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Chalmers: [It is with a] feeling of great emotion that I welcome you to this tribute to Gustave L. Levy. He certainly was, without doubt, the most capable man that I have ever met in my life. And the wonderful part about him was that he was so much more than just capable. I had never in my life encountered one with such an ability to gather thoughts quickly, to gather data quickly, to make decisions that were accurate, reliable and stood the test of time, and to do it in a way that the people who were working with him had nothing but respect, and sometimes awe, for the wisdom of those decisions.

Today we have several people here to say a few words about Gus, and I will not pursue the point myself in great detail. I just want to summarize for all of you that my concept of Mount Sinai's excellence is the concept that Gus Levy was to a great extent responsible for it. You may remember that when he died, the obituary in the New York Times filled most of a page, and that those of us who were primarily concerned with Mount Sinai had to read a long way before we came to the part that mentioned his contributions to Mount Sinai. At first I thought, "Gee, Mount Sinai is really not being paid much attention here." But then it dawned on me that all the wonderful things that I'd encountered and had the advantage of his doing for Mount Sinai in the three years that I'd been here, had also been done for all of these other places that were mentioned in the obituary. And that this man had an infinite capacity to accomplish great things and to leave innumerable people in the world grateful to him, thankful, and tremendously missing him.

Now, we have today with us the Odyssey House Choir under the direction of Mr. Martin Sussman, and they will open the program with the singing of "Somewhere" from West Side Story written by Leonard Bernstein and Sophie Sondheim.

[Musical interlude]

Chalmers: I should like now to introduce Mr. Sheldon R. Coons who has been a member of the Board of the Mount Sinai institutions for even longer than Gus Levy was, and as a matter of fact, for longer than anyone in this room. On Mr. Coons' shoulders fell the job of filling in as Acting Chairman of the Board with the onset of Gus' illness, and we're very grateful to him for all that he's doing to maintain the forward motion that we had in the past. Mr. Coons.

Coons: Thank you, Dr. Chalmers. Janet, friends. On May 31, 1961, a group of which I was one, met together at the Columbia University School of Journalism to dedicate a room to be known as the "World Room" in memory of Herbert Bayard Swope,

Coons: whom many of you knew. I recall the remarks of the late John H. Wheeler who spoke for the sponsors. I find myself somewhat in his position as you will see. Jack, some years older than Herbert, was president of the North American Newspaper Alliance. I remember his opening sentence: "I had expected that Herbert would be doing this for me, instead of my standing here doing this for Herbert." Today I feel as Jack must have, standing before you in this memorial tribute to Gus Levy.

Although I'd known of Goldman Sachs since my then employer first went public, and of Gus Levy, we first met when he joined the Century Club up in Westchester. Since he was a lower score golfer than I, we hadn't really known each other well until we both became members of the Board of Governors of that club - I think it was about 1945 - on which we served for a number of years. It was there that I was exposed to his unfailing good humor, his sportsmanship, his zest for life, his capacity for friendship, his boundless energy and his spontaneous generosity, seemingly, to quote a phrase, "without stint or limit."

By coincidence, my trusteeship at Mount Sinai is about the same as my years of membership at Century, although, Doctor, I see another Trustee, Alfred Rose, who was a member two years longer than I. (And I'm delighted to see you here, Alfred.) In those early years at Sinai it happened that I became a member, subsequently Chairman, of the Nominating Committee and of other committees of the institution. When Gus took on the leadership of Federation [of Jewish Philanthropies] and its presidency, it seemed to us that all the qualities of leadership that could one day serve Mount Sinai were possessed by Gus. Accordingly, he was invited to consider joining the Hospital Board. (We had not yet undertaken the building of the Medical School.) At the end of his term at Federation, he committed himself to us, was elected after the Federation term expired, and two years after joining the Hospital Board, he became its President. Subsequently, the title was changed to Chairman. All of you know the events that followed his leadership.

You've heard before and you'll hear again and again, of his dedication, of his indefatigable energy, his optimism, the commitment of his personal resources that Gus poured into this institution, assuring its growth and development. In my present role I am now more aware, if that's possible, of his extraordinary capacities. Sad as I am that he is no longer among us, it is a privilege to be able to play a part in this tribute to the remarkable qualities of this dedicated man. Thank you.

Chalmers: Thank you, Mr. Coons. You're all aware of the weather outside. It's been a rough day for flying - great delays. And yet we're honored greatly that one of Mr. Levy's old friends, Senator [Jacob] Javits, Senator from New York, was able to get up here to say a few words about him. Senator Javits.

Javits: Well, thank you, Dean Chalmers. I came because, I just told Janet, and I think some of her family heard me, I think Gus would have come for me. In addition, in the

Javits: interests of my continuance as a politician - I'm not here. I'm in the Foreign Relations Committee Room in Washington hearing the first Executive Session with Cy [Cyrus] Vance, who is going to be our new Secretary of State. And any explanations I'll refer to my many friends in the audience who know me well and know that I generally attend to the public business, first and foremost.

But I consider this the public's business, because Gus, both as a friend and as a public man, was really of critical importance in our country. And I believe in speaking as I shall, for the short time I will, I bespeak the views not only of myself, but of Nelson Rockefeller, who delivered the magnificent eulogy to Gus, and of many other public men who touched Gus' life and whose life touched theirs.

He was a "closer." That's the greatest thing about Gus Levy. There are lots of businessmen and financiers here, and there are doctors who understand that, too, very well. He was a "closer;" Gus left nothing unfinished. And if it had to be unfinished, then he was the first to close it himself. He'd say, "That won't work; forget it. We'll go on to the next." This is an unusual and extraordinary capacity for a man to have. And everything he touched grew and prospered because he had touched it. And he had very few failures, everything considered, especially in that part of his life which dealt with philanthropy and the service to the public. And I might say to you, too, as I walked in here and looked quickly around the auditorium and saw Judy Jensen Gerber's wonderful group - and I know a lot about Odyssey [House] - it struck me that this is exactly what Gus would have wanted, that he's right here with us. It had the sophisticated touch of New York, the aura of success, and it also had the unbelievable human sympathy which is evoked by these voices. And you all know exactly what they mean I'm sure, if you're a New Yorker.

The other thing about Gus which was enormously pleasing to me was his own nature. I had breakfast with him only a very few days before the end came. And he almost was mad at me because I had suggested we have breakfast a half hour later than he generally does, and that was very early for anybody, including me. And by then Gus had already had his morning run and his exercise and was full of ebullience and the most profound interest in everything in the world. And it was this character, which is very well described in the obituary in the New York Times by one sentence, which I'd like to recall to you because so many of us here knew him so personally. That sentence is that one of his associates is said to have authored the following statement: "He would give you hell at 9:30 and at 9:32 talk to you rather calmly about something else." Now this, especially for a person like myself in public life, is an unbelievable blessing to one's friends and associates. We have so much that's vexatious; so many reasons to be nettled and annoyed and angry - and rightfully - and yet so much business to do. But this fantastic, compassionate nature - and yet, you all know he could be tough and decisive when he needed to be - was one of his very, very greatest attributes.

And finally, I come here because this very building and the whole

Javits: concept of The Mount Sinai Medical Center embodies so much the spirit, the purpose, the aspiration, the determination of Gus, to join with you in the appreciation of his role as a public man as well as a philanthropist, a financier, and a leader. I could give you a whole list of problems which Gus took up with me. They concerned, for example, the progress of medical education and what we would do about stimulating the production of more and more doctors - to which this center is a very, very major contribution. He talked with me about union problems with the staffs that man the hospitals in New York, where these problems were and continue to be sources of great concern, especially to hospitals like this which are not in essence government hospitals. He talked with me about the dollars that were to be devoted to research in the major diseases: cancer, heart, stroke, and so on. He talked with me about foreign medical graduates, who we need because of our inadequacy in the number of people that we have professionally equipped to serve many of the cares which we are concerned with. Finally, he talked with me very frankly about national health insurance and what would happen to institutions like this and to the whole pursuit of medicine as a profession and as an art, because that's really what it is as much as a profession, as time went on and such broad needs were created, regardless almost of our ability to meet them. In all of these things, notwithstanding his own prejudices - and he had them, just like I do and you do and everybody else - he demonstrated a quality of objectivity: he may disagree, but he certainly understood arguments on the other side. And beyond everything else - though I never heard him say it - he lived it.

Gus Levy had one trait - he had the capacity for feeling that he had been persuaded. There was nothing ever so stiff-necked in Gus or so opinionated that he wouldn't be able and willing, indeed gladly, to say that, "you've convinced me; we'll go that way." Altogether a recondite, an unbelievably lovable, distinguished man and servant of his own Jewish people and of the people of America - truly a world citizen in terms of his heart and his mind in its finest sense. And if what we learn and have learned since we were knee-high about life and death and what it all means has validity - and I believe it does, as I know all of you do - then it certainly may make us feel good, not bad about Gus Levy because he has passed away. He was here and he made a significant mark, and the stream that runs through life is purer and better because he was here.

Chalmers: Thank you, Senator. Your reminder of his importance to the national scene reminds me of a brief story. When I first came to New York, as the new man on the block I was made President of the Associated Deans of the New York Medical Schools. And I thought that was a great honor. But it quickly became apparent to me that the other deans had in mind that they needed some national leader to carry their torch beyond where they carried it in just New York, and that they had in mind that Gus Levy had been so successful as the head of the Mount Sinai institutions and so successful at the New York level in dealing with health manpower problems, that now he could be a great help on the national scene. So he took over as President of a new-group of advisors to the Associated Medical

Chalmers: Schools and did the same superb job that he has done with all the other things that he has tackled.

You mentioned also his ability to make quick decisions. I'm sure Janet Levy will forgive me if I tell one brief anecdote that she told me. Gus had once said to her, "I may have made some wrong decisions in my life, but I never wasted any time making them."

I should like now to introduce Dr. Hans Popper, the first Gustave L. Levy Distinguished Service Professor of the Mount Sinai School of Medicine. Dr. Popper, as you know, has been at Mount Sinai since the 1950's, and after becoming Chairman of the Department of Pathology, he served as Dean, and then as Acting President and Dean, and then as President and Dean in the interim between Dr. James' death and my arrival on the scene. Dr. Popper and Mr. Levy were very close. And, as a matter of fact, one of the things that persuaded me to come to New York was Hans Popper's reassurance that, although I'd never dealt with trustees before, he said dealing with Levy was a great experience and I needn't worry about it. Hans.

Popper: Mrs. Levy, members of the family, and friends of Gus Levy. I am a representative of the past, a member of the faculty group engaged in the planning of the Mount Sinai School of Medicine. The history of this school is a tribute to Gus Levy. We all are aware that we would not assemble in this room were it not for his energy, dedication, and leadership. The details of the School's development are an accolade to a man who, in addition to his far-flung interests in other human and civic activity, became an academician in his own right. This will become clear by recalling the [----lessness] required to make possible what we now take for granted.

When Gus Levy joined the Board of Trustees, Mount Sinai was a hospital some one hundred ten years old, with a great tradition in patient care and medical research, then primarily devoted to the identification of disease entities. In these years, however, the development in New York and elsewhere of [academic] medical centers, which means the combination of a teaching hospital with a medical school having specialized laboratories on its own campus, began to overshadow Mount Sinai's position in scientific excellence. This seduced many of the best young physicians to leave Sinai after their initial training for one of these medical centers. When in the early Sixties national policy demanded more physicians for a growing America, it was only natural that Sinai desired its own medical school to take full advantage of the available resources and to provide a new mission to a prestigious institution.

Shortly after joining the Board, Gus was asked by Mr. [Joseph] Klingenstein to explore the feasibility for a school at Mount Sinai. The two almost insurmountable obstacles were readily recognized. One was the sheer magnitude

Popper: of funds required to provide the school with facilities matching those of our Hospital as well as the distinguished medical centers in the city and in the country. The second, and even more potent obstacle, was the universal opposition of the hospital, even a strong one, to serve as the basis for a medical school when all other new schools at this time developed on a campus of a university. It required an exciting philosophy, an innovative concept to convince the government, the community, and the accrediting organization of Mount Sinai's capacity. Gus Levy, supported by his colleagues on the Board, met both problems equally effectively and made the impossible a reality.

His success in providing the necessary funds is symbolized by this, the Annenberg Building, dominating the skyline of upper Manhattan. Less visible was his success in persuading the various groups mentioned that Mount Sinai could fulfill the function of a university medical school. Gus convened an advisory committee consisting of the most prestigious medical educators. With them, with some members of the Board - most of whom are here and also deserve recognition at this time - and with some of the staff, and without the philosophy under his leadership, in long, often heated discussions, stated that Mount Sinai, which had the resources for excellent medical care and for respected medical research, could and now should devote itself to an experiment in medical education. Emphasis was placed on the combination of quantitative biology with community medicine, as well as with humanistic and non-medical university aspects of health care. In these heated discussions, he and his colleagues from the Board, including Milton Steinbach, learned the lessons of academe faster than we professionals. This bespeaks the capacity of a man that before had concerned himself most successfully with other civic and business activity.

Many often difficult and painful decisions had to be made about financial problems, and to select administrative and professional faculties. Gus made these decisions rapidly and courageously, saving years in the development of the School, as Dr. Chalmers just now pointed out so well. It was his dedication, persuasiveness, and charm which convinced an initially hostile visiting committee to grant Mount Sinai Medical and Graduate schools incorporation with the City University, something which now, only a few years later, we take for granted.

Although not all ambitious plans in medical education were realized, partly because of the changing climate in the nation, they were the basis of the Mount Sinai Medical Center which now prides itself, having assumed under his continuous and courageous leadership, a respectable position among the health devoted institutions in New York, in America, and indeed, in the whole world. We lost a leader; we lost a friend, difficult, if not impossible, to replace. However, now, a firm basis has been laid. His task has been accomplished. And Mount Sinai can assure Mrs. Levy and his family, Gus' friends as well as the nation, of its dedication not only to keep his memory alive, but also to continue to strive for

Popper: goals which have been set by Gus Levy, the man who made the Mount Sinai School of Medicine.

This brief account of his bold, inspired leadership, financial as well as intellectual, justifies, I hope, my opening statement that Gus Levy, whatever had been his other activities, became an academician in spirit and action.

Chalmers: Thank you, Hans. Among the people who were invited to this tribute and could not make it, was Vice President Rockefeller. I thought it would be fitting if I read a letter which I received from him:

Dear Dr. Chalmers, I am grateful for this opportunity to participate in this tribute to Gus Levy. Gus was a fabulous friend. You sought him out with the problems and he found answers. You looked to him for wise counsel and advice and you always got it. You turned to him in sorrow; his warmth and his great compassion always comforted you. He enjoyed life so much and shared his joy with those of us fortunate enough to know him. He was so successful that he refused to accept any inevitability of failure. Whether it was attacking complex corporate problems in the board room or heart-rending human problems in the hospital wards or the drug clinics, Gus Levy knew there had to be a way, if we but got together to find it. What a privilege it has been for all of us to have walked with Gustave Lehmann Levy.

I should like now to ask Dr. S. David Pomrinse, Executive Vice President of the Medical Center and former Director of The Mount Sinai Hospital, who has been guiding the institution these many years with Mr. Levy. Dr. Pomrinse.

Pomrinse: Thank you, Tom. We men and women of Mount Sinai - and I consider all of you who have come today are in one way or another a part of Mount Sinai - have come together to recognize publicly and formally, the loss of one of us. In the words of John Donne, "No man is an island entire of itself; every man is a piece of the continent and part of the main. If a clod be washed away by the sea, Europe is the less, as well as if a promontory were; as well as if a manor of thy friends or if thine own were. Any man's death diminishes me because I am involved in mankind."

But Gus Levy was no ordinary man to be ritually mourned by his colleagues and remembered well only by his family. Gus Levy was special. Gus Levy was a giant; and Mount Sinai was built by giants. Whatever he touched flowered. He had the vision to dream himself and to respond to the dreams of others, translating those dreams into reality. He brought to bear extraordinary skills in organization, finance, government, fundraising and management, and blended them all into a quality which is best described as leadership - inspired leadership - to which all responded.

Pomrinse: I can remember occasions when the best efforts of the staff would be unable to adequately resolve a complex problem and Gus would be up with a superb answer in a moment or two. Always far too busy and impatient with trivia, he would identify the significant issue in a mass of detail, and somehow find the time to spend reviewing important questions, or helping to find new people to come to Mount Sinai in senior positions, or persuade those already here to stay. While he never dodged a tough problem, he was enormously sensitive to the prerogatives of the medical staff and he was most solicitous of their views. The one lapse he found difficult to excuse was not having been informed of any emerging problem soon enough.

Somehow he found time - time he could have spent with Janet and Betty and Peter - to read and get the gist of voluminous reports. He would then send data he considered pertinent to Mount Sinai, from some of the companies of which he was the Director, to me to see if we could apply it. We talk often at Mount Sinai about the pursuit of excellence. This is not a virtue reserved only to scientists and physicians; Gus Levy lived it. He could not tolerate work that was less than perfect, and often showed his frustration and exasperation when mediocrity seemed to be showing up. He knew that unless the highest standards were insisted upon, a downward spiral of quality would start, and the Mount Sinai he left would be less than the one he inherited, and that he would not have. He demanded the best, and he usually got it.

All of these personal characteristics were combined with a dream: the creation of the Medical School. In Mount Sinai's history there have been a number of giants, both physicians and Trustees. Gus Levy was the right man at the right time. He needed a project of sufficient scope to engage him fully, and Mount Sinai needed a Trustee leader, capable of bringing to fruition the dreams of Hans Popper and his colleagues. Fortunately, we found each other, and generations of patients and students will benefit from this serendipitous match. Patients to whom Gus' name may be unknown will be cared for in sharply upgraded and modernized facilities, and a hundred students a year will find an intellectual home here. Faculty, staff, and employees can labor together to keep Mount Sinai at standards of which Gus would approve. We pledge ourselves to keep his standards ever before us, and to assure that the Mount Sinai each of us leaves behind will be a little bit better than it was when we came.

Pomrinse: Gus gave in uncountable ways so that we could have the chance to contribute. And each of us must dedicate ourselves anew to carry on in his memory to create an ever greater Mount Sinai. We have lost a great friend. We have lost an inspired leader. We have lost a part of Mount Sinai. As the poet said, "Any man's death diminishes me because I am involved in mankind. And therefore never send to know for whom the bell tolls; it tolls for thee." Good-bye, Gus. Thank you, and God bless. We will keep the faith.

Chalmers: Thank you, Dave, for summarizing so well the goal which we all have to achieve because Gus laid it out for us. The next scheduled speaker was to have been Dr. Marvin Stein, Chairman of our Department of Psychiatry. Marvin is ill, fortunately improving rapidly, but unable to be here today. He was to speak as Chairman of the Medical Board of The Mount Sinai Hospital. Dr. Hugh Biller, Vice President of the Medical Board, is here to take his place. Dr. Biller is Chairman of the Department of Otolaryngology of the School and of the Hospital. Dr. Biller.

Biller: Thank you, Dr. Chalmers. Ladies and gentlemen, on behalf of the physicians at Mount Sinai, I want to express our feeling of loss. I know that Gus Levy involved himself in a wide number of causes, but I'm also aware that he had a special feeling for Mount Sinai, and particularly its physicians. It is not commonly known that this sense of kinship stemmed from the fact that one of his ambitions was to be a physician. He read novels and biographies and other literature dealing with medical matters for many years. The reality of his life took him to other endeavors, but throughout the years he sought and enjoyed the company and counsel of physicians. As a matter of fact, it was this deep-rooted interest in medicine and physicians, coupled with his concern about the nation's doctor shortage, that prompted Mr. Levy and his fellow Trustees to take on the formidable task of creating a new school of medicine.

Our school of medicine and the growing number of young physicians we are teaching and sending forth to serve our community and nation, represents the truest memorial to this unusual leader and human being. We physicians will always be grateful to him for what he has done for our profession and for this institution. Thank you.

Chalmers: I hope it won't be considered too concerned with the medical profession for me to say that, in listening to some of these tributes I've been reminded again of the thought, "My God, what a doctor Gus Levy would have made!"

We now are privileged to have Alfred Stern, Vice President of the Board and Chairman of the Development Committee of the Board, say a few words.

Stern: Thank you, Tom. Though as your program indicates, I'm bringing a message from someone else to you this afternoon, I can't help but take a moment to tell you how much I share with all the other speakers the deep sense of sadness and loss at this time. I also speak for the other members of our Development team in expressing what a joy it has been to work with Gus on the building of a new school of medicine and a medical center, and how sorely we will all miss him in the challenging years ahead.

A few days ago I received a telephone call from Walter Annenberg who deeply regretted the fact that he could not be with us this afternoon. It would have been much better to have him say the words I'm going to, but in his absence, he asked me to convey this message to you.

As you may know, our Board had a commitment made by Gus, as our Chairman, to name the mailing address for Walter Annenberg in appreciation for his incomparable contributions to Mount Sinai. The name of Annenberg for this designation was justly merited in view of Walter's exceptional generosity, and in particular, for the spark he provided to help us in the final completion of our extraordinary capital expansion, with a matching gift program which he started. Mr. Annenberg asked me to tell you that it is his wish that he convey this designation and make the official Mount Sinai Medical Center address 1 Gustave L. Levy Place, New York, New York, 10029. Henceforth, all of the mailing envelopes, stationery, and anything having to do with The Mount Sinai Medical Center will bear that designation.

Walter thought this would be the most appropriate and lasting tribute that he could bestow upon the man, who more than any other individual was responsible for the greatest step forward in the one hundred and twenty-five year history of Mount Sinai. We are grateful to Walter Annenberg, for this characteristic act of generosity and thoughtfulness. Thank you.

Chalmers: Thank you, Al. I'm sure all of us at Mount Sinai would agree when I say that we have thought for a long time that this would be the most fitting tribute in memory of all that Gus Levy did for the institution. I think I'll be a little bit informal and tell you that the thought did go through some of our minds that maybe instead of being 1 Gustave L. Levy Place, it should be 1 Gus Levy Place. It was intriguing. We consulted Janet Levy about it; it intrigued her, too. But I think we all came to a sort of universal opinion, that even though those of us here now might think of it as Gus Levy Place, that this would be a lasting memorial and that the more formal name would be more appropriate. But I think it is a commentary on how everybody thought about Gus that the thought went through our minds.

If I can quote one more story from Janet: she remembered an episode way back in Goldman Sachs' days when some new man in the firm had asked another man in the firm why it was that people referred to Mr. Weinberg as "Mr.

Chalmers: Weinberg" - Gus Levy's predecessor - and referred to Gus Levy as "Gus". And the answer was that when you're talking to Gus you don't have time [for] formalities like "Mr. Levy," you just come out with the story right away.

We'd like now to hear again from the Odyssey Choir.

[Musical interlude "I Believe"]

Thank you, ladies and gentlemen. And thank you, Mr. Sussman.

Before concluding I want to emphasize that we cannot pay a tribute to Gus Levy without paying tribute also to the people who were so important to him and I think, in a great measure, share the responsibility a great deal for many of his successes. So, Janet and the rest of the family, we're all very grateful to you just as we're grateful to him for all he has done for us. We will never forget this very rare human being.

Thank you.

[End of Program]