It gives me a great deal of pleasure to bring the greetings of the Texas Medical Center Board of Trustees to the faculty of Baylor University College of Medicine. Our Trustees are ready and willing at all times to assist in any way possible with the problems of your school and to participate in your program in any way that you may ask.

We have before us an opportunity unexcelled anywhere, but to reach our goals we must never lose sight of the fact that coordination and cooperation are essential. Just as there are no selfish interests to be served in any of the individual institutions so also must there be no selfish interests between institutions. Every institution in the Center, from the largest to the smallest must make itself a part of the overall program if we are to reach our ultimate aim. Fundamentally there can be no separate goals for the betterment of man’s health is the single purpose behind all the institutions and their efforts.

The Trustees of the Texas Medical Center hope to advance the cause and assist every one of the institutions through the building and operation of the Central Outpatient Clinic and Pathological Institute. We hope to so plan and conduct these institutions that they will be a major contribution in the education of better doctors, the improvement of medical care and research activity. At this time we anticipate the construction of this institution during 1948 for we know the need for it is urgent.

We believe the Central Outpatient Clinic and Pathological Institute can perform a service that will be unique among medical centers. The fact that our
Medical Center is made up of many different and independent institutions can be at the same time our strength and our weakness. There are those who have questioned that we will be able to get all the diverse elements represented here pulling together as a team. This doubt probably has arisen from the fact that it has never been done before. I do not share that worry for I feel that inasmuch as every institution in the Center has the same aim as every other institution, regardless of whether it is Methodist, Baptist or what not, all are trying to reach the same goal --- fuller and better training of the professions, better and more complete care of the ill and accomplishment in research.

The Trustees, who themselves represent the various individual institutions and groups, have demonstrated a willingness and an ability to submerge the individual problems to the overall project. We expect the same response from the institutions themselves. Such a unity of aims and efforts can make the Texas Medical Center one of the great contributions to health, because we can draw on the brains and power of so many individually great institutions.

In addition to the strength that will result from the cooperative efforts of all the participating institutions the Central Outpatient clinic and Pathological Institute will further serve our cause by offering assistance to and receiving cooperation from hospitals and medical groups outside of the Center. We expect the Pathological Institute in particular to assist and work with the hospitals anywhere within a radius of 100 miles of Houston.

Reasons of efficiency, economy, education and medical advancement entered into our decision to operate the Central Outpatient Clinic ourselves. We anticipate that the enormous number of cases that we can handle from the low income brackets will provide the concentration of teaching and research material so vital to Baylor and the other teaching institutions. Throughout the process of diagnosis and outpatient treatment centralized and modern record
keeping will register every pertinent and scientifically important fact concerning the patient and will go into a permanent record. This record then will be available at all times to the staff and research scientists of all our institutions.

In order to appreciate and evaluate the opportunity inherent in the Texas Medical Center I think we might look back a few years at the medical situation in Houston at that time. I think we can truthfully say that there were here simply a few hospitals, all separate, and all going their own way, some giving excellent service, some not so good. We might say the same thing about the medical profession. Then we entered a period of transition. A period of discussion, evaluation and the setting up of definite aims. Baylor Medical School was brought to Houston. The medical profession became more conscious of its responsibility in the training of new doctors and the improvement of medical and hospital services.

Then with the announcement of the Texas Medical Center, a new and powerful impetus was given to all institutions and professional men. There has been an awakening of professional consciousness in individuals and institutions and now that the whole pattern of important and unselfish service possible through the Medical Center can be seen, there should be no limit to the advancement and service possible to us.

The Trustees of the Texas Medical Center expect the Baylor Faculty to participate in the whole program, to think about it constructively, and to follow your thoughts with active participation.

You will be glad to know that we are proceeding at this time with the letting of a contract for street lighting in the Center and by fall all the used streets in the Center should be attractively and adequately lighted. You already know, no doubt, that beautification work is underway in this section
of the Center. Harris Gully is being cleared and we have every reason to expect Federal action soon on flood control for Brays Bayou. Before the end of this year construction will have started on two of the University of Texas projects. Architects are now at work on plans for the Dental School and the M. D. Anderson Hospital for Cancer Research.

The Texas Medical Center is moving forward.