

SCHOOL AND ITS SETTING: RECENT DEVELOPMENT

Prepared by Task Force Subcommittee

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CHRONOLOGY

1966-1970

It is difficult for me to prepare a paper on the developmental period of the medical school without writing in an autobiographical vein. For one thing, during those early days, I was here in Shreveport much of the time as a party of one. For another, I have access mostly to my own personal papers of that time. Finally, it was all of my life for many years and so, without further apology, I will begin in just that way. Later, this chronology will become more objective.

I first heard of the possible development of a medical school in Shreveport sometime during the years 1941 or 1942 or 1943, while I was holding my first full-time faculty appointment in the Department of Medicine under Dr. Edgar Hull at the LSU School of Medicine in New Orleans. In the years thereafter I really knew very little about it. My first new knowledge came when Dr. Hull talked to me at the winter meeting of the American College of Cardiology in February, 1966. He said that it was strongly likely that a medical school at Shreveport would be funded that year, that it had in fact already been authorized by the legislature. He asked if I would be interested in participating in its development. I said indeed I would. Things moved rather rapidly over the next few weeks. I was appointed Visiting Professor of Medicine at the Louisiana State University Medical Center and actually reported for duty the first day of March, 1966.

As some of you are aware, I preresigned from the Associate Deanship which was projected for me when and if the project showed signs that it would fly. Let me turn a moment from the "externals" to discuss one "internal": I quote

from Chancellor Frye's June 3, 1966 letter to President Hunter, "Meneely has disavowed interest in succeeding to the Dean's position in the future and has told me frankly that he is undertaking this assignment only by reason of personal devotion to Dr. Hull and long-time friendship and confidence in me. His ultimate aim is to develop a strong Department of Physiology and Biophysics, an area in which he is well qualified. He has asked that he be relieved of major administrative duties when the early development phase draws to a close..."

There really are three chronologies of the history of the development of the Louisiana State University Medical Center School of Medicine in Shreveport. The first is well documented and might be called the external chronology, or the chronology of events seen by those outside of the actual development itself, much of this, for example, as documented in newspapers, magazine articles and the like.

There is a second chronology which also is well documented but much more difficult to thread. The early days of the school involved a large number of meetings between and among people, sometimes as few as two, sometimes as many as thirty or forty, and a variety of records of these conferences exist. Beyond this there are a considerable number of diaries, notes and documents prepared by individuals. This is the second aspect of the chronology and might be called the internal chronology. The documents of the internal chronology are a hodge-podge, ranging from scribbled-over notes to multiple revisions of drafts of text and covering many kinds of matters, some of great moment, e.g., whether there should be separate Basic Science and Clinical Science Buildings, where it or they should be located and, on the other hand, questions of such earthshaking nature as how many toilets should be allocated to a particular floor or where should the trash chute go? So, cheek by jowl, in these notes and miscellaneous

records, are discussions of whether it really is possible to make the floor of an Animal Room waterproof and notes on the possible methods of assembling the financing for a \$31,900,000 development.

Finally, there is a third chronology, the chronology of concepts and ideas, and this really cannot be written down because it is undocumented in any true sense. Certainly there were endless discussions of the philosophy of medical education, of the governance of medical schools, of the nature of construction most desirable for medical education while simultaneously the most economical in terms of dollars per usable square foot. Underlying all of this was a strong philosophical resolve to develop a medical school, and a good one. And, really, all questions turned on this philosophy, which itself really is nowhere written down.

Surely enough, in the Spring of 1966, the legislature did approve the funding of the medical school. Governor John J. McKeithen signed it into law at 4:30 p.m., Tuesday, June 7, 1966. Well before this, an office had been established for Dr. Hull and for me at the Confederate Memorial Medical Center and I was provided with an office in Chancellor Frye's suite in New Orleans.

This early period was one of studying, collecting information about other medical schools, about procedure, and of developing ideas with the Associated Medical School Architects. There are great gaps in the external record. It would perhaps be appropriate to begin this formal chronology with the date of the signing of the bill authorizing the funding bonds, so there we will start.

For a long time before I came and for a long time thereafter, Dr. Edgar Hull was, in a manner of speaking, Dens ex machina to this institution. Although at first the machine which let him down upon this stage did so by surface rail rather than through the air, the arrival of that train at all, but most especially, on time, could indeed be regarded as nearly miraculous. I am sure

there were times when he wished he might have, as did some of the saints, the power of bilocation. Nevertheless, without it, his spirit pervaded the development even were he not physically present. I do not need to say to those here assembled his name should appear in every line of our chronology and, when not there written, it should be considered that, if the matter were not outright his doing, at the very least he had a hand in it, or as perhaps more often were the case, a guiding hand upon it.

For all the obvious reasons, the Shreveport newspapers were most often the visible outward evidence of our inward fiscal state. I have quoted and paraphrased from them liberally below without any effort to give credit where credit were due because this meeting of ours is in-house, not a public one. I think each of you is aware how well and successfully our Shreveport newspapers and newspaper men and women and all the other media have supported and aided our growth and development. We are in their debt.

EXTERNAL CHRONOLOGY

June 7, 1966: Governor John J. McKeithen at 4:30 p.m. this day formally signed into law a bill authorizing the financing of the state's share of the cost for the long-dreamed of \$30 million Louisiana State University Medical School in Shreveport. Present at the signing were President Hunter, Chancellor Frye, Dean-to-be Edgar Hull and Coordinator George Meneely.

June 10, 1966: Now that the basic financing of the school was assured, the time appeared propitious to announce my assignment in the public press. The newspaper account stated, "Dr. Frye said selection by the Board of Supervisors of the LSU System of the Dean to head the new medical school is expected in the near future. 'Until such time, Dr. Meneely will represent LSU in Shreveport in all matters relative to establishing the new school.' Dr. Frye concluded." Fortunately,

this announcement left no one under any illusions as to who was actually in charge.

November 16, 1966: Federal approval was granted for the sale of the twenty-acre Linwood Apartment Project to the LSU School of Medicine in Shreveport. We had had word that this property might possibly be obtained by the school and this public announcement actually represented the culmination of a long and sometimes delicate negotiation with the Federal Housing Administration. It was, as you know, a 296-unit apartment project located on a twenty-acre tract, between Tulane and Cascade Streets, which was constructed in 1951 at a cost of about \$2 million. It apparently had never been profitable and the FHA had finally foreclosed the mortgage. It was turned over to the University for educational purposes at a small fraction of its real value.

November 21, 1966, Journal of the American Medical Association: Planning by this time had reached the point where a photograph of a block model of the new school as proposed by the Associated Medical School Architects was published in the Educational Issue of JAMA.

November 22, 1966: It was announced that further action in the special session of the legislature would be sought by Bennett Johnston on the \$10 million bond issue. Financing in two \$5 million issues as specified in the original bill would not meet the requirements of the Public Health Service for matching funds. Early in December the legislature did indeed rearrange the applicable legislation so that the entire \$10 million in bonds could be issued at an appropriate time.

December 11, 1966: A budget request for \$636,375 for the Shreveport Medical School was included in the request submitted to be considered by the legislature at its next session.

- December 2, 1966: Final approval by the Federal Housing Administration for the sale of the twenty-acre Linwood Apartment Project was received. At the same time, negotiations were going on which led to the procurement of 36 acres of land in Stonewall with some 25,000 square feet of air conditioned buildings, located fourteen miles south of the medical school. This was to be used as an Animal Farm. It was a former Nike Missile Site. For obvious reasons, little publicity was given to this particular project. The University later took possession of the two properties on the same day.
- August 3, 1966: At the August meeting of the Board of Supervisors of Louisiana State University, Dr. Edgar Hull was appointed to be Dean of the new medical school at Shreveport and George Meneely was appointed to be Associate Dean.
- October 1, 1966 et seq.: Dr. Hull began to gather a working group in the Dean's Office. First was Mrs. Lucille Hardaway, Secretary to the Dean. Dr. Gwynn Akin, as Assistant to the Dean, began with Meneely to write the first version of the architectural program and of the curriculum. Miss Dorothy Risinger became Assistant Coordinator. Mr. Robert Graves accepted appointment as Business Manager. Mrs. Betty Graves became secretary to Meneely.
- February 10, 1967: The school's application for accreditation was initiated with the Liaison Committee on Medical Education.
- March 17, 1967: The architectural contract for "beginning" the development of the plans for the medical school building in Shreveport was announced. The architects had, in fact, already been working on the project for years. It was stated that it would be the most costly state building ever built in Louisiana. The three local architectural firms signing the planning and development contract with the University were Samuel G. Wiener and Associates; Wilson and Sandifer; and William B. Wiener, Morgan & O'Neal who had joined to form Associated Medical School Architects. The target figure then was 460,000 square feet of floor space.

March 28, 1967: Formation of the Department of Biochemistry was initiated by appointment of Dr. Guilford G. Rudolph of Vanderbilt University to be Head of the Department.

April 2, 1967: The Department of Pharmacology began when Dr. Helmut M. Redetzki of the LSU School of Medicine in New Orleans, was appointed Professor and Head of the Department.

April 15, 1967: It was announced that the Linwood Apartments and the Nike-Hercules Missile Site at Stonewall would become the property of Louisiana State University on April 20th, 1967.

June 4, 1967: Affiliation with the Shreveport Veterans Administration Hospital was announced by Dean Hull and Mr. E. P. Whitaker, Director of the Hospital. "The affiliation, similar to other such arrangements across the nation, means: (1) the medical school will have use of all hospital facilities, (2) all VA staff personnel engaged in teaching or research will become members of the medical school faculty, (3) the first medical school classes in 1969 will be held in the VA Hospital, (4) faculty offices will be maintained at the hospital as well as at the Confederate Memorial Medical Center, (5) research laboratories and teaching laboratories will be set up by the school at the hospital."

June 8, 1967: A tree of Hippocrates from the Greek Island of Cos was planted at the Louisiana State University Red River Valley Experiment Station for safe keeping until it could be transplanted to the new medical school site. The tree was a gift to the school from Dr. Thomas Doxiadis, Professor and Head of the Department of Medicine, the Evangelismos Medical Center, Athens and personal physician to the King and Queen of Greece. Sadly, although placed under intensive care by Professor Oakes, Superintendent of the Station, the sapling lacked the stamina to withstand the rigors of transportation at this time of the year. Subsequently, Dr. Doxiadis sent a successor which presently is flourishing and will in due course be transplanted to the school.

- July 13, 1967: In a letter to Governor McKeithen, Bennett Johnston endorsed a request of the school to the Board of Liquidation for \$100,000 of additional funds for that fiscal year. The request by LSU to the legislature had been sharply reduced and the funds awarded the school were insufficient for planning purposes.
- July 16, 1967: Admissions and Student Affairs became the province of Dr. William T. McElroy, Jr., of the Hahnemann Medical College and Hospital in Philadelphia, Pennsylvania, who was appointed Professor of Physiology this day.
- August 20, 1967: Dr. Adrian F. Reed of Tulane University was appointed Professor and Head of the Department of Anatomy to form that Department.
- August 17, 1967: The Board of Liquidation awarded the urgently needed \$100,000 emergency grant to the medical school.
- August 20, 1967: The appointment of Dr. Erich K. Lang to be Professor and Head of the Department of Radiology at the medical school and to be Head of Radiology at Confederate Memorial Medical Center was jointly announced by Dean Edgar Hull and Dr. Edgar Galloway.
- December 31, 1967: Mayo Drake of the University of Florida Health Center Library, Gainesville, Florida was named Professor and Head of the Department of Library Science.
- January 7, 1968: Dr. Emil Kotcher, Professor of Medical Parasitology and Chief of the Parasitology Section at the Louisiana State University International Center for Medical Research and Training in San Jose, Costa Rica was named Professor and Head of the Department of Microbiology.
- February 26, 1968: Dean Edgar Hull announced the appointment of 138 part-time faculty members to the LSU School of Medicine in Shreveport. Seven of these were on the basis of transfer from the faculty of the LSU Medical Center in New Orleans and 62 were transfers from the Louisiana State University Postgraduate Faculty of Medicine at Confederate Memorial Medical Center in Shreveport. These transfers

represented, in effect, the termination of that Postgraduate Faculty which had, over the years, rendered such distinguished service in continuing medical education. By no means did it imply the termination of continuing medical education, in fact, the intent was to reinforce this, since from the beginning, continuing medical education has been regarded as one of the primary duties of the medical school in Shreveport.

March 10, 1968: Dr. Marion D. Hargrove, Jr., was added to the Dean's staff as Assistant Dean for Clinical Affairs and was appointed Assistant Professor of Medicine at the medical school effective April 1.

DARK DAYS

Behind the scenes, clouds had been gathering over the development of the medical school at Shreveport. Site Visitors from the accreditation body, the Liaison Committee on Medical Education, had been unsympathetic to the development. The Site Visitors representing the Public Health Service similarly had been critical. Throughout the development of this school, Dean Hull and those working with him, had steadfastly adhered to the concept that the conventional medical school curriculum was the best educational modality whereas the atmosphere on the national scene favored innovation, multidiscipline laboratories, interdepartmental teaching. In this atmosphere, our conventional approach met a very cool reception. It was Dean Hull's conviction that a new medical school was the poorest possible place to conduct experiments in medical education, in spite of the fact that it obviously was the easiest place to do it since the administrators were not hampered by the presence of any substantial number of faculty members and were free to assemble about them like-minded men. The wisdom of Dr. Hull's steadfastness in this matter was borne out by subsequent developments, but despite this, dark days were ahead for those of us working at Shreveport. Perhaps the first public awareness of our plight came May 11,

1968: "Dean Hull announced that the National Advisory Committee on Education for the Health Professions, an element of the Public Health Service, had recommended postponing the funding of the medical school and suggested that the school reconsider its application and resubmit it."

There were five specifics named by the National Advisory Council on Education for the Health Professions in refusing to approve the application as submitted: (1) "The planned facilities contained marginal amounts of space for faculty, student instruction, and library." (2) "There appears to be an inadequate plan for a library collection by the time the school is planned to be operational." (3) "The planned facilities would be so located that future additions for expansion, or even to correct the presently planned marginal space would be difficult." (4) "There is an unresolved dichotomy as to who would be in charge of the planned Outpatient Teaching Facility, how its operation would be financed and how the teaching-learning experience would be related to similar activities in the older Outpatient facilities." (5) "There is concern that the present affiliation agreement (with CMMC) does not give the medical school adequate voice in management of patient care for teaching purposes." Never was it publicly stated that the primary objection of the accreditation bodies and of the funding bodies was to a traditional format of medical education.

July 11, 1968: "Louisiana State University Medical School in Shreveport will not open as originally scheduled in September 1969 due to lack of funds, it was announced yesterday by the LSU Board of Supervisors." These were hard days for the University as a whole. The Board of Supervisors faced a 13.8 million dollar legislative budget cut. "Concerning the LSU Medical School in Shreveport, the report said, the current budget has made it impossible to open the School of Medicine in Shreveport as originally scheduled, the facility has no laboratory

equipment, no chemicals, no glassware, no anatomy equipment and few library resources. The present budget provides no relief for this situation."

July 21, 1968: Dr. Charles D. Wood joined the faculty of the School of Medicine as a Professor of Pharmacology and later was to become the Head of the Department of Medical Communications.

August, 1968: The Shreveport Medical Society made available to members of the faculty of the Medical School Associate Membership by a revision of its Bylaws, "Now eligible for Associate Membership are physicians employed in the U.S. Government service within Caddo or Bossier Parish, Louisiana and physicians, dentists, scientists, and doctors of philosophy serving full-time in academic medicine in medical schools or hospitals within Caddo or Bossier Parishes."

October 20, 1968: In most medical faculties, at meetings, the Dean ordinarily assumes the chair. Dr. Hull's idea that meetings of the whole faculty should be chaired by an elected officer was a novel one, but over the years has seemed to work out well. Dr. Clarence H. Webb was elected the first president of the Faculty of Louisiana State University Medical Center School of Medicine in Shreveport.

November 3, 1968: Dr. Frank Turner Kurzweg, Professor of Surgery at the University of Miami School of Medicine, was named Professor to head the Division of Surgery and the Department of Surgery.

November 14, 1968: A total of 350 students had actually submitted applications for admission to the medical school, although it was generally well known there were only places for thirty-two.

January 19, 1969: "Shreveport's LSU School of Medicine will open in the fall regardless of whether the legislature approves new taxes by then, Chancellor William Frye declared Saturday." Dr. Frye made this announcement because it had been suggested to the Board of Supervisors that the medical school not be opened.

Meanwhile, the number of applicants for the 32 places in the school had risen to 500.

January 20, 1969: The President of Louisiana State University authorized the opening in September of the LSU Medical Center School of Medicine in Shreveport.

January 30, 1969: "Doctor William Frye of New Orleans, Chancellor of LSU Medical Center, plans to retire by end of this fiscal year and the Surgeon General of the United States Public Health Service, Dr. William H. Stewart, has been offered the position, the Shreveport Times learned yesterday."

February 12, 1969: "Classes at LSU Medical School at Shreveport will begin Monday, September 15 according to the recently released school bulletin. Registration will be held September 11 and 12, the academic year will end Friday, May 29, 1970."

February 16, 1969: The medical school received a donation of some 12,000 volumes for its library from the Indianapolis Medical Society.

February 22, 1969: The legislative budget committee approved the transfer of \$75,000 to finish a new laboratory at the Veterans Administration Hospital in Shreveport for use by the new medical school. At the same time, however, the committee sent a letter to LSU officials saying that the transfer for funds did not necessarily mean that the budget committee would be able to find funds for the school to open in September. A spokesman for the Division of Administration told the committee the school would need an additional \$4 million to open in the fall. Representative Lonnie Aulds of Shreveport disagreed. He said it would take only an additional \$2 million. He pointed out that the school had already accepted its first class.

March 12, 1969: A special meeting of the LSU Board of Supervisors was called to take another look at the feasibility of opening the medical school in Shreveport...

April 27, 1969: The medical school received a \$170,000 unrestricted grant from the Frost Foundation of Shreveport, Dr. Edgar Hull, Dean of the school announced, "The grant is the largest one of its kind the school has received. The funds will be expended under the direction of Dr. Marion Hargrove, Assistant Dean of the medical school."

May 20, 1969: "Louisiana State University Medical School at Shreveport is budgeted to receive \$1,858,045 in fiscal 1969-70, its first year of instruction. The Shreveport Medical branch will open its doors this fall to its first class of students."

July 10, 1969: Dr. William W. Frye of New Orleans, Chancellor of the LSU Medical Center, who was retiring was honored at a testimonial dinner at the home of Dr. Robert K. Womack. The dinner was sponsored by the faculty members of the LSU Medical School and 125 full-time staff members and clinical faculty attended. Dr. Frye had been chief administrator of the Center since 1949. Dr. William H. Stewart, Surgeon General of the Public Health Service was scheduled to replace him on October 1st.

July 11, 1969: Friday: "Seven buildings in the Linwood Apartment Complex are being renovated for students who will live there while attending the medical school," it was announced by Dr. William McElroy, Assistant Dean in Charge of Admissions and Student Affairs.

August 5, 1969: "The LSU Medical Center Bulletin for 1970-71 is now available."

August 24, 1969: "Letters will go out this week to 32 students notifying them of the September 12 registration timetable for the medical school."

September 13, 1969: "Medical School here is number 100 in the U.S." Sadly, this proved not to be the case, it turned out in fact to be the 101st. This announcement

derived from the orientation session held on September 12 for the incoming class of 31 young men and one young woman.

THE FUTURE BRIGHTENS

September 16, 1969: "Dr. William H. Stewart of New Orleans, new Chancellor of Louisiana State University Medical Center, said here yesterday that he is optimistic about the Shreveport Medical School's second application for \$14 million of federal matching funds. Federal visitors will be in Shreveport next week for the Site Visit which accompanies the application of funds."

The specific objections originally cited by the National Advisory Council had been met head-on in the new application: (1) Floor space had been increased by addition of another floor to Unit C (the Auditorium-Library Building). (2) The Library collection was already considerably in excess of the minimum stipulated. More space had been provided for the Library. (3) The School had access to some 23 acres at Confederate, owned twenty more at Linwood and thirty-six more at Stonewall. It had access to the forty odd acres at Shreveport VAH and about sixteen at the Pines. Land was for sale in all directions from the Confederate Site and the University had the right of eminent domain. With ownership or access to nearly 140 acres and the assured opportunity to purchase more, it was difficult to consider that there was insufficient room for expansion. (4) The dichotomy alleged concerning who would be in charge of the Ambulatory Care Facility was resolved by planting it physically in front of the main medical school building on land leased by the University and assigning the keys to it to the Office of the Dean. (5) The Affiliation Agreement with Confederate was rewritten in a manner acceptable to the accrediting body.

- October 8, 1969: "Federal visitors gave verbal endorsement of several aspects of the Louisiana State University Medical Center's School of Medicine in Shreveport during a recent Site Visit, a medical school official said during a talk here yesterday afternoon."
- December 18, 1969: "The application for \$20.5 million in federal matching funds for construction of the physical plant of Louisiana State University Medical Center's School of Medicine in Shreveport has been approved, the Times learned yesterday."
- January 18, 1970: Dr. Albert Goodin Smith was appointed Professor and Head of the Department of Pathology and Dr. Joseph Alexander Little was appointed Professor and Head of the Department of Pediatrics.
- February 1, 1970: Dr. Marion D. Hargrove, Jr. was appointed Professor and Head of the Department of Medicine and Division of Medicine.
- February 6, 1970: Dean Edgar Hull announced that Dr. Louis A. Breffeilh had been named Head of the Department of Ophthalmology, Dr. Jack Wendell Pou as Head of the Department of Otolaryngology and Dr. Burdett E. Trichel as Head of the Department of Urology.
- April, 1970: Dr. Douglas W. McKay was appointed Professor and Head of the Department of Orthopaedics.
- April 19, 1970: Plans for a diagnostic birth defect and genetic counseling center at LSU Medical Center School of Medicine in Shreveport under the direction of Dr. Joseph Little, Head of the Department of Pediatrics were announced.
- May 15, 1970: One thousand bound volumes in the clinical sciences of Medicine and Surgery valued at more than \$10,000, were donated by the Firmin Desloge Hospital Staff Library of St. Louis, Missouri.

- June 16, 1970: Bids were taken for the renovation of six buildings at the Linwood Site of the Medical School. the buildings were to be remodeled for use as temporary offices and laboratories for the Departments of Surgery, Pediatrics, Radiology, Medicine, Obstetrics and Gynecology, Psychiatry and the Birth Defects Center.
- June 21, 1970: It was announced that the medical school received a \$100,280 Public Health Service Special Project Grant to develop a shortened medical school curriculum. This program worked out jointly with LSU in Shreveport and the LSU Medical School in Shreveport was to admit high school graduates to a program leading to the doctorate in Medicine in six years.
- August 18, 1970: The medical school was funded for \$20,288,242 in federal money which, taken together with \$10,211,758 of state money, would provide the \$30.5 million for the initial construction project.
- August 26, 1970: "Birth Defects Center Head, Dr. Richard Juberg, received a check for \$5,100 from R. Slim Barnwell, Jr. of the Shreveport Horse Show Association, the first in what will be continuing contributions to the Center from the Association."
- September 10, 1970: The second class of Freshman medical students at Louisiana State University Medical School here was reassured the new school is in a stable financial condition. There was considerable speculation last fall the opening might be delayed because of lack of funds. "I don't want anyone to worry about the finances of the school," Dean Edgar Hull told the 32 Freshman students before the group began their registration. That afternoon the first awards day ceremony of the school was conducted by Dean Hull with Dr. William Stewart, Chancellor of the Medical Center, as the speaker. Ten students received awards.

October 16, 1970: An invitation bearing this date read as follows: "Victory Celebration for Medical School's Funding, to Faculty and Staff, light buffet and cocktails, Friday, 7:00 p.m., Convention Hall (Bay 3), Informal (Husbands, Wives, Escorts Invited), Tickets \$4.00 (\$8.00 per couple).

The last document cited above bore a reproduction of the Confederate Memorial Medical Center with the new medical school building adjacent to it as it appeared in the architectural rendering. This seems an appropriate place to end this chronology of the externals through the early days while the school came into being.

Since this is a chronology of externals, it does not reveal that earlier in the year of 1970, Dr. Marion D. Hargrove embarked upon the development of plans for an expansion of the Outpatient Department of Confederate Memorial Medical Center, which eventually resulted in a \$1.35 million improvement in the Ambulatory Patient Care Facilities of the hospital. This was accomplished through the sponsorship of the medical school, but it is a separate story and deserves to be told in more detail in another place at another time.