, BUCM, member of the advisory council to the medical school, and president of the Texas Medical Association.

<sup>20</sup>Ernst William Bertner, M.D., acting director of the M. D. Anderson Hospital for Cancer Research and professor and chairman of the department of gynecology at BUCM.

thought this was too low in the light of the number of institutions which would be grouped at the center and that I would plead for the importance of so planning the building that additional stack room could be added during the future without throwing the rest of the functions of the building out of balance. Laid particular emphasis on the importance of getting a competent librarian and said that visits to Vanderbilt, [Johns] Hopkins, Philadelphia, New York and Cleveland would be a valuable experience for the architect and at least one member of the library committee.

Dr. Bertner, who lives at the Rice Hotel, came to the room and stayed until one. He says that he accepted for the Anderson trustees the responsibility of the cancer research center, which is now housed in a converted private house here in Houston but which is to go out on the site of the Texas Medical Center.<sup>21</sup> He hoped to get out of this position but has had it for three years and is now looking hard for a director. He thought he would get Chas. F. Branch of Boston but B decided that he had obligations he must keep in Boston.

Bertner implies that he is near to being the medical adviser for Col. Bates and John Freeman, who are two out of the three trustees of the Anderson fund. I find out later that this would be considered an exaggeration of Bertner's importance.<sup>22</sup> B is a practicing surgeon and gynecologist and refers twice to his personal friendship with Jesse Jones,<sup>23</sup> who is a more or less legendary figure here in Houston, owner of two hotels, etc. etc. Bertner very critical of [Edward H.] Carey<sup>24</sup> in Dallas and was the delighted messenger to Carey of the news that the Anderson fund was going to back Baylor medical school.

Bertner wants some suggestions for a director of the cancer center. I would

<sup>21</sup>The temporary quarters for the M. D. Anderson Hospital for Cancer Research were located on what was called the Baker Estate, or "The Oaks," which had been the home of Captain James A. Baker, who had bequeathed it to the Rice Institute. The property was located at 2310 Baldwin, in the center of Houston. *The First Twenty Years of M. D. Anderson Hospital*, 20-21, 24-26.

<sup>22</sup>Marilyn Sibley, historian of The Methodist Hospital, supports Bertner's characterization of his own role. She writes that the Anderson trustees had no medical background and early enlisted the help of Dr. Bertner, a highly respected physician in Houston. Bertner and Anderson trustee John Freeman lived on the same floor of the Rice Hotel, and she quotes Freeman as saying they would not have known how to proceed without Bertner's help and advice. She adds that Bertner had traveled extensively gathering ideas for a medical center and his enthusiasm inspired the trustees to put a center in Houston. Sibley, 72.

<sup>23</sup>Among his many other business, political, and philanthropic interests, Jesse H. Jones served on the board of trustees of Methodist Hospital.

<sup>24</sup>Edward H. Carey, M.D., dean of BUCM in Dallas, 1908-1920, dean emeritus, 1920-1943. Carey was president of the Southwestern Medical Foundation in Dallas and played a crucial role in the course of events leading to the medical school relocating in Houston. Moursund, *History of BUCM*, 199, 102-118.

not infer that B understands much about research. The cancer center is under the University of Texas and B assures me that the new regents of the University are much better than those who were involved in the row with [Homer] Rainey.<sup>25</sup>

The University of Texas has two irons in the Houston fire and potentially three: (1) the dental school which is definitely committed to being here, (2) the cancer institute, and (3) it has indicated the possibility of placing a graduate school of public health and an institute of "geographic medicine" here. Chauncey Leake<sup>26</sup> has taken the position that the medical school should stay in Galveston and I learned later from Ruby Daniel<sup>27</sup> that Leake has gotten additional funds to keep it there. I don't understand why the University is dividing its medical efforts between Houston and Galveston unless it be for pretty poor motives or out of stupidity.

*Monday, July 9, 1945*

Dean Moursund took me to the laboratory departments of the College of Medicine which are located in what was originally a storage warehouse of Sears Roebuck<sup>28</sup> with partitions reaching to about four feet from the high ceiling - large floor space has been broken up into passable, temporary quarters though everything is pretty much overcrowded in point of space. Moursund describes the difficulties of moving all of the equipment from Dallas in 70 furniture vans of varying sizes - complete confusion touched off by the fact that the first van to arrive contained all the cadavers and frightened the Negro help into a state of complete inactivity.

Talked with [John] Haley<sup>29</sup> and John Hilliard in anatomy, then went over to physiology where I had a long talk with A. D. Keller.<sup>30</sup> He says that [Benjamin F.] Hambleton<sup>31</sup> is just staying on at his request until the war enables some younger men to come into the department - no ill feeling at all and he is grateful to H for his help. Keller has managed to accommodate experimental animals with air conditioning apparatus so that their health

<sup>25</sup>Dr. Homer P. Rainey, then president of the University of Texas. For more information on the Rainey controversy, see Joe B. Frantz, *The Forty-Acre Follies* (Austin, 1983); Ronnie Dugger, *Our Invaded Universities: Form, Reform & New Starts* (New York, 1974).

<sup>26</sup>Chauncey Leake, Ph.D., executive vice president and dean of the University of Texas Medical Branch at Galveston, 1942-1955.

<sup>27</sup>Ruby K. Daniel, M.D., BUCM graduate, class of 1928.

<sup>28</sup>The temporary quarters of BUCM was a former retail store and warehouse of Sears, Roebuck and Company, located on what was then Buffalo Drive and Lincoln Street and is now the southeast corner of Allen Parkway and Shepherd Drive. Moursund, *History of BUCM*, 121.

<sup>29</sup>John C. Haley, M.D., professor of anatomy, BUCM.

<sup>30</sup>Allan D. Keller, Ph.D., professor of physiology, BUCM.

<sup>31</sup>Benjamin F. Hambleton, M.D., professor of physiology and pharmacology, BUCM.

stays satisfactory and work is possible. I had an excellent impression of K - he is probably the best of the preclinical men. Visited also departments of biochemistry and pathology.

Lunch as guest of the trustees of the Baylor medical school at the Tejas Club. They are Houston business men - six in number - including Hankamer, and the conversation was largely on the correct procedures in the development of the school with special reference to hospital connections. I laid a good deal of emphasis on the importance of a careful selection of teachers, warning them that their attention should not be entirely on buildings and equipment; also that the next five years will be a time of marked shortage in competent medical school teachers because so many schools are expanding.

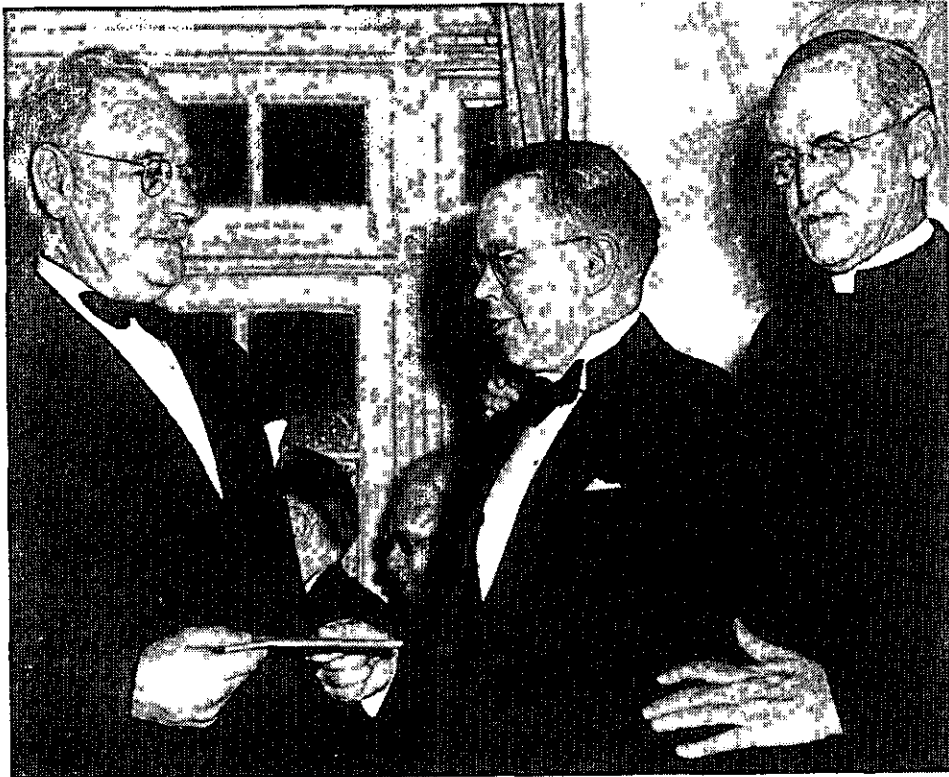
On being questioned about tropical medicine, I answered that it would seem to me to be possible in the light of the position of Texas on the Caribbean and because of the oil companies, the aviation companies, the rubber companies, and the position of Houston as a port of export trade, tropical medicine was an important subject. Laid some stress on the fact that the adjustment of the white man to the tropics is a problem in physiology and that tropical medicine is not all parasitology.

Told them I thought the school should have a dominating influence on the library, and discussed the relationships that should best develop between the different hospitals coming to the proposed site; also relations with Rice Inst. Answered a number of detailed questions and suggested that the trustees give the faculty a dinner once a year to ease up relations that sometimes otherwise get too formal.

In the p.m. spent some further time in pathology and bacteriology at the school with Moursund, and in the evening went to a dinner of the advisory group of the Texas Medical Center at the Ramada Club. Sat between Bates and Freeman of the Anderson Foundation. Freeman said he had been at the RF seeking information on foundation structure, organization, etc. and I said I could send him along some further material if he liked. Bates very cautious and quiet; Freeman more accessible. Both of them competent men.

The function of the Texas Medical Center is not one of direction or control of the hospitals or medical school but simply facilitating the geographical collection of a series of medical enterprises and the control of the types of building to be put up so that architecturally there will be some approximate harmony and functional efficiency in the buildings thus brought together. This is in contrast to what Bertner told me. Long discussion of the function of medical centers.

I urged keeping down the rivalry and jealousy of hospital groups to an absolute minimum, this to be done in part through the acceptance on the part of different hospitals of responsibility for different fields of medicine rather than an attempt of each denominational hospital to do everything;



Dr. E. W. Bertner (left) accepts the deed to the 161-acre site of the Texas Medical Center from Leland Anderson on February 28, 1946. At right is Bishop Clinton S. Quin, also a trustee of the Medical Center.

reiterated importance of central library in which the schools had a dominating interest and responsibility; mentioned the possible advantage of a hotel or living accommodations for the ambulatory pay patients and the families of pay patients in hospital; outlined measures to be taken in order to make this a regional center rather than an affair purely for the city of Houston.

Discussion rather guardedly of the relations with Rice Institute. Asa Chandler<sup>32</sup> of Rice Institute was one of the guests and I asked him to take me back to the hotel. We stopped along the curb and I had a long talk with him about Rice Institute since I am to see the chairman of the board tomorrow on the question of the successor to President [Edgar Odell] Lovett.<sup>33</sup> Chandler indicates that Lovett has declined any collaboration with the Baylor medical school in terms of allowing Chandler, parasitologist, to give lectures at Baylor. Lovett is in the 70s and the time has come for a successor to be found. Lovett's management of Rice has been a very much one-man affair; the faculty does as it is told, and Lovett makes the decisions. Chandler has not had a raise in salary since 1927 and that goes for a number of professors. Rice has a good student selection and its graduates in engineering have been well placed in the oil industry. Much depends on the character of the next incumbent.

Chandler could throw very little light on the curious assemblage of institutions that are going to come together at Texas Center. I would think him an unprejudiced adviser in Houston on a good many matters.

*Tuesday, July 10, 1945*

A.M. in general discussion of school problems with Moursund. No visits to Methodist or Episcopal [St. Luke's] hospitals which may or may not be a significant omission.

Luncheon with trustees of the Hermann estate.<sup>34</sup> Discussion of the size of the addition to be built and the general relationship of the hospital to the other hospitals. The superintendent of the Hermann Hospital [R. Oswald Daughety]<sup>35</sup> young, energetic, and a little bit on the quarrelsome side. Comment on a large number of relatively unimportant administrative problems. I had a chance to explain to the trustees why teaching was important in terms of hospital function and to make it a strong plea for

<sup>32</sup>Asa Crawford Chandler, Ph.D., professor of biology, Rice Institute, specialist in tropical medicine and parasitology.

<sup>33</sup>Edgar Odell Lovett had been president of Rice Institute since it opened in 1912.

<sup>34</sup>Trustees of the Hermann Hospital included: Ross Shaw Sterling, Gustave Brandt, Thomas Monroe, James Anderson, Ray Dudley, J. W. Link, Jr., and Charles G. Hooks. Foster, 262.

<sup>35</sup>R. Oswald Daughety, superintendent of Hermann Hospital, 1941-1949 (title changed to director in 1947).

division of responsibility among the hospitals, each hospital being willing to come into a hospital council that should be created under the chairmanship of the dean of the medical school.

In the early afternoon spent about an hour with Dean Elliott of the dental school of the University of Texas discussing dental education and the relationships that could be established with the Baylor Medical School. I had a good impression of E. I agreed with his view that the teaching in preclinical sciences should not be left to the second rate instructors in the medical school. Elliott also posed a large number of pretty simple administrative questions which we discussed, I bringing him mostly the experience of LeRoy Johnson and [Howard Mitchell] Marjerison<sup>36</sup> and disclaiming any real knowledge of dental education. Pointed out that I thought the dental students ought to get some sort of exposure to the factors that are tending to modify the framework of medical practice since state-supported clinics will certainly involve the dentists as well as the doctors.

In the afternoon Bertner took me out to the private house which has been converted temporarily to act as a center for the cancer research institute. Met [C. P.] Coogle, formerly in the Public Health Service and [Fritz] Schlenk,<sup>37</sup> a young German emigre who worked previously with von Euler and seemed to me to be an intelligent young fellow in biochemistry. Plenty of expensive equipment, very few patients and even less going on in way of investigative work. Bertner might be a difficult person with whom to collaborate and Coogle also. For anything significant in the cancer field this whole place will have to start from scratch.

Office of the chairman of the Board of Trustees of Rice Institute, Mr. [Harry S.] Weiss, who is president of the Humble Oil Company. A first rate, quick witted, attentive human being, who has done an excellent job thus far in reviewing the possibilities for Lovett's successor. When I found he had been in close touch with WW [Warren Weaver]<sup>38</sup> on the question I saw I had nothing to add. He has also taken counsel with Karl Compton<sup>39</sup> and Carroll Wilson.<sup>40</sup> I did tell him I had heard in St. Louis that the new chancellor of Washington University, Arthur Compton,<sup>41</sup> saw in Washington University

<sup>36</sup>Howard Mitchell Marjerison, dentist, dean and professor of dentistry at the University of Illinois College of Dentistry, 1940-1944, associate director, Forsyth Dental Infirmary, 1944-1955.

<sup>37</sup>Dr. C. P. Coogle, a microbiologist, and Dr. Fritz Schlenk, a biochemist, were part of the initial five-member staff borrowed from UTMB to work at the Baker estate. *The First Twenty Years of M. D. Anderson Hospital*, 24.

<sup>38</sup>Warren Weaver was head of the Division of Natural Sciences at the Rockefeller Foundation.

<sup>39</sup>Karl T. Compton, physicist, president of Massachusetts Institute of Technology, 1948-1954.

<sup>40</sup>Carroll L. Wilson, engineer and business management counsel, secretary of Committee for Economic Development, 1942-1944, director of finance, Venture Counsel, 1944-1947.

<sup>41</sup>Arthur H. Compton, physicist, chairman, department of physics, dean of division of physical sciences, 1940-1945, chancellor, Washington University, St. Louis, 1945-1953.

a good chance to provide really superior training in engineering.<sup>42</sup>

Dinner at the Rice Hotel, attended by the faculty, representatives of the various hospital groups, and the graduating class in medicine. Splendiferous Texan blow out, slightly complicated by the outbreak of a \$10,000 fire in a building across the street while I was telling the citizens what are the values of having a medical school in Houston. Thanks to the loud speaker, it probably survived. Was presented with honorary membership in the Houston Fat Stock Association and given a leather belt with "sold gold" buckle (10 carat).<sup>43</sup>

*Wednesday, July 11, 1945*

Long talk with Moursund, and at luncheon trustees of the Methodist Hospital<sup>44</sup> who have a "lady manager" [Josie Roberts]<sup>45</sup> whose future relationships with the young man who is administrator of the Hermann Hospital I should predict would be stormy. Talked over hospital problems and the extreme importance of teaching affiliation for the Methodist Hospital, a number of hospital problems including library facilities, internships, OPD, and division of work with other hospitals at the new site. Advocated joint hospital council under chairmanship of dean of the medical school. Many of the same detailed questions that were raised with the Hermann trustees.

After a final talk with Moursund left in late p. m. for New Orleans en route to NYC.

See next page for list of personnel active in Houston.

Following are names of the Baylor Trustees living in Houston: Ray L. Dudley, Gulf Publishing Company - the most active of the group - interested in possibilities of tropical medicine; Earl C. Hankamer, Commerce Building; Judge E. E. Townes, Niels Esperson Bldg., a retired lawyer apparently in the

<sup>42</sup>Lovett was succeeded by Dr. William V. Houston, physicist and mathematician from California Institute of Technology.

<sup>43</sup>The dinner was given by the board of trustees of BUCM in appreciation of the work of Alan Gregg and for the Rockefeller Foundation and to honor the 1945 graduating class of the medical school. Mayor Otis Massey was among the speakers, and J. W. Sartwelle, president of the Houston Fat Stock Show and Livestock Exposition, presented Gregg with the hand-tooled leather belt with a gold buckle. In his comments, Gregg pointed out the advantages that a medical school can bring to a city and also stressed how important it is for young Texans to get a good medical education within their home state, because they are likely to settle wherever they go to school. He also said that education should be the pivot for hospital work, rather than religion, professional prestige, seniority, or politics. "Dr. Allan Gregg Honored for Work With Medical Center Here," *Houston Post*, July 11, 1945.

<sup>44</sup>For a complete list of trustees, see Sibley, 228-230.

<sup>45</sup>Mrs. Josie Roberts was the "superintendent" of The Methodist Hospital, 1932-1953.



counsels of the Humble Oil Co. The two trustees of the Anderson Foundation are William B. Bates and John H. Freeman, both at State National Bank Building. One of the main figures at the Methodist Hospital is Raymond Ellidge; and the public health officer of Houston is Dr. Frederick L. Lummis; and the main figure at the Episcopal Hospital is Bishop [Clinton] Quinn.

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### Medical Center Should Improve City's Health

The following statement was made by Dr. Alan Gregg, director for the medical sciences, Rockefeller Foundation, while in Houston in July:

"The citizens of Houston are fortunate that, through the vision and foresight of the M. D. Anderson Foundation, the educational and health facilities of their community will be improved immeasurably by the building of such a medical center. It is my sincere wish that it will become one of the nation's outstanding medical science centers.

"To this end, I strongly urge on all present and future participating units that they plan to make the educational institutions, Baylor University College of Medicine and University of Texas School of Dentistry, the nucleus or core of their medical center.

"It has been proved over and over in similar organizations throughout the world that education is the best pivot to insure maximum stability and the greatest continuity of achievement for the type of medical center I believe everyone wants in Houston . . ."

Alan Gregg's presence in Houston was noted in *Houston* magazine, published by the Chamber of Commerce.