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Tape number: 7
Date of interview: July 9, 1981
Place of interview: Office of Special Collections
Interviewer's name: Mr. Ray Stokes
For: TCOM Library, Oral History Section

GEORGE LUIBEL, D.O.

CO-FOUNDER, TCOM

Dr. George J. Luibel was a co-founder of the Texas College of Osteopathic Medicine and Chairman of the Board of Directors during the College's years as a private institution. Dr. Luibel has been a general practitioner in Fort Worth since 1946 and has been active in the political life of his profession, having served as President of the Texas Osteopathic Medical Association in 1950-51 and President of the American Osteopathic Association in 1976-77.

Mr. Stokes: Dr. Luibel, we are happy to have you with us today to discuss some of the memoirs of the past. What was the driving force between 1961 and 1966 that captured your interest in establishing what then was the seventh college of osteopathic medicine known as TCOM:

Dr. Luibel: Well, Ray, you know that's hard to say. Sometimes I think it was just pure stupidity that I didn't know enough that it couldn't be done. But, for several years, in Texas, they had had a committee of the state association, and I had been a member of it off and on for a long time--I don't remember the dates of it, but they would talk about establishing our own college in Texas and the annual effort of that committee would^{usually}/be to have a thirty minute, more or less, meeting in somebody's hotel room, prior to the mid-year meeting of the Board of Trustees and then report to the Board of Trustees that the committee was still interested in this project. Later on, I got to be head of that committee, and I really felt that it wasn't ever going to get off the ground, probably, as a state program. It was something that everybody liked to talk about, but nobody really wanted to take the bull

by the horns and plunge into it. A lot of that was due, I think, to everybody's lack of experience. Nobody had started a college for a good many years, you know, probably, the last college started was the Kirksville College that was started in the early 20's and then it later became absorbed/^{or combined}with ASO, to become the Kirksville College of Osteopathic Medicine and Surgery, which it was when I attended it. It is now the Kirksville College of Osteopathic Medicine. So, until the Michigan people came along, and they were, of course, coming into the AOA House of Delegates, of which I was a member in those days, and the Board of Trustees, which I later became involved with as a member, and they would have all these slide showings and all the propaganda about what a great deal they were going to run and they were going to build forty million dollar college. I really always felt they were trying to build the top story of it first and they got a grant from AOA and one time when I was on the Board, they came back and got another grant from the AOA. AOA had some money at that time because the government hadn't gobbled up all of their income from magazines and that sort of stuff and the postal rates weren't so high. I thought--and I said at the time--to the Board, "Now we have a commitment to start a college in Texas and if you're going to give these people money, that's fine, I'll vote to give them some money, but I just want to put you all on notice that I'm going to come back and ask you for some money for the Texas deal some day, so let's just not establish a precedent if you don't want to carry it all the way through. Well, that kind of talk didn't get a lot of opposition, so later on, we got into a

negotiation with the Des Moines college--the College of Physicians and Surgeons in Des Moines--and Des Moines was one of the older, mid-western colleges--it used to be called The Still College of Osteopathy, I think, when I was still a student. They were housed in an old downtown office building in Des Moines and they had a lot of land on an old military reservation--the old Fort Des Moines. They were talking about moving out of downtown on to that property out there where they had built a little clinic or maybe they just move clear out of Des Moines, since they weren't getting much support. They had had some restrictions in the past in the eye of the law and they were just kind of living from hand to mouth. So, we got to talking with them and in touch with them, and I can't remember how it was--probably some AOA meeting. We invited them to come down and look at Fort Worth as a possible place to move the school--instead of across town, clear across several states. And they made two or three visits down here and, in the course of the conversation, one of the deans suggested that how would they operate down here without having a Texas charter. I said, well, we could get a charter if that was all the problem is. I really never did figure they would move because I thought that when the people in Des Moines got wind of the fact that they were losing a rather stable institution that had been around since the early part of the century, they were certainly going to do something to keep it there. They did and Des Moines didn't move and, unfortunately for Des Moines, they didn't twist the local arms/^{hard} enough to get enough money out of them to make it worthwhile for them to stay. I think they

could have done better than they did. But, in the meantime, I talked to Mr.^{Abe}/Herman about the problem of getting a charter and how much it would cost and he told me the sum, which was not astronomical, and that he^{would have}/had to make a trip to Austin to get such a charter approved. And I felt that we ought to go ahead and get a charter and have it in hand, because I thought that if we announced our intention of going to Austin and securing a charter, we might suddenly get all kinds of roadblocks put against us by the allopathic profession, to name names, and we might have a lot of difficulty. Because it turned out, that instead of states like New York--I had sat in on a meeting with New York-- and they had^{to}/have \$300,000 worth of assets before the state would give them a charter. I think Michigan had to have \$100,000. ^{But}/we didn't have any monetary consideration in Texas to get a charter. So, I was sitting talking to my wife one night and I said "You know, I just wonder who I could get to go in with me on a deal like that?" And I thought a few minutes and said "I know, I believe, who will do that." And I called up two friends of mine and told them I wanted so much money from each one of them and for what purpose and they said, "Okay, I think you're crazy, but we'll do it." And that was Dr. D. D. Beyer and Dr. Carl Everett. So, the three of us contributed the \$600 or so of expense money and sent Mr. Herman down to Austin and he came back with a charter which was one of the most liberal documents ever okayed by the Secretary of State of the great State of Texas. And it enabled us to go into business, running a medical school and running a nursing school, and

all kinds of other allied health schools that we wanted to. So, now that we have the thing, what were we going to do about it? Well, we soon found out that Des Moines, as I suggested earlier, backed out of their deal, they weren't coming, so if we were going to have a college we were going to have to have one of our own. And, one time when I was in San Antonio, I came back to Austin and wanted to see the Commissioner of Higher Education to talk about this thing and find about what problems we might run into with the State in an educational way. The Commissioner was out of pocket, but I talked to his assistant, who later became the commissioner in another state and really didn't know much about us, though he'd come here from one of the western states. But he said in a moment of candidness "I probably shouldn't tell you this, but I think if you are going to start a college, you ought to start a college and then, if you want any state support, come ^{and} / try to get it afterward. My idea, observing medical politics in this state, which I had a first-hand chance to do recently, was that if you come down there and try to get state funds to start your school, you'll be ten years ever getting off the launching pad."

Mr. Stokes: Who was the Commissioner at that time?

Dr. Luibel: The Commissioner was the same one we dealt with all the time.

Mr. Stokes: The name slips my mind.

Dr. Luibel: Yes, he became very friendly with us. He wasn't the man I talked to. That man later went to Missouri and became Commissioner of Higher Education up there. I told him later on that I'd introduce him to some of friends in Missouri and he said "Look,

your friends are enough trouble here in Texas--I don't want to know your Missouri friends! But, this tall gentleman--he always looked like Dr. Everett Wilson of San Antonio--^{his name was Dr. Bergtron Reed.} /He has since retired. But he was a great help to us when we later went before the Board of Higher Education. So, that's really how we got into it and then we, having gotten the charter, went up and I asked the AOA Board to grant us \$25,000. I said we needed some "walking around" money. So, they agreed to give us the \$25,000, but we only took down \$5,000 of it. We figured we had a \$20,000 credit and then President John Hayes got up before the Board during his administration and said that that shouldn't be given to us because we hadn't used it and they didn't have that much loose money laying around. Well, the Board had a recess and several of my colleagues from Pennsylvania Missouri, /and Michigan, gathered around and said, "Well, what are you going to do about that?" I said "We've got to have that other \$20,000". So, they said, "Now we're going back in and we're going to move to reconsider that act". And they moved to reconsider that act and passed it over Hayes' objection. I left town with the AOA's check for \$20,000 and we immediately put it in the bank here so they couldn't get it back. That was probably the money that we hired you with, originally.

Mr. Stokes: That's part of the story that I haven't heard. I mean I've heard about the \$20,000.

Dr. Luibel: That's the \$20,000 we almost didn't get.

Mr. Stokes: Dr. Luibel, I understand that the Texas association pledged about \$100,000 during, I think it was, the 1967 convention. Now,

I know that that just didn't "happen". You had to have done your homework well and I/^{as I}understand it, the snowball was rolling.

So, what happened to cause kind of a delay in reviving enthusiasm that was generated during the Houston convention?

Dr. Luibel: Well, it wasn't all together a deflation of the project. What really happened, as I recall, is that we went down to Houston and actually made a pitch to the membership to see what they reaction would be about this college they always talked about having--if they would really support it with the money. The state association never had the money itself to run a college or to finance a college or to get one off the ground. So, we had to ask the membership and it was not the association as an official body, but the members that were present. We had some cards printed up to let them indicate what their feelings were about it and if they would pledge money toward it and, if so, how much. And, so, it amounted to about \$100,000, most of which, incidentally, was never collected. I mean, we might have gotten the \$100,000 but probably, as your records will show, about half of the people that pledged at Houston never pledged anything at all. We talked about it again the next year in Fort Worth, when the convention was here. And, the enthusiasm for really shelling out any money for the project was, I think, more noticeable by its absence than by its presence. And, of course, one of the problems with it is that we didn't have any real tangible assets that we could show. We were still pretty much, you might say a "shadow organization". You had an office and, I don't know whether Dr. Hardt was then with us or not.

Mr. Stokes: I came in April and he came the following October.

Dr. Luibel: But, you know, we didn't have any bricks and mortar, and we didn't have a place to really put this thing and then we later went on to the Lubbock meeting and, by that time, Dr. Everett had had a real specific money-raising campaign, which he called the "\$1,000 Club" and he was persuading people to actually donate \$1,000.

Mr. Stokes: We got about \$18,000 or \$20,000 in one day. I think that was in May of 1970.

Dr. Luibel: Yes. Of course, he also then persuaded the Chairman of the Board of the Fort Worth Osteopathic Hospital--this was not at the same time--I guess, it was, since we opened in October and May--he must have done it prior to that time, so it would have been in the wintertime that he went out to Dr. Russell's house and persuaded him that we should be able to use the fifth floor of the hospital for this purpose, if we modernized it or finished it ourselves, because it was an unfinished floor. And, actually the hospital board went ahead and agreed to that and that's why . . .

Mr. Stokes: Was that before or after the Lubbock meeting?

Dr. Luibel: It must have been before the meeting.

Mr. Stokes: In other words, we knew pretty well what our directions were when we went to Lubbock.

Dr. Luibel: Yes, we knew that we had some space to start in, but we also arranged--and I don't know whether it was at that time or slightly later--to use the house across the street from what was then the ambulance entrance.

Mr. Stokes: That's where we were when we went to Lubbock. We moved in there in February, 1970.

Dr. Luibel: That all must have taken place at the same time during that winter before we went to Lubbock in the spring. Otherwise, you wouldn't have been in that house and we wouldn't have known that we were going to have access to the hospital.

Mr. Stokes: There wouldn't have a real need to have been that closely identified with the physical layout of the hospital.

Dr. Luibel: We might have kept our office across from the Melnick Tower. But, really, the meeting in Lubbock, then was the first real hard and fast pitch to the whole convention where we asked for real money and not just vague promises that were not nailed down.

Mr. Stokes: Dr. Luibel, I know that you had encountered many well intended critics and maybe a few adversaries. But, tell me, if you will, of one or more experiences that were considered stumbling blocks rather than stepping stones. For example, we have been talking about Lubbock, you experience during the 1970 TOMA convention in Lubbock.

Dr. Luibel: Well, of course, there were people who didn't think we could ever run this thing and there were people who thought we didn't know anything about running a college and there were people who thought they could run it better than us if such a thing did ever come about. Actually, I had two experiences in Lubbock that were more painful than encouraging. The first time I ever went to Lubbock, I went to Amarillo and then to Lubbock. . .

Mr. Stokes: Oh, you went to district meetings out there.

Dr. Luibel: You know, we were having it at somebody's house . . . I think it was Dr. Gene Brown's house. One of the local doctors who pontificated a great deal, when I got through talking, he thought the whole thing was ridiculous--that we didn't know any more about running and college than we did about running a filling station and why should he put money into something like that. And I informed him that we really didn't know anything about a filling station either. If we bought a filling station, we'd hire a guy who knew how to run it and we didn't expect to run a college. And we never did run the college. We always brought in people. . .

Mr. Stokes: That was always one of the hardest things to put across in those early days.

Mr. Luibel: Well, yeah, you know, one of the things that I found out in dealing with my professional brothers--they had a lot of tunnel vision in their educational background. I mean, they were educated to talk about people diseases and all, but they are near as expert on problems away from the field of medicine, even the management of medical institutions, as they think they are. I had had the advantage of sitting on the Texas Osteopathic Medical Association's Board for many years and also the AOA Board; I had been a member of a college alumnae board, which met with the board of that college and I had a lot of exposure to a lot of how/these things were operated more than they did. I had heard college reports. I had even gone out on an inspection team for a college at one time. There were a lot of things that I was aware of and it always amazed me how limited a lot of these people were in their approach to things and their knowledge of the thing.

I think they always oversimplified the idea of locating the college in Arlington. So that the doctors in Fort Worth and Dallas could come right over there and do the teaching and yet, there wasn't any hospital to teach in, there wasn't any place to house or feed anybody and the location we finally ended up with was so far away from the toll road that anybody from Dallas could get into the area where the school finally ended up quicker than if he had tried to go to Arlington. So, then in the convention in Lubbock, I had, I guess you could call it, a head-knocking with Dr. Bobby Smith, who didn't seem to think I, or my colleagues, could run the thing, probably as good as he could or even that we could make a go of it if it opened up. So, of course, he wanted me to make some impossible guarantees that I couldn't make, and nobody could make. The chairman of the meeting finally pointed out that nobody could do anything like that so why didn't we quit talking about it that way. Unfortunately, I think we came away from the Lubbock meeting with a lot of support, but we had a small, hard-core of dissentients who never were satisfied with the way TCOM was opened up ^{and} / run and they never did really support it. In fact, unfortunately, some of them seemed to snipe at it all the time it was in existence as a private school and I don't know why they felt that way, because it wasn't their idea originally and they didn't do all the background work and paperwork to get it off the ground and none of those things can run without a lot more effort than meets the eye.

Mr. Stokes: Dr. Luibel, I've said several times that the three main reasons

for our success were attributable to the contribution of Henry B. Hardt, our first dean; the act that was passed by the Texas Legislature, based on a prior bill known as the Baylor Medical Bill; and the Arlington land that was given to us by the Vandergriffs. Now, please tell me your reaction to my choices. For example, what is your thinking on this subject?

Dr. Luibel: Well, I think the first thing you mentioned, Dr. Hardt, was, of course, one of our really great acquisitions. Dr. Hardt, having been in the academic world, knew how to go about the mechanics of recruiting faculty and organizing it together. None of us knew how to do that. We didn't know where to acquire people with doctorate degrees in the various basic sciences or who could teach the basic science subjects, but he did. And he had academic prestige. He had been President of the National Intercollegiate Athletic Association . . .

Mr. Stokes: Not once but twice.

Dr. Luibel: . . . which includes all the major colleges. And, of course, he and department head had had a long career as Professor/in the Department of Chemistry at TCU and he knew a lot of people locally. He was highly respected and then, more than anything else that I appreciated, was the fact that he plunged into this thing with a great deal of enthusiasm and devotion to it and he was able to go to the various meetings among the osteopathic collegiate world and the AOA and represent us with dignity and poise and with an academic background and he would speak around to the various professional organizations or civic organizations. He had more enthusiasm, for a man his age, than most of my colleagues who were listening to

him at various places in the country. So, I think he was a real gem that we uncovered and found and I don't think . . .

Mr. Stokes: We can certainly thank Dr. Jerome Moore out at TCU for putting us onto that lead.

Dr. Luibel: Well, we might have found somebody else that could have done it equally as well, but I don't know that we would have ever found anybody that could have done it better. So, that is what I think about Dr. Hardt. I have admired him ever since I became acquainted and associated with him and my admiration still persists. My only regret about Dr. Hardt today, is that his health is poor. But, of course, the Vandergriff land deal was something that I had mixed emotions about. I understood that the Vandergriffs were, of course, giving us that piece of land at that location, because the utilities had to be brought all the way across their other land to our land and they were going to benefit by it. Which, I didn't object to. There is no reason for them to give it away unless they could get some benefit from it. But, the only problem with that land was that we never would really have title to it. It has a clause in it that, if we ever ceased to use it for educational purposes, it would revert to them and their heirs. Now, I can understand that they weren't going to give it to us and let us turn around and sell it in a few years, but, if they would have said at the end of twenty years, or so, that we would obtain a clear title to the land I would have had a much better feeling about it, because otherwise, no matter what investment we put on it, if it turned out that this was not right for us, that we couldn't, for reason of facilities or hospital connections or anything else, or community support, or

a myriad of other reasons, or inaccessibility for the rest of the profession, we couldn't afford to be in a position where we had money tied up in buildings or equipment that was difficult to move or that we couldn't recoup our investment in any way. So, that I never did think--it was really much more isolated than it is now, with the growth of Arlington, and I am sure that it has all been used up by now. But, who could foresee that that growth would go that way and that rapidly in that time of our career. If we could foresee things like that, we would all be rich. We would have bought and speculated in every direction at the right time. We might have been able to endow the college if we had known that much. It finally came to pass that we had to return that land to the Vandergriffs since we were obviously not ever going to use it. I always felt that, regardless of that land deal, the location in Fort Worth that was finally settled upon and where the college is today is the place that we should have been and I am glad to see that it ended up there, because Fort Worth is the only major city in the state without a medical school or a professional school. It had had professional schools, but they all had gone out of existence fifty years ago.

Mr. Stokes: Even had a med school back in 1900.

Dr. Luibel: It didn't go out of existence until the end of World War I, why I never understood. But, anyway, this was the fact of life, so that we were the only major city in the state that didn't have an ongoing professional school. The only thing that we had was seminaries and barber colleges. So, I felt that we could get

more legislative support for something like this than if we tried to put in Dallas, Houston, or San Antonio. We had the biggest hospital. We had the largest collection of specialty physicians in one area for possible teaching purposes. And, if we located where we did, we had a public campus across from us in the museum complex that we would never have to build, even though some of them don't like us as much now, since we have built up to the point where their medical friends don't appreciate us. Now, I was aware, for some time, that Baylor had gotten a law passed (Baylor Medical College) which would allow the Coordinating Board to contract with them for the education of bona fide Texas residents, but that law was never funded the first go-around by the Legislature, so Baylor didn't^{actually} get any money the first time around. But, being as the law was in existence, I felt that we had a valid reason to go down and ask for the same thing and, particularly after they funded Baylor and we went down there and that thing was managed with the assistance, and really through the, not with the assistance of--it was actually managed by the Texas Osteopathic Medical Association and Dr. Smith, who I alluded to earlier, in spite of our differences at Lubbock, he was the legislative representative for TOMA in Austin and he worked hard to handle this and get it through and we finally convinced the Legislature they should give TCOM some money for the same type of deal. Now, they really didn't give us the same amount of money or the same type of deal that Baylor got, in fact, they only gave us \$150,000 a year for the first year, which, with 20 students, that wasn't hardly \$10,000 apiece. It was

about \$8,000 apiece. But, fortunately, Governor Briscoe, redlined the whole half of biennial budget--the whole second half of it, so he had to have a special session to create a budget for the second half of the biennium and we went back down to Austin and appeared before the board and, by that time, we had run a year with ^{our} \$150,000 and we were growing a little bit and we hadn't spent it unwisely or foolishly, so they gave us \$300,000 the next year, so we made \$150,000 on the deal. And, so really, we were getting more money from the state with even that so-called pittance, per capita, than other state osteopathic schools who were bragging about how much they were getting. Pennsylvania was the only one getting any of it on a routine basis and they were getting \$4-5,000 a year, so we ended up, before we became a private school, that thing amounted to \$12,000 a year for bona fide Texas resident students. It came out very good and were able to use some of our other monies to consolidate our financial position, to pay off our debts, and to buy up some of the property around us, so that when this thing was turned over as a state school, we had about \$3 million worth of assets, as I recall. While it wasn't \$3 million worth of vacant land like most of these colleges that came into the state with, they didn't have a farm at the edge of some town that they were going to build a college on or had built a college on, we had to persuade the legislators that this was not a bad deal for the state because a medical school has to be in the middle of town anyway and somebody in the middle of town with \$3 million worth of assets was better off than a

liberal arts college out on the edge of some town with 50 or 100 acres of farm land.

Mr. Stokes: If memory serves me right, we owned this 3500 square block, that is, from Camp Bowie to Mattison and Montgomery to Clifton, plus the one lot that now houses the Tarrant County Medical Examiner's Office. We owned that square block and that lot at time.

Dr. Luibel: But we owned the building on that lot . . .

Mr. Stokes: Oh, yes . . .

Dr. Luibel: And we owned the bowling alley building and we owned the motel building next to us.

Mr. Stokes: I didn't mean it was just all land.

Dr. Luibel: We also owned a "go-go" joint and a liquor store. We made a mistake. We should have kept the liquor store in business until we became a state school. So, what other questions do you have?

Mr. Stokes: Dr. Luibel, with reference to the gift of the Arlington land that we have been discussing, the things that led up to our returning the land to its previous owners--Carlise Craven and the Vandergriffs, seems to have been distorted by some critics. Would you clarify this and explain the exact happenings that prompted that action?

Dr. Luibel: Well, I don't know what you mean by distorted or what the nature of the distortions were. I had talked to Mr. Vandergriff, Jr., who stage-managed this whole thing anyway, and, of course, he was then mayor of Arlington and trying to promote the City of Arlington, which I can appreciate, and felt that was a valid duty on his part. In fact, I was very fond of Mr. Vandergriff. He is a

great guy and I think he did a lot for the City of Arlington that . . .

Mr. Stokes: And Tarrant County.

Dr. Luibel: And Tarrant County, that probably most of the people living in Arlington don't understand--and for which he will never get any credit. It became obvious that, after we became established here and then we were getting the bulk of our teaching service and the bulk of our usage for student teaching from Fort Worth Osteopathic Hospital and that the volunteers in this area were the mainstay of our faculty as far as the clinical people were concerned, that there wasn't any money around-- Mr. Vandergriff didn't know of any, where we could put any suitable facilities on that land out there. We didn't have any money. As you know, the first year/^{we used} the bowling alley building we got a grant from the Carter Foundation for the rent on that and then, finally, we made a deal to take over the building and pay on it and so, we were here and after a lot of the people came to Fort Worth for the convention the second year we were in the bowling alley building--or the first year, I remember we had a party for them in that building and brought them all out there in buses . . .

Mr. Stokes: 1972

Dr. Luibel: It was third year the college was running. They were amazed at how much of a facility we had and much space we had. So, actually, by and large, the hue and cry of moving to Arlington pretty well died down with the majority of the profession. They thought we were doing better where we were. So, we finally had heard kind of rumors from the Vandergriff people, that if

we weren't going to use the land, we ^{ought} / to relinquish it, so we instructed Mr. Herman to talk to Carlise Cravens, since they were both attorneys and knew each other well, about us just giving them back the land and them accept of deed of returning or whatever formal legal papers were made and the Board of the College approved that idea and there were several elements on the Board that thought it ought to be done, so that's how it ended up and that's what we did--gave it back since we couldn't use it. So, by the time we applied to the State for money to run TCOM/^{and}later on when we turning the institution over to the State, that Vandergriff land was not in the picture as one of our assets or carried any way on our books.

Mr. Stokes: I appreciate getting that cleared up. I had heard other discussions about various and sundry reasons as to why . . .

Dr. Luibel: Well, I'm sure you heard all kinds of reasons, but you know, I would surmise that some of the people that were telling you about it had the most incomplete knowledge about the whole problem.

Mr. Stokes: Well, yes.

Dr. Luibel: That's what always happens and they never go and ask somebody. I know one time, Dr. Hardt came to me all perplexed and he had a letter that somebody had given him and one of the doctors around that had desires to teach, had written this letter to somebody else over in the Dallas area saying he should would like to teach at TCOM, but that he understood that none of those people would have anything to do with anybody outside and they wouldn't let them teach there anyway and what was he going to do about it? I guess the other doctor turned the letter over to Dr. Hardt and

I said "Why don't you just write this guy and tell him to tell his friend that he could find out more information if he would come over to TCOM and talked to you about the whole subject than he could going through three or four people that didn't know the facts."

Mr. Stokes: We had a lot of comparable experiences to that during the first year.

Dr. Luibel: Yes. That's one of the things that I think that anybody starting a medical school or who is running a medical school in the osteopathic profession always has to live with. I remember when I was in Kirksville, they always had rumors about how the place was running or should be running. I said to Morris Thompson one day, when he was still President of Kirksville. . .I was writing him a letter about something he had asked about. I said "If you can ever get the Kirksville rumor mill quieted down, I think your job as President would be a lot easier." He agreed. You know, when we were running our funding drive here and had the \$1,000 Club and had people contributing to that, Dr. Thompson became very much concerned about his \$750 Club at Kirksville because some of the contributors in Texas had fallen off. So, he sent Dr. Russell out and around to survey all this. You remember that. You remember how they were telling Dr. Thompson in Kirksville that they had to quit giving to Kirksville because they had given to the Texas College. When Phil came back with that information, we got the books and showed him they weren't giving to us either.

They didn't give us any money but they were using that excuse to keep Morris from getting his

money. I will never cease to be amazed at some of the pocketbook protection schemes we ran into.

Mr. Stokes: "Wait until you're open and then come to see me."

Dr. Luibel: Yes--and I'll give you the money.

Mr. Stokes: You know, Dr. Luibel, talking about versions of various and sundry things that have happened. There have been several versions about just how and why TCOM first became identified with North Texas State University. Will you give your recollection about what actually transpired that made us now a part of the state system?

Dr. Luibel: Well, one of the things that stimulated any type of affiliation with a major university was when the Coordinating Board came up here--or sent a committee up here to look at us--before they made an agreement to contract with us after the Legislature passed the law. And, they were really going to slow us down on this--they were going to have experts come in from all over the country and there would have been more experts than there were students and faculty put together. Well, we finally got some of that scuttled and it ended up, they only brought one guy down from Chicago from the AMA, but Dr. Brinley from Scott and White, came up here, heading the thing. We had this whole thing conducted over in the hospital dining room and finally, among the last things that were said, this man from Chicago--I can't remember his name--he was the Director of Medical Education for the AMA--and he said "Well, I really don't think this is the right way to start a medical school and I really never heard of starting a medical school this way, but the more I've heard the story, if I'd been like you guys, I think I'd have gone ahead and done it the same way you did. I

Dr.
don't think there's any other way you could have done it. /Brinley said that they were going to recommend to the Coordinating Board to contract with us, but he thought, and they would recommend to the Board, that TCOM should have some sort of affiliation with a major university in the area. Well, Mr. Vandergriff told me he had already sounded out the President at UTA and they were totally disinterested. They wouldn't even talk about the subject. And, that they wouldn't compete within the U.T. System. we later realized /He later left and became President of the University of Texas Medical School at San Antonio. I can't think of his name, either.

Mr. Stokes: The current president is also an M.D., isn't he?

Dr. Luibel: I don't/^{know}whether he is or not--Dr. Nasler? I don't know whether he's an M.D. or a Ph.D. Anyway, the man who was there had come from the University of Tennessee Medical School and then he went on down to San Antonio and got back into being a medical school president, but you know, we were really clued into this thing by the Coordinating Board and some other knowledgeable people that none of these units of the University of Texas system compete against each other. They don't do that. They have coordinated things and each of them has their own sphere of activity, so, with a medical school fifteen miles away from UTA--in Dallas, they weren't about to try to compete to get involved with a medical school over here. Especially when Southwestern Medical School had a contract over here at John Peter Smith Hospital. And the private colleges--TCU wasn't going to take on anything like that because a medical school is a very expensive, money-loosing problem for a private institution to take on, so TWC

and TCU were out of the picture. And I had always thought that the logical target was North Texas because they had their own separate board of regents, whereas all these others, like UTA, you would have to go through the university board of regents at Austin, which is a very difficult thing to do. Well, anyway, Dr. Silvey went to Hawaii . . .

Mr. Stokes: Dr. Silvey? Who is Dr. Silvey?

Dr. Luibel: Well, Dr. Silvey was head of the Biological Department at North Texas State University. Dr. ^{Gwynn} / Silvey.

Mr. Stokes: Dr. J.K.G. Silvey.

Dr. Luibel: He went over there to lecture to the general practitioner's meeting at the AOA Convention in Hawaii, the year that was Dr. Marion Coy's presiding convention. I think Dr. Robert Nobles of Denton. He and Dr. Silvey talked about this, you know, and talked about ^{Dr. Wilvey} some of our aspirations and / got a better first-hand look at the profession and then came back and talked to Dr. C. C. (Jitter) Nolen, who was president of the University and said "Maybe we ought to take a look at this thing and get together with them." So, Dr. Nobles conveyed some of this to me and we ^{to Fort Worth} arranged for him to come / and bring Dr. Nolen and Dr. Silvey down to talk about it. We met over at Colonial Country Club for dinner and, incidentally, that was at my expense--I signed the darned checks for those things. Nobody ever gives me credit for them. But, I had Mr. Harry Werst meet with us and, you know, he knew Jitter at TCU and Dr. Henry Hardt, who was the dean. So, we talked about this idea and about maybe working out some sort a "lend-lease" program, where we could lease or rent some of their

facilities and faculty to give us some instant bricks and mortar for the use in our basic science program in the first two years and they had lecture space up there. Then, we had another meeting over in Dallas at one of the clubs in one of the tall buildings with Bob Sharp and his wife and the^{Drs.} Burnetts were there . . .

Mr. Stokes: Dr. John and Mary Burnett . . .

Dr. Luibel: All the wives were there. Jitter and the Silveys came down to that one. And, this fella Gene--what was that guy's name that later came over here and worked for the college?

Mr. Stokes: DiKiefer.

Dr. Luibel: DiKiefer--yeah. So, the atmosphere was we really ought to try to get together on some of these things. They assigned Dr. Hardt to work with Dr. Gus Ferre to see what they could work out. So, then, when we had the next board meeting, we had this thing (program) all lined out and we said "Now, what we want to do is take you all up to Denton (we rented a bus) and we're going to take you all up to Denton on Sunday morning. These people will be there and they will show you the facilities, they will tell you what our deal is, and you can approve it or not. Well, of course, most of them were impressed and most of them wanted to go along with it. But, we had quite an argument coming back on the bus about this thing because some of the . . .

Mr. Stokes: That was your board of directors -

Dr. Luibel: This was the Board of Directors of TCOM. A couple of them, first, were a couple of people from the state association that / in on the trip and all, but were not members of the board--they had some misgivings about it and one of the members of the Board was

rather vociferous about it, that we just wanted them to come in and rubber stamp this thing. We said "No, we don't want you to rubber stamp it. We think it's a good idea, we think you should approve it, but we're going to have a vote. If you don't like it, vote against it. If you've got a better idea, you better come up with it if you're going to turn this one down.

Mr. Stokes: At that time, I think the Board consisted of about nine or ten members, I think.

Dr. Luibel: Yes. They finally voted to make the deal. And, actually, we got a deal that was really a steal that first year. North Texas couldn't come out money-wise on the deal, but we added a little more to it when we got some of our money from the state and so, that thing stayed in effect until just two years ago, wasn't it, that they finally got all the students down here from Denton.

Mr. Stokes: It's been a little over two years.

Dr. Luibel: It was inconvenient. It wasn't an ideal arrangement and it separated our student body more than we realized it was going to and that the freshmen and sophomores really didn't meet the juniors and seniors enough. But, they don't now. The juniors and seniors are out all over hell and half of Georgia and nobody knows where they are and the freshmen and sophomores don't see them anyway. But, it gave the impression that we were part of North Texas State University. So, when we went down to Austin, then, to work for state support and make TCOM a full state supported school, it was with the approval of and the aggressive help from, North Texas State University. They don't have a lobbyist, but they have a representative who gives information

to those legislators. There was someone's administrative assistant and they kept him down in Austin working on it all the time and our own people and the state people worked on it and it finally came about. I think it's the best thing. I don't see how we could sit in an eight story building and listen to them build another one with private funds anymore. It's almost impossible.

Mr. Stokes: Dr. Luibel, one of the first assignments that you gave me when I was first employed by the school was to pursue the possibility of rekindling an interest that had been given to the school at one time to a letter of intent by a local oil man, Mr. Howard Walsh. He had given a letter of intent, as I understand, to the school, possibly giving as much as 60 acres of land out in northwest Tarrant County, where, at the moment, I think the northwest campus of the Tarrant County Junior College is located. I was unable to have any luck at getting that interest revived, but could you add to something that I might not be familiar with about how you got the letter in the first place and actually happened?

Dr. Luibel: Well, we first got interested in some property out there because there was ranch that was basically on the south side of that lake property or that little lake there.

We really got interested in that territory when the son-in-law of the people that owned that land on the south side of that lake and went all along the west side of Meacham Field there, I can't remember the name of that ranch, but, anyway, we looked at that thing. I don't remember whether Mr. Walsh acquired part of that property later on and then he kind of gave us that nebulous letter about keeping up the interest in that. Then, he turned the problem over to his sons and we never were really about to communicate with the sons and sit down and talk to them and they kind of brushed the whole thing off. So, I never did know if they were influenced by some outside interest that didn't want us to have the thing or whether they had a better offer or whether they were more interested in getting something out there like the junior college that would develop more traffic and people out there than we would, of course.

Mr. Stokes: Then you don't really know what prompted Mr. Walsh to give the letter of intent in the first place?

Dr. Luibel: I don't recall, no. Of course, we looked at a bunch of other locations, you know. And, we had a lot of people that were interested in helping us look/^{at}them and really find a way to finance them, because we didn't have any money. We looked at the old Medical Arts Building . . .

Mr. Stokes: Now that was back even before I was employed. I read some of the information about that. I think/^{you had}Larry Mills from the AOA.

Dr. Luibel: And, of course, we decided that, even if could have acquired the thing, because TCU owned it--it had been given to them, it would never have been practical for use, because the Medical Arts Building was set up as a doctor's building and the elevators ran right up the middle of it and all the offices were around within close proximity to the elevators, but it didn't leave a wide enough space to ever set up a classroom of any size in the whole building. Then, we looked at the property out on south Riverside Drive where the Children's Rehabilitation Center was originally. They are down now next to Harris Hospital on 7th Street. They bought that new place. We looked at that place, which had been an orphanage or some sort of a school before they took it over. It wasn't bad. It would have been a pretty good lab for us, adequate property wise to start in and room to build on. And, we looked the church/^{down here}that the sons of Frank Norris had promoted, down here on Summit & 5th. It was a big Baptist Church.

Mr. Stokes: I think we came within about a million dollars of negotiating that. They asked about a million more . . .

Dr. Luibel: But, also, they probably did sell it to somebody because they were over their head with that thing.

Mr. Stokes: Oh, yes. You know, that wouldn't have been a bad place, either. You take the cross off the top and . . .

Dr. Luibel: Put a caduseus up there instead and you're in business.

Mr. Stokes: That's right, because, it had an auditorium large enough to seat 2,200 people and had about 40 rooms that could be made into various types of labs and classrooms. But, it wasn't bad.

And, it was within proximity of the hospital.

Dr. Luibel: Oh, we looked at the TP Building. They had a lot of space.

It would have been a good place for a downtown campus because they had a lot of flat floor space. Their elevator was at one end of the building and all the rest of the building was open for rearrangement. They made us a real interesting proposition rent-wise and--I'm trying to think of some of the rest of the places we looked at.

Mr. Stokes: Well, the narcotic farm. Congressman Wright involved in that.

Dr. Luibel: It was being given away, but they really didn't want to give us the whole thing. They were trying to mickey mouse it around for several things. Besides, we were kind of low man on the totem pole. The way that thing goes is that federal property--all the federal agencies that are interested in it get to bid at it and if they don't want it, then all the state interests and then all the city interests, so only then do the private interests get to really have a chance at it. Of course, they turned it into a prison so the whole thing was an academic discussion. But, I think we finally ended up by starting out on the 5th floor of Fort Worth Osteopathic Hospital, who were the only people, in the final analysis, that welcomed us and were willing to underwrite us a little bit. We really did never pay Fort Worth Osteopathic Hospital any rent for the use of that building at all.

Mr. Stokes: It was a paper transfer.

Dr. Luibel: Just a paper transfer and a lot of people don't realize how much help that hospital has been.

Mr. Stokes: The facilities alone were just absolutely . . .

Dr. Luibel: Biggest thing we had was put in with partitions and some air conditioning.

Mr. Stokes: Air conditioner cost about \$6,000 and cost about \$12,000 to remodel it, so about \$18,000 was about what we had invested.

Dr. Luibel: And we used for two years, almost three years, in fact. And then we came into the bowling alley building, which came on the market and we were fortunate to get it. When I heard about it, I talked to a fellow at a party one night before the Colonial Golf Tournament. He said, "Well, these people want to get rid of it. They're paying their way with it, but they want to get rid of it." But he said, "Don't you go talk to them, let me go get them to talk to you." And he did. Which was a very good idea. Because if we had gotten interested, the price would have increased. So, we were then very fortunate to get the Carter Foundation to agree to underwrite the first year's rent on the building. When we were moving into that building and had to make a ^{had} three year commitment and/telephone hookup between the Board of Trustees to the College to agree to make this commitment, I did not tell the Trustees that I had the commitment for the first year's rent until after they had agreed to take the plunge. That was on the advice of Mr. Werst--"Don't tell them you've got the money and we'll let them make the decision and see / ^{what} they want to do about it." Then, after they had made the decision, I said, "Well, we've got enough money for the first year's rent already pledged." And, when we rehabilitated that building and made stadium-type classrooms and other facilities out of it and had

the state convention in Fort Worth the next spring, and brought those people out there from the convention in buses for a cocktail party, they were amazed at what a nice facility the bowling alley was inside. Ultimately, of course, we outgrew it, but by that time, we had an arrangement with North Texas State for some of their facilities for a couple of years, which led to our ultimate, permanent agreement with them.

Mr. Stokes: I can think of two more possible locations for the school back at that time when we were looking--well, I can think of three. One, obvious, that I had overlooked, is you know, we had some interest manifested with the Board of Trustees or Board of Directors of the Fort Worth Christian College out in northwest Tarrant County, you remember.

Dr. Luibel: Out there near Glenview Hospital. We went out and looked at that thing and they badly wanted to rent us an old building out there, but it was out of our flight pattern and all, but we really didn't want . . . I really think they would have sold us the whole college if we'd had the wherewith, but it was too far away from our volunteer teaching personnel and all.

Mr. Stokes: That's the thing that most people overlooked, too.

Dr. Luibel: Yes, they couldn't understand that the great growth of volunteer support was coming from people associated with Fort Worth Osteopathic Hospital. That, all of the support, as great as it was, and that people came from Tyler and Dallas and all around the state, and San Angelo, and came in and gave their time and all, it still was additional help and it still wasn't the hard core, day-in and day-out thing that people from the immediate vicinity

of Montgomery Street provided. And, so, you still had to get back to the fact that the Board of Medical Examiners, in their ruling, said that if your graduates are going to be approved to take their examination, they have to be in close proximity to a 200-bed hospital and the only 200-bed hospital we had was on the corner of Montgomery and Camp Bowie and the bowling alley building was within a half a block of it, so we were covering all bases.

Mr. Stokes: You, know, I at least had an opportunity to get acquainted with, I think, he was at that time the new Catholic bishop here, Bishop Cassada. We went down and visited with him. We even thought about buying the . . . or leasing . . . the old junior high school. And, another place that is still standing empty and that's the old Fort Worth Public School District Ad building down on East Lancaster.

Dr. Luibel: East 3rd Street, or something . . .

Mr. Stokes: Well, it's on East Weatherford and Belknap. The 400 block. It's still there, still standing. . .

Dr. Luibel: They had a couple of other school building around that were tentatively. . . this one down here at White Settlement right near where that Bill Martin's 2nd Edition is. They were thinking of phasing that school out and there was another small school over here west of the freeway that they actually closed down that we went and looked at. But, I think we were very fortunate that we were never able to acquire any of those places, that we ended up with the best place for us to be.

Mr. Stokes: Well, it was an act of providence, there's no question about

that. Dr. Luibel, we've enjoyed reminiscing on many of the memories of the past and I'm wondering, as we conclude our discussion about TCOM from its beginning, and I know that you've walked in the valley of despair many times during the early life of TCOM, but do you recall your most outstanding mountain-top experience that you may have had as you look back on the memories of yesterday?

Dr. Luibel: Oh, I don't know, there were a lot of them, Ray. I think, in the first place, when we got an agreement from the Board of the hospital that we could use the fifth floor and actually opened the place there, that was a big plus. And, when we got funding to get into the bowling alley building and have some adequate space there and a permanent home, that was a big plus. And, certainly, when we were able to get our Legislative permission to fund the contract with the Coordinating Board whereby Texas (bonafide) students could enter TCOM with state funding-- what I mean to say is that the Coordinating Board with contract with TCOM to provide so much money for bonafide Texas residents to attend TCOM, that was certainly a big plus and was the thing that really put us on a rather sound financial footing. As you recall, the first go around, we only got \$150,000 and then the-- Lord love him--Governor Briscoe vetoed the second half of the budget, so we had to come back in a special session and ask for more and we got, I think, \$300,000 out of them that time. And then they kept uping the thing until in the last year before we actually became a state school, we were getting about \$12,000 per student, and, of course, we weren't taking many out-of-state

students at that time. So, we were able to control TCOM's tuition to \$2,000 a year, which was, even then, below most osteopathic colleges. And we were actually getting more money per student for state funding than Philadelphia or any other state school who were thought to be quite solvent and doing well because they were getting \$5000-6000. Of course, I guess, Michigan was getting as much as TCOM was--maybe a little more, but I suppose that probably the final thing that capped it all off was when we finally graduated our first class of D.O.'s and got approval from the State Board of Medical Examiners for them to take the examination to be qualified physicians in the State of Texas, because that was the goal that we were driving for. That was really the climax of all our aspirations. And, while TCOM has gone on since then to achieve new goals and new money and new buildings and new faculty and really made a more visible impact on the environment and the city and the state and, incidentally, along the way, because of all of ^{this} / , really made some new enemies or strengthened some old enemies. I don't know which. By that, I mean in the allopathic field. I don't think any of it would have happened without some of the providential doors that were opened for us along the way when everything seemed at its darkest.

Mr. Stokes: So, actually, in the final analysis, I guess, June 3, 1974, is the day--is THE red letter day . . .

Dr. Luibel: Yes, because those were the first D.O.'s to ever graduate from Texas and you know that was something I had heard talked about

for better than 20 years around Texas, but this time, it happened. I think twenty years from now, these people are going to be the dominant professional people in this state. Not before then. We already saw the big breakthrough where, at El Paso, a TCOM graduate was elected as Vice Speaker of the House of Delegates and that's the first elective office that one of them has been awarded.

Mr. Stokes: I have to pinch myself every once in a while to realize that's true.

Dr. Luibel: And that's just the beginning. It's going to be more and more. I think, five years from now that I would be surprised that if, at least, a third of the Board of Trustess of TOMA is composed of TCOM graduates. I think ^{that's} / great. I think that's what we all wanted. We couldn't have done it without all the graduates that have come from all the other schools out of the state and we couldn't have done it without the help of a lot of people who will never be given credit for it and whose efforts remain unknown and will never be known. But, you know, it's just something great that happened for the profession. I just hope that we don't stumble around and get complacent... and then drop the ball because we are still a minority and it's going to be a constant, ever on-going fight to maintain all the privileges we have acquired and all the rights we are due. It gets back to--who's the author that said the price of liberty is eternal vigilance? I guess a lot of philosophers have said it, but I forget who it's generally credited to. The price of liberty for the osteopathic profession is eternal vigilance. If we get to feeling prosperous we are

going to get in trouble.

Mr. Stokes: Dr. Luibel, we are certainly indebted to you for sharing with us your memoirs of your association with the Texas College of Osteopathic Medicine, as its founding chairman, a member of its Board of Directors for some 7 or 8 years before it did become a state entity. Again, we thank you very much.

Dr. Luibel: Well, Ray, it's pleasant to remember some of those things and actually recall some things that I hadn't thought of for some time.

Mr. Stokes: Fine.