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# Boston University Medical Center Annual Report: 1963-1964

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BOSTON UNIVERSITY MEDICAL CENTER

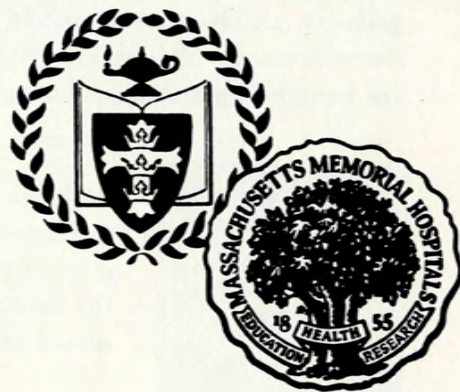
ANNUAL REPORT  
1963-64

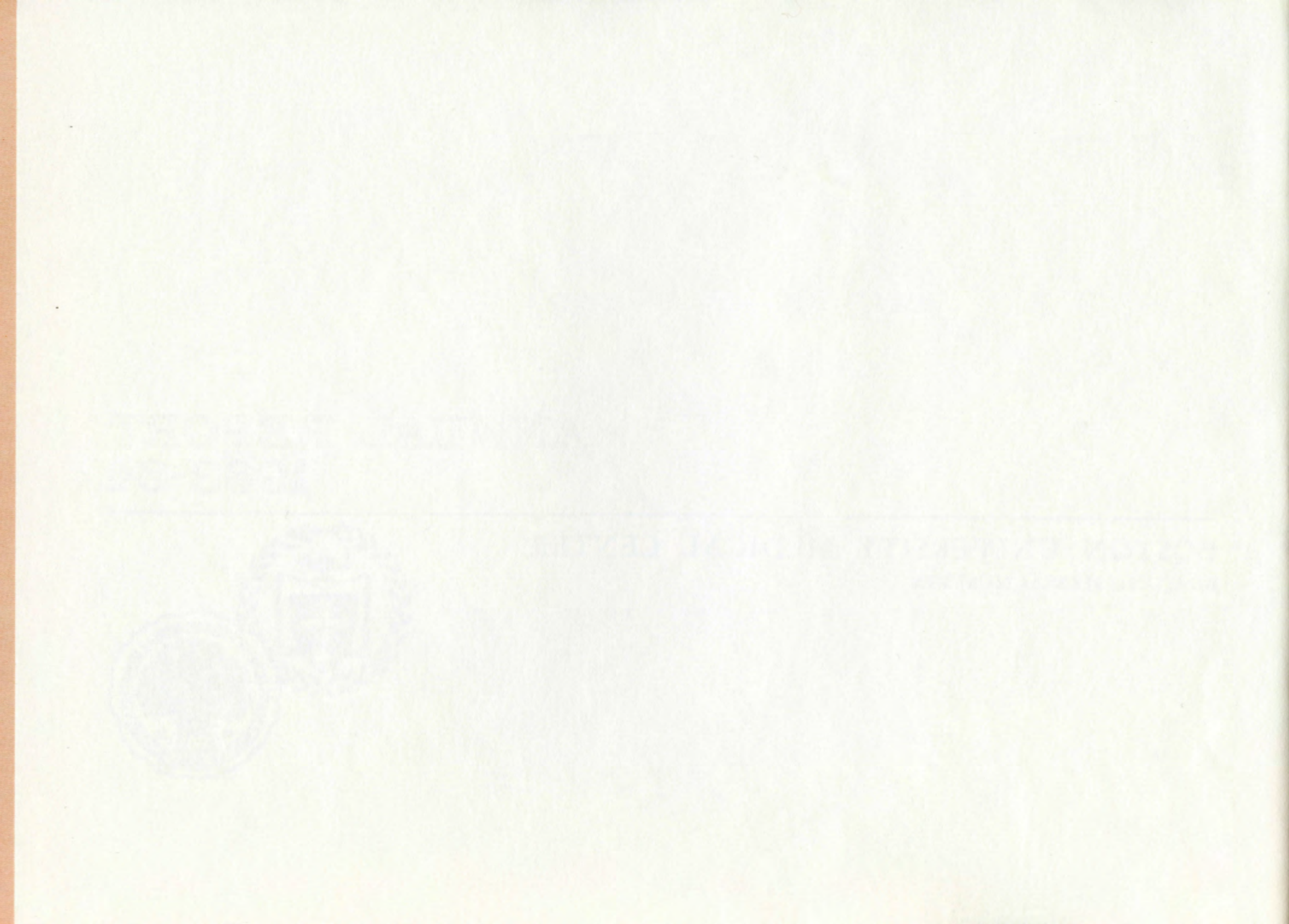


ANNUAL REPORT  
1963-64

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BOSTON UNIVERSITY MEDICAL CENTER  
BOSTON, MASSACHUSETTS





# ANNUAL REPORT

## BOSTON UNIVERSITY MEDICAL CENTER

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### REPORT OF THE CHAIRMAN — THE BOSTON UNIVERSITY MEDICAL CENTER TRUSTEE COUNCIL

During the second year of operation, the Boston University Medical Center saw progress on all fronts, with the realization of many goals well in sight. The need for doctors is rapidly outstripping our capacity to produce them. The Center's plans for enlarging the size of the Medical School classes have the support of medical educators throughout the country, and must and will receive the encouragement and help of local leaders.

The Trustee Council was expanded during the year to include Mr. Eli Goldston, President of Eastern Gas & Fuel Associates, and Mr. George Sherman of Sherman Paper Products. With extreme regret we accepted the resignation of Dr. James M. Faulkner to avoid conflict of interest following his election as President of the Fund for Medical Education.

The Trustees are pleased with the close liaison achieved among all elements of the Center and its constituent members, including the three Boards of Trustees and Administration. This is the result of thoughtful and imaginative development of the various channels of communication, particularly with the Administration and Trustees of Boston University whose understanding and support are essential to the success of the Center.

A most significant and promising development has been the nomination of Mr. Gerhard D. Bleicken, Executive Vice President of John Hancock Mutual Life Insurance Company, as the fourth representative of the Trustees of Boston University, and his subsequent election as Chairman of the Trustee Council following my resignation from a post which I had held on a temporary basis. As Vice Chairman for the current year, I shall continue my active participation with unlimited confidence in the future of the Boston University Medical Center.

JEROME PRESTON



## REPORT OF THE DIRECTOR

As the Boston University Medical Center enters its third year of operation, its stability and future are strengthened by the key personnel who have been added to its faculty and staff. For the first time in nearly ten years, the School of Medicine has a full-time Dean. Dr. Franklin G. Ebaugh, Jr. has replaced Dr. Sydney S. Gellis, who returns to full-time responsibilities as Chairman of the Department of Pediatrics in the School of Medicine, and Director of Pediatrics at Boston City Hospital. In addition to bringing to the School a fine background of clinical, research, and administrative experience, Dr. Ebaugh will be able to function in many areas which part-time incumbents have not been able to serve.

The establishment of the School of Graduate Dentistry as the third member of the Medical Center, and the appointment of Dr. Henry M. Goldman as Dean, were major achievements during 1963-64. The creation of such a school, the first of its kind in the country, as part of the Boston University Medical Center, is a tribute to the vision of the Trustees of the Center, the Massachusetts Memorial Hospitals, and Boston University. It is a manifestation of their confidence in the philosophy and goals of the Medical Center.

Outstanding men have been appointed as new Chiefs of Service and Department Chairmen. Dr. Richard H. Egdahl joins the faculty and staff as Chairman of the Department of Surgery in the School of Medicine, and Chief of Surgery at Massachusetts Memorial Hospitals. Dr. Stanley L. Robbins, Professor of Pathology, takes over as Chairman of that Department in the School and as Head of Pathology at Boston City Hospital. Through their leadership we anticipate an increasing power to attract students as well as the many public and private institutions which make possible the vast amount of research being done in our laboratories.

A few of the many Departments and Divisions in the Medical Center have been selected for inclusion in this Annual Report, with the Evans Department of the Division of Medicine being highlighted. Other areas will be so designated in future Annual Reports.

A new Development Officer has been appointed, and a revived impetus has been given to the goals we have set and the means for their achievement.

In accordance with the provisions of the Agreement creating the Medical Center, an Affiliate Board of 14 cooperating institutions and health care agencies was established. The first meeting in December 1963 demonstrated enthusiastic interest and participation in our program.

Throughout the year Trustee and staff committees have been working on the complex problems of consolidating business operations and personnel practices of the member units of the Medical Center in an effort to standardize our work and to create greater homogeneity among our personnel. Some steps have already been taken; others are contemplated for the coming year. An active Public Relations Council has studied public relations problems and has made a number of recommendations to improve communications and to project a positive image of the Center to the community. The Executive Committee and the Advisory Board of the Medical Center have given valuable assistance in evaluating problems and establishing policies.

Extensive plans for construction of new facilities are being developed, and improved housing is contemplated by September 1965. Early application for funds for a new instructional building is planned, with more than half to come from federal sources, and the balance to be raised by the Center. Groundbreaking for the Boston University Medical Center — Commonwealth of Massachusetts Mental Health Center is anticipated for Fall 1965, and occupancy by 1967.

The Medical Center has taken the initiative in organizing its institutional neighbors for discussion and action on matters of common concern, especially urban renewal and rehabilitation plans for the South End as they affect the participating institutions.

Equally as important as new appointments, new facilities, and new activities is the development of an *esprit de corps* and a sense of identity among faculty, staff, and personnel of the Boston University Medical Center. The molding of a single organization with common interests and mutual goals out of separate entities with unlike policies and varied practices is our greatest challenge. Less tangible than organizational and personnel changes, these moves toward unification mean compromise and adjustment for all concerned, but they represent an increased understanding of the role of the Boston University Medical Center in meeting the health care needs of today's society.

As new facilities are planned and erected, as new techniques are developed, as more gifts and grants are received, and as an increased number of doctors are graduated, the Boston University Medical Center will strengthen its position in the spectrum of health organizations, and will expand its ever-widening sphere of service and activity.

LEWIS H. ROHRBAUGH





## **REPORT OF THE ACTING DEAN — BOSTON UNIVERSITY SCHOOL OF MEDICINE**

### **Faculty**

During the year 1963-64, Dr. Reginald H. Smithwick, Professor of Surgery at the Boston University School of Medicine, retired and is being succeeded on July 1, 1964 as Chairman of the Department of Surgery by Dr. Richard H. Egdahl. Dr. Egdahl comes from the Medical College of Virginia, and will be joined here by two of his colleagues.

Dr. G. Kenneth Mallory resigned from the Chairmanship of the Department of Pathology, and Dr. Stanley L. Robbins, Professor of Pathology, assumes the Chairmanship on July 1, 1964.

During the school year, considerable attention was focused on the use of the Commonwealth Fund monies for support of existing faculty. Money from this source was budgeted for the fiscal year 1964-65 to increase salaries of key members of the present faculty and to establish required new positions.

### **Medical Students and Medical School Curriculum**

Progress under the existing Six-Year Program has been steady. Increasing attempts are being made to integrate the Medical School program for the last four years of the course. Difficulties have been encountered with integration of courses in the first two years because of the need for expansion of faculty to make possible such integration. Without expansion of existing faculty, further integration will be impossible. In order to achieve a better integrated program, it is planned to view the third and fourth years of the medical program as a single block.

### **Building Plans**

Plans for a new instructional building have been completed, and those for an auditorium and library will be made and added to the application which will be submitted to the federal government for funds.

Plans for a Cancer Radiation Therapy Center were completed and an application for funds was submitted to the American Cancer Society. We have been assured that \$500,000 will be forthcoming shortly from the Massachusetts Chapter of the American Cancer Society.\* This money will be used for equipment for the Radiation Therapy Center which will serve patients from the Boston City Hospital as well as the Massachusetts Memorial Hospitals, and will be available for research in radiation.

\*Awarded October 1964.

Funds for the drawing of architectural plans for the Mental Health Center were approved by the State Legislature during the past year, and Dr. Bernard Bandler is deeply involved in supervising the preparation of detailed drawings.

During the year, the Children's Clinical Research Center was opened at the Boston City Hospital with a grant of \$1.7 million to the Department of Pediatrics. The Center has been functioning since January 1, 1964, and is providing a great deal of research material and interest.

Within the past year, the Boston City Hospital allocated space for a Center for Toxicology which will be operated by the Boston University School of Medicine and the Boston University Law-Medicine Research Institute. Plans for the development of such a Center are in progress.

#### **Future Aims**

The planned increase in class size to 96 students will become possible only with the completion of a new instructional building. The larger number will necessitate the increase of faculty in the basic sciences, though it is not anticipated that a comparable increase will be needed for clinical faculty.

Much work was done by the special Committee on Future Hospital Affiliations to determine which community hospitals should become associated with the Medical Center if we are to strengthen student and faculty teaching, training, and research.

On July 1, 1964, Dr. Franklin G. Ebaugh, Jr. assumes the Deanship of Boston University School of Medicine. His appointment as full-time Dean will bring to the School the uniformity of direction and planning which have been sorely needed.

SYDNEY S. GELLIS, M.D.



## REPORT OF THE ADMINISTRATOR, MASSACHUSETTS MEMORIAL HOSPITALS

The second year of the Hospitals as a member of the Boston University Medical Center has been active and generally successful. There has been progress toward unification of the general services of the Medical Center, most notably in the plant operations and the telephone service. These are the small beginnings toward what hopefully will be a substantial degree of integration of general services among the members of the Medical Center.

Nursing continues to present a serious problem. Efforts are constantly being made to improve the position of nurses, to increase recognition for them, and to attract a larger number. It is too soon to make a judgment, but it may be that the low point in nursing staff has passed. However, the relatively greater shortage of nurses elsewhere in the nation offers no firm assurance.

A significant event of the year was the elevation of Dr. Reginald H. Smithwick to the Consulting Staff in Surgery and the appointment of his successor, Dr. Richard H. Egdahl, as Surgeon-in-Chief. Plans to develop facilities for organ and tissue transplants are proceeding.

The increase in research activities is impressive and gratifying. A decrease in operating loss and an increase in special funds are also signs of strength and growth. The plant, however, is aging, expensive to maintain, utilized to the saturation point, and inadequate with respect to employee dressing and locker facilities, storeroom space, and space for administrative services.

Explorations of the development of a versatile computer facility for all of the Medical Center needs are under way.

Many uncertainties about the future still exist, such as the urban renewal plans for the South End. But despite the uncertainties, progress has been made. It is especially gratifying to begin to sense the increasing effectiveness of the Medical Center in developing plans and financial resources.



We look forward to a busy year ahead stimulated especially by the visions, enthusiasm, and energies of Dr. Egdahl, and of Dr. Ebaugh, the new School of Medicine Dean — and hopefully, with a new head of the Obstetrics-Gynecology Division. In the near future, an expanded statement on the Objectives, Role, and Programs of Boston University Medical Center will be available for discussion.

Massachusetts Memorial Hospitals is anxious to continue to do its part as a member of the Boston University Medical Center and a full partner with Boston University School of Medicine and Boston University School of Graduate Dentistry in making our important and challenging venture a success.

PHILIP D. BONNET, M.D.

## REPORT OF THE DEAN — BOSTON UNIVERSITY SCHOOL OF GRADUATE DENTISTRY

The School of Graduate Dentistry was established in October 1963. Originally the Division of Stomatology, it is the only such school in the nation.

The goals of the School of Graduate Dentistry are interrelated both as to intent and accomplishment. In cooperation with the Massachusetts Memorial Hospitals, the School provides a Dental Assistants training program to fill the expanding need for auxiliary personnel in Dentistry.

Courses are offered in Periodontology, Oral Surgery, Orthodontics, Endodontics, Prosthetics, Preventive Dentistry, Pedodontics, and General Anesthesiology.

Periodontology has seven students enrolled for the newly-instituted two-year program. Sixteen students are completing the didactic year of training for specialization in Oral Surgery. Utilizing the combined facilities of the School and the Massachusetts Memorial Hospitals, the graduate program in Orthodontics has ten enrollees selected from a group of over 100 applicants. The Endodontics program has been expanded from one to two years to meet the requirements of the Endodontics Board. Prosthetic Dentistry, formerly the Department of Restorative Dentistry, emphasizes the attainment of sound clinical judgment and proficiency, and the understanding of the fundamental processes coordinated to clinical practice.

The most recent developments in the School include the establishment of the Department of Pedodontics. With its formation, along with that of the Department of Public Health Dentistry, the vitally important need was realized for the training of dentists as clinicians, teachers, and researchers in Preventive Dentistry for children. The Department of Preventive Dentistry became affiliated with the Division of Dental Health of the Town of Brookline, Massachusetts. Its professional personnel not only serve as staff for the Brookline Dental Health Program, but also participate on a full-time basis in the teaching activities of the School.

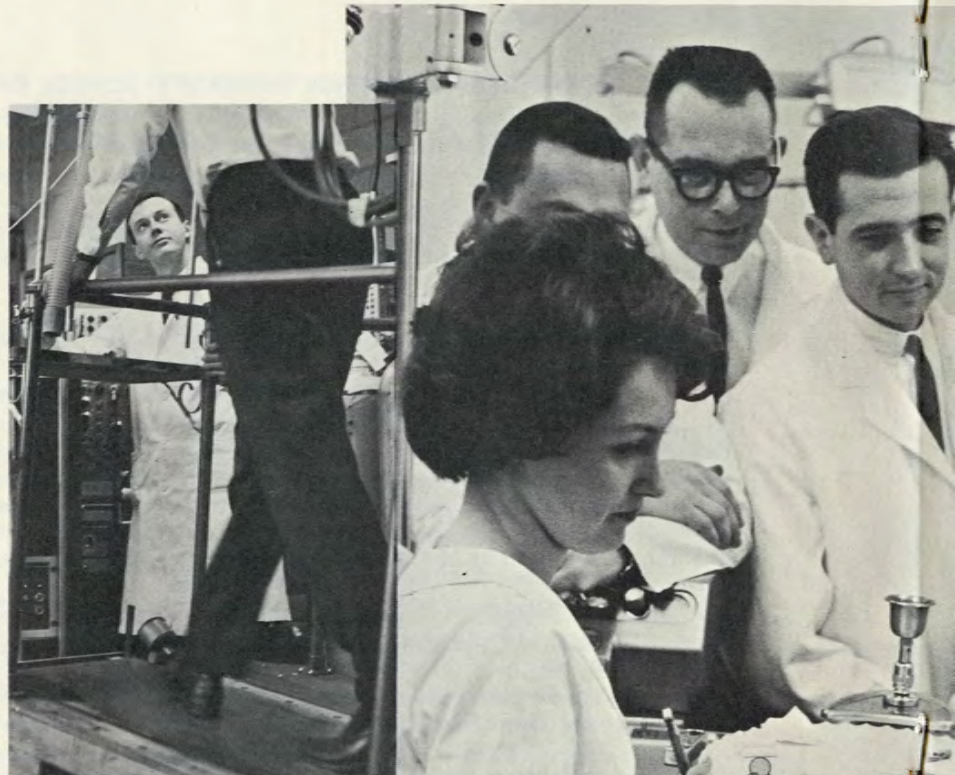
Two students completed the year of training in General Anesthesiology, offered in conjunction with the Department of Anesthesiology at the Massachusetts Memorial Hospitals. This curriculum is limited to those qualified by educational experience for the practice of Oral Surgery.

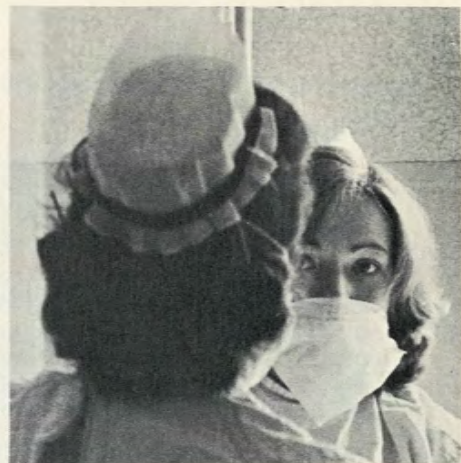
The Dental Assistants Program got under way July 1, 1963, with 17 students in the first class. The comprehensive curriculum, embracing the basic and clinical sciences, is provided by the Faculty of the School, with clinical instruction given in the Out-Patient Dental Clinics of the Massachusetts Memorial Hospitals.

Although relatively new, the School of Graduate Dentistry has firmly established itself nationally. Plans are under way for the creation of more adequate teaching clinical facilities and for the expansion of the faculty.

HENRY M. GOLDMAN, D.M.D.







## EXCERPTS FROM REPORTS OF SOME MAJOR PROFESSIONAL DIVISIONS

### SURGERY

The performance of the Division of Surgery is, on the whole, creditable. It must be emphasized, however, that the burden is carried by a relatively small number of surgeons whose activities are "geographically localized" to the Boston University Medical Center.

As this will be my last report, I should like to touch on a few matters of fundamental importance to the patient care, research, and teaching programs of the Division of Surgery. To enable us to meet Board requirements, it is essential that there be sufficient surgical cases. We must pursue with vigor the development of additional hospital affiliations in the Greater Boston area. We should strive to develop a single surgical program at our affiliated hospitals, similar to what was accomplished with the Boston Veterans Administration Hospital. If we can meet these objectives, we will be assured that the excellence of the Division of Surgery is maintained.

The Division of Surgery will be strengthened by the addition of Dr. Richard H. Egdahl and his two associates, Drs. John A. Mannick and Benjamin T. Jackson. These surgeons, who have an outstanding background in research, will bring into balance our outstanding strength in clinical surgery, clinical investigation, and teaching.

REGINALD H. SMITHWICK, M.D.  
*Chairman, Department of Surgery, B.U.S.M.*  
*Surgeon-in-Chief, M.M.H.*

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### HEALTH CONSERVATION

The past year saw a continuation of the activities of the Division of Health Conservation to expand its efforts directed at the conservation and maintenance of health, through the Home Medical Service, the Department of Rehabilitation Medicine, the Employee and Student Health Service.

The Chairman of the Division was elected President of the Association of Teachers of Preventive Medicine. Dr. Murray M. Freed was appointed as Chief of Physical Medicine and Rehabilitation at the Boston City Hospital, and succeeded the Division Head as Chairman of the University Committee on Rehabilitation Training.

The services available for those handicapped as a result of speech and hearing difficulties were expanded because of a gift from Mr. and Mrs. Grover B. Daniels of Brookline, Massachusetts.

Plans are being studied to alter the 90-year-old pattern of the Home Medical Service in order to develop a program of comprehensive and continuous health service for its patient population.

HENRY J. BAKST, M.D.  
*Chairman, Division of Health Conservation, B.U.S.M.*  
*Director, Division of Health Conservation, M.M.H.*

## RADIOLOGY

An important development during the past year was the creation of the Boston University Medical Center Department of Radiology. With its establishment there was an immediate need for new faculty members. The key appointment was that of Dr. I. Aral as Associate Professor of Radiology and Physician-in-Charge of Radiation Therapy at the Center's School of Medicine and Massachusetts Memorial Hospitals, and its affiliate, the Boston City Hospital. The creation of a section on Radiologic Physics at these three institutions followed. As of July 1, 1964, there are positions for six junior staff radiologists at Boston City Hospital, carrying the rank of Instructor at the Medical School.

The Department will be strengthened with additional personnel and improved physical facilities and equipment. Increased teaching activities have been planned at Boston City Hospital. These plans will be aided by a stronger residency program at the Medical Center.

A number of changes in Radiation Therapy will be in effect during the coming year with plans to be developed for a Therapy Research Center at the Medical Center. During the year, Cobalt 60 Teletherapy units will be installed at both Boston City and Massachusetts Memorial Hospitals, with the addition of a Cesium 137 therapy unit at the former. Future plans for the Radiation Center include the purchase of a Betatron, made possible by a grant from the Massachusetts Chapter of the American Cancer Society.

**JEROME SHAPIRO, M.D.**

*Chairman, Department of Radiology, B.U.S.M.*

*Director, Radiology Department, M.M.H.*

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## PSYCHIATRY

During the year, the Armory on Stoughton Street was torn down to make way for the erection of the new Mental Health Center. The Division of Psychiatry has extended its program of education in Psychiatry to physicians, and is now conducting programs at four hospitals in the state. The new policy of short-term treatment has proved successful in the increased number of patients treated, in an improvement in outcome of treatment, and in the reduction of the time patients wait for treatment. During the period, the Division had the highest rate of bed occupancy in the Hospitals. New personnel joined the Division during the year, increasing the staff to 28 full-time professionals, 76 part-time, and 30 trainees.

It has been a most gratifying year in terms of new programs, supported by over \$1 million in grants to the Center for research and training, new personnel, and progress toward the construction of the new Boston University Medical Center — Commonwealth of Massachusetts Mental Health Center.

**BERNARD BANDLER, M.D.**

*Chairman, Division of Psychiatry, B.U.S.M.*

*Psychiatrist-in-Chief, M.M.H.*



## THE ROBERT DAWSON EVANS — DIVISION OF MEDICINE

The interlocking functions and mutually-derived strength of the Boston University School of Medicine and the Massachusetts Memorial Hospitals — as they have continued to carry out their triple responsibility to heal, to teach, and to inquire — have always been vividly exemplified in the Evans Department of Clinical Research, whose Director has traditionally served as both Physician-in-Chief of the Hospitals and Wade Professor and Chairman of the Division of Medicine in the School of Medicine. For many years faculty members of the Division have made the greater part of their contributions to research through the Evans.

Founded in 1912, the Evans was a pioneer institution in American medicine, one of the first to conduct clinical investigations through a separate and distinct department. The initial program provided for five sections: "Chemical, Neurological, Pathological, Physiological and Pharmaco-dynamical." Today the broad spectrum includes, in 19 sections: General Research; Arthritis and Connective Tissue; Peripheral Vascular; Dermatology; Infectious Diseases; Clinical Cardiology; Gastro-enterology; Hematology; Medical Respiratory; Biomedical Engineering; Virology; Industrial Medicine; Hypertension and Atherosclerosis; Cardiovascular Metabolism; Neurology; Radioisotope; Renal and Electrolyte; Endocrinology, and Out Patient Medicine.

Examples of medical research projects which have been pursued with increasing penetration during the past year include studies of emphysema and other pulmonary diseases; the management of high blood pressure by use of diuretic and anti-hypertensive drugs; the study of new antibiotics against adult infectious diseases, especially by such "hospital" infections as staphylococcus and gram negative organisms; and the study of the effectiveness of anti-cancer drugs when injected directly into the blood supply of malignant tumors. Evans research on cardiovascular disease, under the guidance of the Director, has received from one source alone (the National Heart Institute) more than \$2,000,000 over a seven-year period.

Other Evans research projects which have received widespread interest both in this country and throughout the world include basic research of the Neurology unit on multiple sclerosis, Parkinson's disease and epilepsy, the nature of the spinal fluid and its proteins, and the role of the steroids or hormones in these diseases. Neurology is also planning a research project to examine communication and speech disorders in children.

The Radioisotope Research section, with its "iron room" and monitoring facilities unmatched in New England for the study of nuclear or radioactive medicine, has conducted significant studies in the use of radioisotopes both for diagnosis and treatment. The full-time staff of this section includes both research physicians and physicists with primary interest in body counting and scanning.

They work independently and collaborate with investigators representing many disciplines and sections of the Department of Medicine.

A special study in the Industrial Medicine section has focused on the problems of low back pain in industry, to establish criteria for therapeutic surgery. There is continuing research into the rehabilitation of quadraplegics and paraplegics, and the rehabilitation of patients after lower extremity amputation for cancer.

The Hypertension and Atherosclerosis Unit is carrying on in the distinguished tradition that has made the Massachusetts Memorial Hospitals a familiar name in the medical literature of hypertension and its cardiovascular complications. Specific research interests now being pursued in this unit are concerned with fat metabolism and the other chemical changes that take place in the walls of diseased blood vessels. The team is attempting to determine whether high blood pressure by itself causes, or only accelerates, the process of atherosclerosis or hardening of the arteries.

Still other research studies that are accelerating the advance of medical knowledge include the processes of absorption in the intestinal tract, and those involved in the production of gallstones. The electron microscope and other modern instruments are being used for further insight into the causes of the greatcripler, arthritis, and other connective tissue diseases.

Cardiac arrhythmias — disturbances in the conduction of the electric signal from the heart's "pacemaker" to other parts of the heart — are being investigated in the newly-designed electrocardiographic laboratories on the 8th floor of the Evans Building. This laboratory, which makes use of the monitoring concept to detect these arrhythmias, represents the beginnings of a biomedical engineering unit.

The past year was also an important one for the Division of Medicine in heartening progress towards the realization of a dream — a new Evans Building — which will form a link between the Medical Research Building and other new buildings envisioned in the master plan for the Medical Center. It will contain new beds, administrative offices, new laboratory space, and, significantly, unfinished floors to permit future expansion.

ROBERT W. WILKINS, M.D.  
*Chairman, Department of Medicine, B.U.S.M.*  
*Physician-in-Chief, M.M.H.*

## CHAPLAINCY SERVICE

The past year was both encouraging and challenging for the Chaplaincy Service which ministers to all faiths at Massachusetts Memorial Hospitals. Diversified demands upon the Hospital Chaplain have necessitated a broadening of the philosophy of the Hospital ministry. Facilities have been developed to cope with the increasing need for counseling of Massachusetts Memorial Hospitals personnel and for a wider patient-family counseling relationship. Yet, in spite of the diversification characterizing the spread of the Chaplaincy Service, its principal responsibility to patients has remained strong.

There are three chaplains: The Reverend Leicester R. Potter, Hospital Chaplain; Father Lawrence Brock, Catholic Chaplain; and Rabbi Herbert I. Simckes, Jewish Chaplain.

Counseling of Hospital personnel continued to show an upward trend. The tensions and pressures of daily work, particularly for those with many patients to serve, have brought many to the Chaplain's office for guidance. Counseling of relatives of patients has also increased.

The Catholic patients are attended by the Jesuit Fathers stationed at the Immaculate Conception Church directly across from the Hospital. Father Lawrence M. Brock, S.J. reports that he or one of his five Assistant Chaplains visits the Hospital twice each day. In the morning he brings Holy Communion to all Catholic patients on the "danger list" or to those who are scheduled for operations. In the evening all Catholic patients are visited, and confessions are heard.

Rabbi Simckes, who has taken over the Jewish Chaplaincy since the passing of the beloved Rabbi Benjamin Grossman, is the Chaplaincy Coordinator of eight private hospitals. The Jewish Chaplaincy comprises spiritual ministry, bedside ritual, prayers requested by patients to be offered at Synagogue Service, and the distribution of Holiday brochures and literature. Dietary problems have been handled with the fine cooperation of Hospital staff. The Rabbi reports the close warmth of the Hospital has been exceedingly helpful, and the dedication and aid given by the entire staff have made the work of the Jewish Chaplaincy a pleasant experience.

All three Chaplains agree with those in the Hospital who feel that a chapel is desperately needed to further the ministry of patients, their relatives and hospital personnel, and hope that it may soon become a reality. We also continue to be ambitious in our thinking, looking forward to the time when the Chaplaincy Service will be broader-based within the Medical Center. There is a need for this expanded concept.

Whatever its official scope, however, the Chaplaincy Service will continue to grow and find ways to give meaning to the lives of those who work here and of those who come as patients.

LEICESTER R. POTTER

**BOSTON UNIVERSITY MEDICAL CENTER**  
**STATEMENT OF ANNUAL INCOME AND EXPENSE\***

**Income**

	MMH	BUSM	BUMC	TOTAL
Tuition — Patient's Fees .....	\$ 4,988,773	\$ 531,498	\$	\$ 5,520,271
Less Patient Free Care and Adjustment ..	<u>(1,176,846)</u>	<u>(—0—)</u>		<u>(1,176,846)</u>
Net Tuition — Patients' Fees .....	\$ 3,811,927	\$ 531,498		\$ 4,343,425
Endowment Income .....	528,821	118,790		647,611
Subsidy from Boston University .....	—	525,000		525,000
Gifts — Grants — Contracts .....	1,563,520	3,541,476		5,104,996
Other Income .....	<u>463,515</u>	<u>6,781</u>	<u>125,044<sup>3</sup></u>	<u>595,340</u>
<b>TOTAL INCOME</b> .....	<b>\$ 6,367,783</b>	<b>\$ 4,723,545</b>	<b>\$ 125,044</b>	<b>\$11,216,372</b>

**Expense**

Administration and General .....	\$ 690,948	\$ 140,480	\$ 125,044 <sup>3</sup>	\$ 956,472
Education and Library .....	9,558	731,212		740,770
Dietary — Buildings and Grounds .....	1,486,808	227,080		1,713,888
Patients .....	2,596,381	—		2,596,381
Research .....	1,376,650	3,498,018		4,874,668
Medical Center .....	<u>62,979<sup>1</sup></u>	<u>—</u>		<u>62,979</u>
<b>TOTAL EXPENSE</b> .....	<b>\$ 6,223,324</b>	<b>\$ 4,596,790</b>	<b>\$ 125,044</b>	<b>\$10,945,158</b>
Net Before Depreciation .....	\$ 144,459	\$ 126,755	—0—	\$ 271,214
Depreciation .....	<u>(144,275)</u>	<u>—0—</u>	<u>—0—</u>	<u>(144,275)</u>
Net Gain or (Loss) .....	<u>\$ 184</u>	<u>\$ 126,755<sup>2</sup></u>	<u>—0—</u>	<u>\$ 126,939</u>

<sup>1</sup>Medical Center costs paid in MMH FY 64.

<sup>2</sup>Transferred to Dean's Reserve

<sup>3</sup>50% Boston University — 50% MMH

\*BU Fiscal Year 7/1/63 — 6/30/64

MMH Fiscal Year 10/1/63 — 9/30/64

December 1964

## THE BOSTON UNIVERSITY MEDICAL CENTER

LEWIS H. ROHRBAUGH, Ph.D.  
*Director*

MILTON KOSEN  
*Development Officer*

ELIZABETH R. CARSON  
*Assistant to the Director*

WILLIAM D. BROWN  
*Public Relations Officer*

ROBERT N. JORDAN  
*Business Officer*

HERBERT D. KLEIN  
*Plant Superintendent*

## MASSACHUSETTS MEMORIAL HOSPITALS

PHILIP D. BONNET, M.D., *Administrator*

### Chiefs of Service

*Physician-in-Chief*  
ROBERT W. WILKINS, M.D.

*Surgeon-in-Chief*  
RICHARD H. EGDAHL, M.D.

*Thoracic Surgery*  
JOHN W. STRIEDER, M.D.

*Obstetrician-Gynecologist-in-Chief*  
ANDREW D. ELIA, M.D.

*Psychiatrist-in-Chief*  
BERNARD BANDLER, M.D.

*Health Conservation*  
HENRY J. BAKST, M.D.

*Anesthesiology*  
ERNEST A. SNEDDON, M.D.

*Dermatology & Genito-Infected Diseases*  
HERBERT MESCON, M.D.

*Neurology*  
CHARLES A. KANE, M.D.

*Obstetrics*  
ARCHIE A. ABRAMS, M.D.

*Ophthalmology*  
TRYGVE GUNDERSEN, M.D.

*Orthopedics*  
KENNETH CHRISTOPHE, M.D.

*Otolaryngology*  
M. STUART STRONG, M.D.

*Pathology*  
IRA GORE, M.D.

*Rehabilitation & Physical Medicine*  
MURRAY M. FREED, M.D.

*Radiology*  
SEYMOUR A. KAUFMAN, M.D.  
JEROME H. SHAPIRO, M.D. (*Director*)

*Stomatology*  
HENRY M. GOLDMAN, D.M.D.

*Urology*  
DAVID B. STEARNS, M.D.  
GEORGE AUSTEN, JR., M.D. (*Director*)

FRANKLIN G. EBAUGH, M.D., *Dean*

## SCHOOL OF MEDICINE

LEONARD D. OSLER, M.D., *Assistant Dean*

### Departments of Instruction

*Anatomy*  
ARTHUR M. LASSEK, Ph.D., M.D.

*Biochemistry*  
F. MAROTT SINEX, Ph.D.

*Dermatology*  
HERBERT MESCON, M.D.

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