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# Boston University Medical Center Annual Report: 1967-1968

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**halfway into the future**



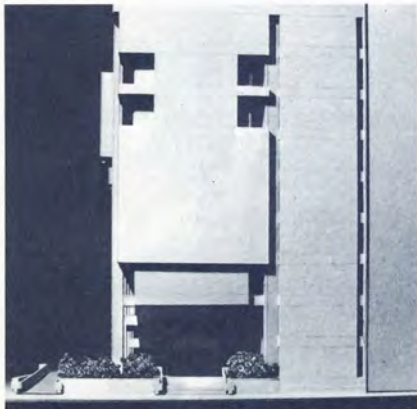
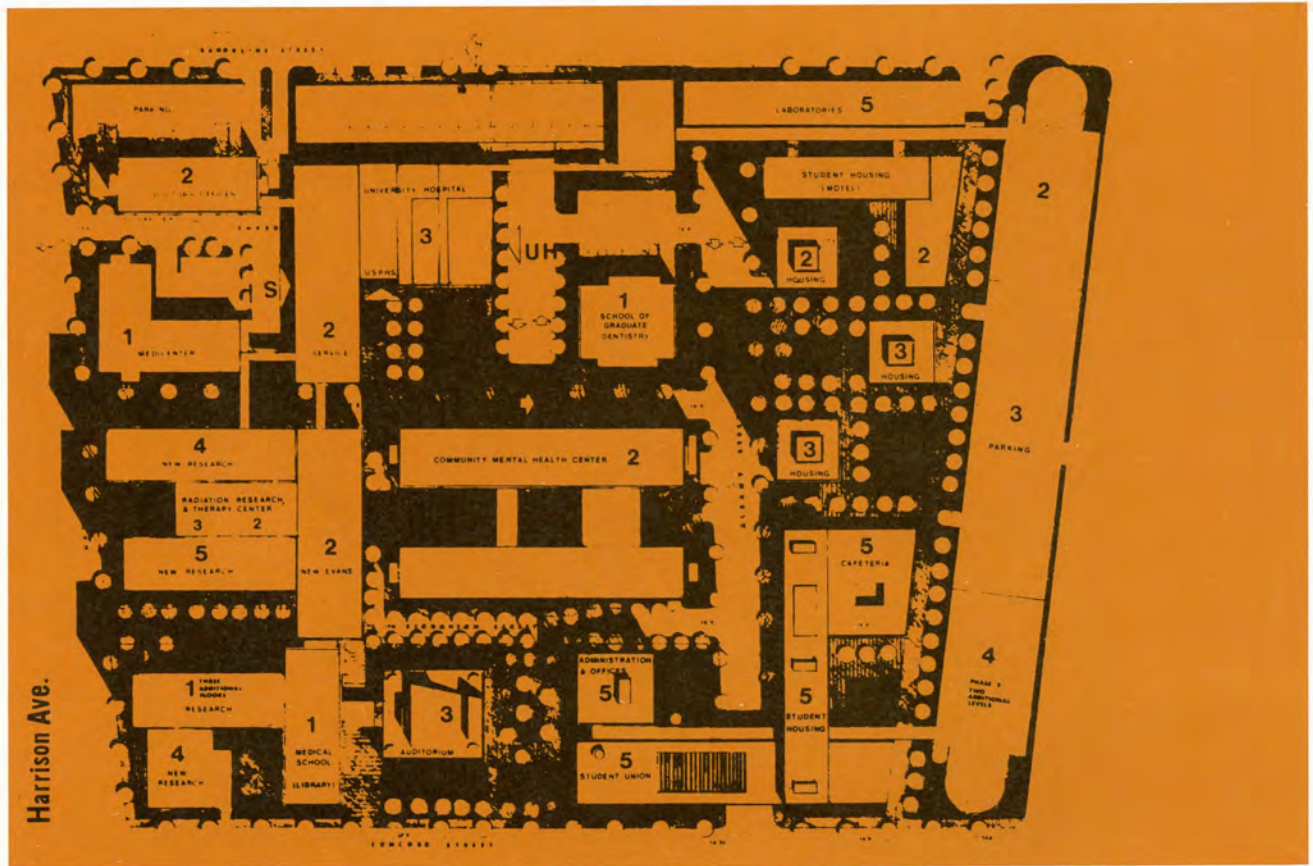
a major medical center emerges



**Boston University Medical Center  
Annual Report  
1967-1968**

**University Hospital  
Boston University School of Medicine  
Boston University School of Graduate Dentistry**

# The Physical Plant planning for the community's needs



The complete site plan for the Center's development, top, planned in five phases, with Phase 1 structures now complete, and Phase 2 underway or imminent. Below, a model of the new Evans Department of Clinical Research.



At left, the Doctors' Office Building and garage, for Center physicians. Above, the 160-bed Medcenter, extended care facility.

The ten-year master plan for the Medical Center's expansion, announced in 1965, has been translated into construction crews, pile drivers and rapidly-rising buildings with surprising alacrity. Construction totalling a substantial \$27 million is now underway.

Ground was broken this year for the new School of Graduate Dentistry building, the new Evans Department of Clinical Research, and the Radiation Therapy Center housing the hemisphere's largest Betatron, for deep radiological penetration. Construction moved toward completion on the 14-story Instructional Building for the School of Medicine, including a three-floor medical library; the additional three floors atop the Research Building, begun last year, are now in use by our research staff.

Innovative arrangements with private enterprise led to the construction at the Medical Center complex of the 160-bed Medicenter, an intermediate care facility; and of a five-

Now completed, the Instructional Building for the School of Medicine joins the Medical Research Building.



story Doctors' Office Building, now midway to completion.

The changing face of the Medical Center, with the creation of long-needed new facilities, makes possible expansion of research and training programs and enlargement of the Center's vital capacity to care for the sick.

**Gerhard D. Bleicken**  
Chairman, Trustee Council

## Recapitulation the year in review



Medical Center leaders: Trustee Council Chairman Gerhard D. Bleicken, left, and Center Director Dr. Lewis H. Rohrbaugh.

The most visible area of the Center's activity this year has been our construction: under way are seven major projects which will substantially enhance our capacity to train, to conduct research, and to care for patients. Our dynamic growth would not have been possible without the interest and support of our Trustees; they have been truly indispensable. The Trustee Council this year approved a revised site plan providing a comprehensive long-range program for the Center's growth.

New links have been forged with the community, and the pioneering Roxbury Comprehensive Community Health Center has brought us into a continuing and active partnership with the community we exist to serve. Our Division of Psychiatry, anticipating the services of the planned Commonwealth of Massachusetts Mental Health Center (to be located at the Medical Center and staffed by our Division of Psychiatry), has been providing consultation and direct services to the community.

Reaching out geographically, the Center this year laid the foundations for regional medical efforts through strengthened ties with its affiliates. One new program is a unique intern

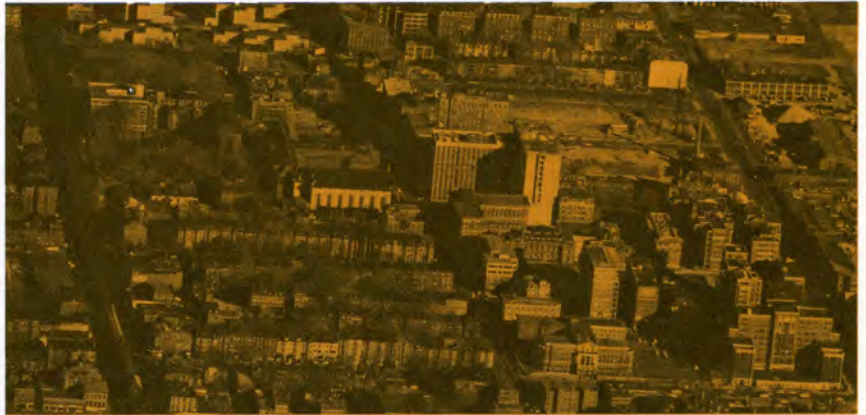
and residency program in medicine and surgery with the Brockton and Malden Hospitals.

The Center's ties with Boston University have been strengthened under the administration of President Arland F. Christ-Janer. My appointment as University Vice President for Medical Affairs is but one example of the President's concern that the Medical Center play a more central role in the University family.

We have worked closely, too, with municipal, state and federal officials in the planning and implementation of health care programs to provide, for all, the highest quality of medical care.

**Dr. Lewis H. Rohrbaugh**

Director, Boston University  
Medical Center  
Vice-President for Medical Affairs,  
Boston University  
Executive Vice-President,  
University Hospital



The Center's Development Program continues its vigorous efforts to secure a wide base of support. With the initiation of Phase II of the campaign, directed towards the needs of University Hospital, I accepted the chairmanship from Hans Estin, who requested retirement after launching our efforts so energetically. Trustee, medical staff, and employee teams have been organized to solicit gifts from the Hospital family prior to any program of public solicitation. We are confident of sustaining the remarkable progress which the Center has charted in its brief history, and that this momentum and vitality will carry us to the completion of the projected master plan.

**Jerome Preston**

Chairman, Board of Trustees  
University Hospital  
Chairman, Development Program



Jerome Preston (center) enjoys an informal chat with University President Christ-Janer (left) and a member of the Hospital staff.



## Medical Education for heightened needs, fresh solutions



This has been a year of change and gratifying progress at the School of Medicine.

Our long-awaited Instructional Building has moved along according to plan and the completion of five floors by September, 1968 enables us to expand our entering class from our traditional 72 students, to 88. The entire 14-story structure should be completed in December, and the next academic year will see an entering class of 96 — an increase in the student body of one-third. In this time of critical shortages of trained medical personnel, Boston University is making a significant contribution by expanding its capacity to train physicians.

One of the most exciting aspects of the new Instructional Building will be the new three-floor Medical Library it will house: the heart of the medical school. We will now have the capacity for a collection of 100,000 volumes, and provision for 465 reader seats. We are most grateful for the support of the Public Health Service, which provided a grant of \$1,010,000, and for the

generosity of alumni, faculty and friends in making this new library a reality.

Change as well as growth has marked the medical school this year, for we have now instituted major innovations in the curriculum. Medical school curricula have on a national scale been found to be hopelessly outmoded for meeting the educational needs of today's students. The knowledge explosion has created an overwhelming quantity of material to be mastered; far more useful than forcing the student to memorize facts, is teaching him behavior equipping him as a lifelong inquirer into problems and seeker of solutions. Our new curriculum seeks to provide a basic core of learning; increased elective time begins with the first year of medical school (where one month is devoted to a depth exploration of a basic science), and culminates with eight months of elective time in the fourth year. We expect that this opportunity to pursue individual medical interests will better equip our students to live and work in the most exciting era in the history of medicine.

**Franklin G. Ebaugh, Jr., M.D.**  
Dean, Boston University School  
of Medicine



## Graduate Dentistry "a model of graduate education"



At last, after ten years of crowded and limited facilities in the aging tenements that have housed dental education at Boston University from the inception in 1958 of the Department of Stomatology at the School of Medicine through the establishment of the School of Graduate Dentistry in 1963, construction is underway on a handsome new facility. Now rising on the corner of Albany

and East Newton Streets is a four-floor structure that will unify the School's teaching, research and clinical facilities and permit needed expansion of our student body and faculty.

We selected our 119 students for the 1968-69 academic year from among 657 applicants

from across the country and around the world. Plans call for an enrollment of 130 when the new building is completed. Enrollment in our Dental Assistants Program will swell in the fall of 1969 from the present 30 to 70.

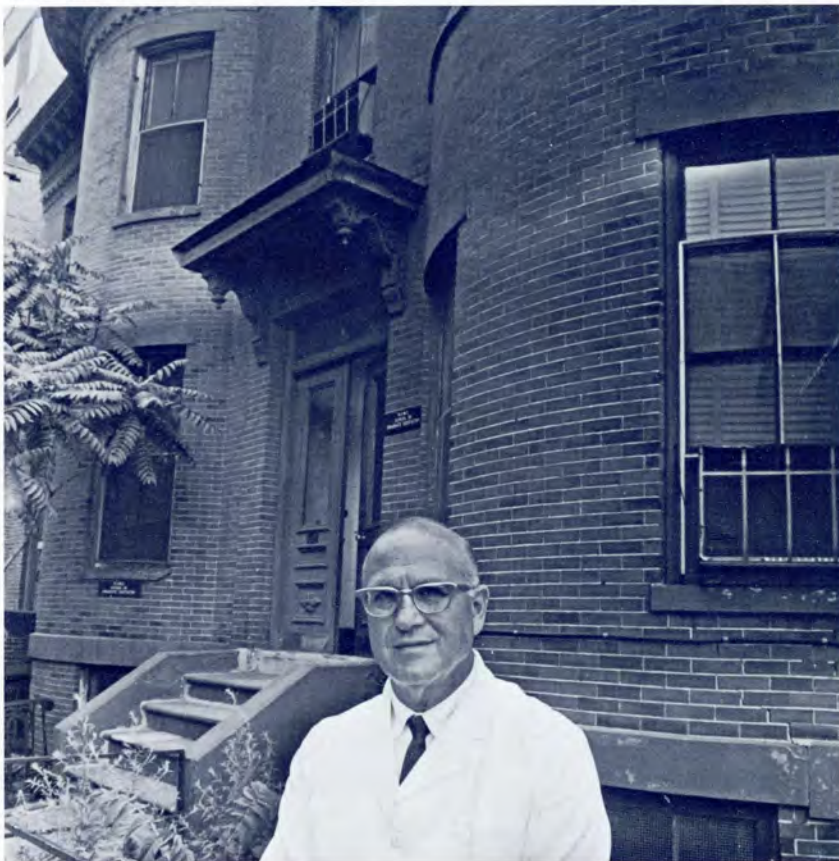
Our curriculum for 1968-69 includes several important modifications, among them a new course in Medicine, and a new and complete program in Public Health Dentistry.

In addition to specialty programs leading to a Certificate of Advanced Graduate Study, and a Master of Science in Dentistry, the School now offers a Doctor of Science degree as well.

After a thorough evaluation of our curriculum, facilities, and faculty, it was the feeling of many members of the Accreditation Committee of the Council on Dental Education of the American Dental Association that the School of Graduate Dentistry could serve as a model of graduate education in dentistry; our present physical facilities provided the only exception.

The dedication for the new School building is planned for September, and will be appropriately marked by a scientific program of the high-

Dean Goldman at the School of Graduate Dentistry's present home, soon to be replaced by the handsome facility shown at left.



est quality. Dental leaders from around the world will attend and awards and honorary degrees will be presented by the School and the University.

**Henry M. Goldman, D.M.D.**  
Dean, Boston University School  
of Graduate Dentistry

# University Hospital focus on acute care



A more efficient utilization of our facilities, a continuing modernization of our older units, and the breaking of ground for the new Evans Department of Clinical Research have highlighted this twelve-month period.

The steady pressure for beds and the continuing upward spiral of hospital costs have been somewhat alleviated by the opening of the Mediacenter next door. An intermediate care facility built and owned by a private firm, the Mediacenter is linked to the Hospital by a walkway, and enables patients who do not require our acute care facilities to be accommodated nearby at a substantially reduced cost.

Thus convalescing patients need no longer occupy a hospital bed; the Mediacenter has been an asset to us, permitting a more efficient use of our beds, as well as a convenience to our patients.

The Radiation Therapy Center, now nearing completion, will, in combination with our excellent Oncology Unit, provide University Hospital with one of the finest cancer centers in

New England. The Center should be in operation by the Spring of 1969.

The Hospital continues to provide excellence and concern in patient care, and to conduct training and research programs of high quality. Our Division of Medicine this year received a grant of \$1.1 million for a training program in academic medicine; the Division of Surgery continues a similar program launched a year earlier.

Our present growth and the expansion of our programs will, I think, ensure the continuance of the Hospital's tradition of leadership and service in the Greater Boston medical community.

**Nelson F. Evans**  
Administrator, University Hospital

Administrator Evans and Hospital President Hellmuth study Hospital needs.



This has been an exciting year in the Hospital's history, with visible achievements enriched by the promise of major developments yet to come. Our site architects have this year projected a master plan for the Hospital's growth over the next decade which should place University Hospital and the Boston University Medical Center in the first rank of the nation's health resources.

**Paul F. Hellmuth**  
President, University Hospital

## Photo Highlights



1. The Inaugural Dinner of the Medical Center's Society of Fellows, held on October 28, 1967, brought together 300 medical and community leaders and members of the Medical Center family to honor the first Fellows. Selected for their outstanding contributions to the development of the Center were Dr. David L. Belding, Dr. Chester S. Keefer, Dr. William Malamud, Dr. Kurt H. Thoma, and Dr. Reginald H. Smithwick.

Dr. James M. Faulkner, unable to be present, received his Fellows' award on a later occasion.

Speaker at the black-tie dinner was Robert C. Wood, Under Secretary, Department of Housing and Urban Development. Boston University Trustee President Dr. Shields Warren presented to each Fellow the ancient oil lamp pictured, selected as the Society's symbol for its representation of service, piety, and knowledge.



2. Honored by his profession with the Gold Medal of the American Academy of Periodontology was Dean Henry M. Goldman (center left) of the School of Graduate Dentistry. Shown with Dean Goldman are (left to right) Dr. Charles H.M. Williams, President, American Academy of Periodontology; Professor D. Walter Cohen, School of Dental Medicine, University of Pennsylvania; and Dr. Kenneth Hurley, Director of Research and Development, Menley and James Laboratories.



3. In a lighthearted and nostalgic ceremony, the last class to be held in the School of Medicine's Building B ended with a presentation of a small but serviceable crowbar to Dean Franklin G. Ebaugh, Jr. (left) by Dr. Stanley L. Robbins, whose Pathology class ended the old building's service. To the accompaniment of student applause, Dean Ebaugh began the structure's demolition by prying off a section of the molding. In continuous service since 1896, Building B will now make way for a striking entrance for the new Instructional Building.



4. At a well-attended press conference, announcement was made of a new affiliation with the Brockton and Malden Hospitals. Answering press questions were the institutions' representatives.



6. Turning the earth for the new Evans Department of Clinical Research were a smiling work crew composed of (from left to right) : Dr. Robert W. Wilkins, Evans Director; Jerome Preston, University Hospital Chairman; David Johnson, a member of the architectural firm of Anderson Beckwith and Haible; Philip R. Jackson, President, Jackson Construction Company, Inc.; Dr. Lewis H. Rohrbaugh, Medical Center Director; Paul F. Hellmuth, Hospital President; Gerhard D. Bleicken, Center Trustee Council Chairman; and Nelson F. Evans, Hospital Administrator.



5. Checking the site for the School of Graduate Dentistry building were (left to right) the School's Dean Henry M. Goldman, Medical Center Director Lewis H. Rohrbaugh, and University President Arland F. Christ-Janer. Dedication ceremonies for the 4-story structure will be held on September 7-9, 1969.



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Lewis H. Rohrbaugh, Director

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Boston University Medical Center

and

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Bailey Aldrich  
Gerhard D. Bleicken  
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Arland F. Christ-Janer  
Hans H. Estin  
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Lewis H. Rohrbaugh,  
Vice President for Medical Affairs

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Clifton H. Eaton

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Murray H. Gateman, M.D.  
Harry N. Gorin  
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David I. Kosowsky  
Rhodes G. Lockwood  
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A. Raymond Tye  
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Lester S. Dewis, M.D., Assistant Dean

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Anesthesiology  
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F. Marott Sinex, Ph.D.  
Community Medicine  
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Dermatology  
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Medicine  
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Murray M. Freed, M.D.  
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Henry M. Goldman, D.M.D.  
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Assistant Dean (Academic Affairs)  
Glenn A. Sutton, D.D.S.,  
Assistant Dean (Clinical Affairs)

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Oral Pathology  
Henry M. Goldman, D.M.D.  
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**Boston City Hospital**

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Simmons Lessell, M.D.  
Pathology  
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Pediatrics  
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Physical Medicine and Rehabilitation  
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Radiology  
Jerome H. Shapiro, M.D.  
Urology  
George Austen, Jr., M.D.

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Boston City Hospital  
Boston State Hospital  
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Brockton Hospital  
Carney Hospital  
Forsyth Dental Center  
Framingham Union Hospital  
Huggins Hospital  
Malden Hospital  
Medfield State Hospital  
Monadnock Community Hospital  
James Jackson Putnam Children's Center  
Lemuel Shattuck Hospital  
Douglas A. Thom Clinic for Children  
United States Naval Hospital, Chelsea  
United States Public Health Service  
Hospital (Brighton Marine)  
Veterans Administration Hospital,  
Boston  
Veterans Administration Hospital,  
Brockton  
Veterans Administration Hospital,  
Providence, Rhode Island

As of December 31, 1968

# Financial Statement\*

## 1967-1968

<b>INCOME</b>	<b>U.H.**</b>	<b>B.U.S.G.D.</b>	<b>B.U.S.M.</b>	<b>Total B.U.M.C.</b>
Tuition — Patient Fees	\$ 9,132,929	\$237,247	\$ 592,485	\$ 9,962,661
Less — Patient Free Care and adjustment	1,677,302	-0-	-0-	1,677,302
Net Tuition Patient Fees	\$ 7,455,627	\$237,247	\$ 592,485	\$ 8,285,359
Endowment Income	\$ 609,913	\$ -0-	\$ 139,723	\$ 749,636
Subsidy from Boston University	-0-	-0-	510,000	510,000
Gifts — Grants — Contracts	2,520,855	145,042	6,524,723	9,190,620
Other Income	349,091	-0-	9,470	358,561
<b>Total Current Income</b>	<b>\$10,935,486</b>	<b>\$382,289</b>	<b>\$7,776,401</b>	<b>\$19,094,176</b>
<b>EXPENSE</b>				
Administration & General	\$ 1,513,198	\$ 92,053	\$ 292,685	\$ 1,897,936
Education and Library	8,876	134,640	1,012,320	1,155,836
Dietary — Buildings & Grounds	1,962,929	357	280,160	2,243,446
Patients	5,033,885	-0-	-0-	5,033,885
Research	2,197,425	145,042	6,175,035	8,517,502
Medical Center	94,464 <sup>1</sup>	-0-	-0-	94,464 <sup>2</sup>
<b>Total Current Operating Expense</b>	<b>\$10,810,777</b>	<b>\$372,092</b>	<b>\$7,760,200</b>	<b>\$18,943,069</b>
Depreciation	\$ 210,959	\$ -0-	\$ -0-	\$ 210,959
Transfers	(86,250)	10,197	16,201	(59,852)

\*B.U. Fiscal Year 7/1/67 - 6/30/68, U.H. Fiscal Year 10/1/67 - 9/30/68 Excludes funds raised for Capital Improvement programs

\*\*Figures do not reflect final audit adjustments

<sup>1</sup>Medical Center Administration Expenses paid in U.H. FY-68

<sup>2</sup>Excludes B.U. support of 50% of Medical Center Administration expenses

October 30, 1968



